



**DIVERSITY IN THE WORKPLACE:
CHALLENGES AND BENEFITS OF THE INCLUSION OF
THIRD-COUNTRY NATIONALS**

HANDBOOK FOR EMPLOYERS



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... a MILE ahead!



INTRODUCTION

The project “[MILE Migrants Integration in the Labour market in Europe](#)” (821725-MILE-AMIF-2017-AG-INTE) is a project funded by the **European Union’s Asylum, Migration and Integration Fund**.

The project runs from December 2018 to May 2021 and is coordinated by [ICEI International Economic Cooperation Institute](#) (Milan, Italy), in **partnership** with:

- [Agency for the Training, Guidance and Employment of the Metropolitan City of Milan](#) (Italy)
- [EMIT Feltrinelli](#) (Italy)
- [Hellenic Open University](#) (Greece)
- [Olympic Training & Consulting](#) (Greece)
- [Foundation Action Against Hunger](#) (Spain)
- [Verein Multikulturell](#) (Austria)

Moreover, additional private and public organisations support the project and take part in various activities, such as: employers and employers’ organisations, public authorities, migrants’ associations, not-for-profit organisations, VET bodies, refugees/asylum seekers reception centres, research institutes and Universities, trade unions, etc.

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

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

The project **specific objectives** are to:

- Enhance the competences and practices of stakeholders (including employers) in the field of integration of non-EU citizens in the labour market;
- Develop and implement with the migrants a methodological scheme to promote their integration in the labour market, via a structured and continuous involvement of employers;
- Disseminate and mainstream the MILE experience at local, national and EU level.

The **main activities** are:

- Engaging and providing capacity building of multi-stakeholders’ networks (including employers) and development of the MILE model;
- Developing the skills for work of the non-EU citizens via technical and soft skills training;
- Fostering access and integration into work for the migrants, via job guidance and work placements;

MILE works with **two groups of Third-Country Nationals:**

- 1st level target group: 30 migrants in each country, including refugees. These will follow an in-depth training and support to employment path;
- 2nd level target group: 100 TCNs in each country. These will follow a more “soft” training and support to employment path.

In the context the activities with stakeholders, a **capacity building for employers** and employers’ organisation has been carried out in each of the 4 partner countries, from October to December 2019.

The contents of the capacity building were based also on the results of the **research “[Voices of European Employers. Challenges and benefits of the inclusion of migrants in the labour market](#)”**. This was carried out by the MILE project with over 170 employers and associations of employers in Italy, Austria, Greece and Spain in the first half of 2019 and it highlighted the needs, suggestions, etc. of the employers on the topic of integration of non-EU citizens in the workplace.

The capacity building aimed to strengthen the participants’ skills, knowledge and competences in **diversity management** and the **integration of non-EU citizens in the labour market**.

More than 40 employers - across all economic sectors and sizes - took part in the capacity buildings. Trainers were renowned national experts on the above-mentioned topics.

The present **Handbook** include the proceedings of the capacity building and is intended as **an easy-to-use tool for all employers and association of employers across Europe** – including those who participated in the MILE capacity building – willing to gain more information and knowledge on how to promote diversity in their workplace and support the integration of migrants in their company.

For more information on the capacity building, the research and the rest of the project MILE, see:





1. ITALY

“FROM DIVERSITY TO INCLUSION: HOW TO MANAGE DIVERSITY BY PROMOTING INCLUSION”

by Maura Di Mauro

Intercultural trainer, coach and counsellor; specialist in Diversity & Inclusion, Social Innovation & Sustainability. <https://mauradimauro.weebly.com/>

INTRODUCTION

The suggestions and tools presented hereafter are based upon my research, training and counseling work on diversity & inclusion in recent years, starting from a study carried out in 2008-2010, whose results are reported in the book “Organizzazioni e differenze. Pratiche, strumenti e percorsi formativi” (2010, Franco Angeli). They are also based on the approach to diversity & inclusion proposed by Roosevelt Jr. R. Thomas et al. (1999) in “Building a House for Diversity: A Fable About a Giraffe and an Elephant”, as well in much international and national literature on diversity management (Barabino and Jacobs, 2000; Barabino, Jacobs, May, 2001; Bombelli, 2003; 2004; Cuomo and Mapelli, 2007).

It also includes the findings of recent research carried out on work inclusion of migrants in Italy and Europe, in which I participated as researcher and counsellor in collaboration with ISMU Foundation (Initiatives and Studies on Multiethnicity), notably the projects DIVERSE (Diversity Improvement as a Viable Enrichment Resource for Society and Economy) and DIMICOME (Diversity Management and Integration. Migrants skills in the labour market; still ongoing).

The training and awareness raising action on diversity & inclusion carried out, limited to a brief presentation to a very mixed audience, was aimed to:

- First, highlight the difference between “diversity” and “inclusion”; these two terms are often used in a wrong and uninformed manner, resulting in actions that increase “diversity”, notably that of the apparent kind, but don’t help to foster inclusion:
- Get the audience to understand the reasons why to invest in the work inclusion of migrants, by highlighting the benefits of inclusion;
- Raise awareness of the major barriers to inclusion, notably of one’s own personal biases or institutional biases which stand in the way of inclusion;
- Provide some concrete and operational tools, to actually support the work inclusion of migrants.



SOME CLARIFICATIONS ABOUT LANGUAGE

In order to start dealing with the issue of work inclusion of migrants, particularly citizens of third countries, I believe we should first make a few clarifications on some terms which are often inaccurately used as synonyms, or without considering the implications in terms of managing the specificities that some “categories” of people may show compared to others.

The term “migrants” refers to people “in a state of transit”, from a place to another. However, this term is often used in a generic manner, both in the political and common languages, as associated to more neutral or politically correct meanings compared to “foreigners” or “immigrants”, which might be negatively interpreted. Migrants account for an estimated 1’8.5-9% of population in Italy (ISTAT, 2019; IDOS, 2019). A “migrant” is a person who has migrated from his/her own country to another, often for voluntary reasons, and due to economic motives, or just to improve his/her economic and social conditions. This “category” of people may include various kinds of people, owning different levels of skills (low-skilled vs. high-skilled); who have been resident in a place for different periods of time (short vs. long), therefore with different knowledge of the local language or context; can also include international students; sometimes, if not separately considered, asylum seekers and refugees as well.

For these reasons, the generic usage of the term “migrants” is inaccurate, notably when referring to projects on work integration of migrants, and possibly aimed to create a model process or scheme to foster work inclusion or integration. In fact, the subcategories of people that often are inaccurately included in the hodgepodge of the category “migrants” may be, due to the above mentioned characteristics, significantly different in terms of skills, work experience, motivations to work, migration and life plans. Such diversity must be accurately considered in order to design soundly targeted projects and actions.

By the term “citizens of third countries”, we refer to citizens of non-EE countries, that is, coming from countries that are not members of the European Union. They can reside in our country only temporarily or permanently. Citizens of third countries do not always migrate on a voluntary basis or with the intent of reaching our country, notably when they are seeking asylum (or international protection), or they are refugees. In turn, also the category “migrant citizens of third countries” includes various types of people: those mentioned under the generic category “migrants”, but also high skilled workers, globally recruited with expat contracts or hired locally, mostly by multinational companies. But it also includes second generations without citizenship and children of parents coming from third countries. In Italy, migrant citizens of third countries amount to nearly 3.8 millions, mostly coming from Morocco, Albania, China, Ukraine and Philippines (ISTAT, 2019).

It is sometimes unclear which kind of migrants exactly we are referring to in projects aimed to foster the inclusion of foreign citizens. More importantly, the company’s goal in promoting work integration for one specific category of migrants may be unclear. Which benefits the company wants to reap not only for “migrants”, but for itself as well, in fostering their work integration?

These are the first questions and the first steps we should make, starting from a clearer definition of the “target” we are referring to, and exactly why.



FROM DIVERSITY MANAGEMENT TO INCLUSION

The “diversity management” arose in the mid-eighties in the United States. It is an approach to management based on the acknowledgement of diversity – within as well as outside the company – as a general strategy, not only referred to the management of human resources.

The concept of “diversity management” was introduced when the Hudson Institute published the report “Workforce 2000”, assessing the future trends of the composition of the labour force in the US. The results showed a steady growth of multiculturalism in the country’s demography and an increasing share of women in the American labour force. The study also highlighted the limit of existing policies in terms of management of human capital, as they have favoured WASP (White, Anglo-Saxon, Sexual Straight Oriented and Protestant) people for decades, while at the same time evening out access to individual rights to ensure equal opportunities within and without companies by the so-called positive or affirmative actions. What emerged from the Workforce 2000 report was an increasing need for companies to adopt an approach to management focused on nurturing diversity (or better, differences) rather than on standardisation. Diversity Management, as “a diversified approach to human resource management, aimed to create an inclusive working environment, that encourages the expression of individual potential and uses it as a strategy for attaining its organisational aims” (Barabino, Jacobs and Maggio 2001; Bombelli, 2003) was just consistent with these needs.

A definition of diversity management exclusively referring to human resource management, however, appears today reductive. Diversity management (intended as the management of diversities, that are many) is a managerial approach that can be applied in a strategic and systemic way to the different functions of an organisation, considering both internal and external diversities, in order to harness and develop the skills and specificities of each person, making diversity a leverage and an advantage for companies (Di Mauro, 2010).

In any process of accompanying organisations to design and implement strategies, practices and tools based on the concept of diversity management, we should start from defining what diversity means to us and the companies we are working with.

Diversity should always be intended in the plural sense, not in the singular: diversities.

While by “diversity” we often refer to something that is “negative”, that deviates from standards or what is deemed “normal” or the “norm”, the term “differences” is more neutral, free from negative meanings, and acknowledges individual specificities as part of an ecosystem, and even functional to the evolution of ecosystems.

Diversity is not limited to gender, ethnicity, sexual orientation, age, and disability; it extends beyond these “visible” categories. Actually, it also includes those differences in learning styles, in neurobiology, in the ways we address problems, in personality traits (e.g. introversion or extroversion). Diversities are all what is not in line with our expectations, or all those whom we put in our outgroup, based on our past experience.

It is important to acknowledge that “diversities” are framed according to our mental paradigms and patterns, perceptions and judgements, i.e. our assessments. We perceive something as different



based on our assumptions, stereotypes and prejudices, as well as on the assumptions, stereotypes and prejudices incorporated in companies' organisational cultures. Companies, or organisational cultures, in fact, being made of and by people, also have their own stereotypes and prejudices. These processes – individual or organisational – influence the inclusion or the exclusion of certain people. As a result, they also influence the work opportunities offered, or not offered, to migrants and citizens of third countries.

According to the above mentioned definitions of diversity management, programs aimed to promote the work integration of migrants should imply actions and strategies that create an inclusive work environment, where migrants who are offered opportunities of work integration are allowed to express themselves, and to contribute by their skills, motivations and energies to the achievement of corporate goals. Companies in turn should use the migrants' specificities as a strategic leverage, so that both companies and migrants take mutual advantage, not just in the immediate but also in the long term. This picture is not the most frequently observed within organisational settings.

THE FAILURE OF DIVERSITY MANAGEMENT

Much research on multicultural work environments (Dobbin F, Kalev A., 2016; Seyed-Mahmoud Aghazadeh, 2004) suggests that an increase in the diversity of work environments does not automatically produce a benefit for companies. In fact, employing people based on their diversities rather than on their abilities, through a quota system or by fixed targets, does not necessarily imply greater satisfaction or motivation for the concerned persons, let alone for their colleagues; rather, it may create division and demotivation. It can even cause more turnover among the colleagues, resulting in increased costs for the company. Other possible negative effects of introducing more "diversity" within work teams or work environments include increasing conflicts and slowing down decision-making processes.

More diversity does not mean more inclusion. And more diversity, without real inclusion, may not add any benefit for the company, if diversities are not used to meet customers' need, or to address present or future corporate challenges, or to enhance corporate innovation.

In addition, an analysis of the literature on work integration of migrants, as well as recent Italian and European studies (Zanfrini, 2015; project DIMICOME, ongoing) clearly show that, both at national and at European level, the tools of work inclusion most used by companies are internships and apprenticeships, or other kinds of contracts mostly concerning low-skilled roles, sometimes associated to vocational training schemes.

Such research highlights a paradox: most so-called "diversity management" actions aimed to foster the work integration of migrants are focused on the employability of migrants according to "complementarity model". That is, migrants perform jobs that natives don't want or can't do, and therefore don't compete with them for work.

Such categories of actions and projects aimed to facilitate work integration of migrants or citizens of third countries are often the target of financed projects; they seldom get to harness the skills or resources of migrants. On the contrary, such limited connotations of diversity management contribute to create or compound ethnical segregation, both horizontal and vertical, or ethnically-



connoted categories of roles/jobs. They also seldom get to create social integration, often causing demotivation to learn local languages, and even ghettos within the communities of belonging or the wider communities of strangers.

It is important to stress that simply increasing the number of migrants, or “visibly” different people in a company is not equivalent to implementing strategies or practices of diversity management. Nor diversity management can be implemented by giving a chance to migrants “poor boys”, or because they are more willing to accept work conditions and contract terms that natives do not accept anymore.

THE BENEFITS OF INCLUSION

If we don't want to restrict the work integration of migrants to low-profile roles and to compound ethnically-based segmentation in the labour market and in society as a whole, we must consider, on the one hand, the requirement to match skills to labour market needs. On the other hand, we should understand which type of migrants we intend to integrate, and which skills of specific migrants the company intends to use or develop; but also how the company intends to benefit from an inclusive strategy and from the diversities of which migrants are carriers, also in a perspective of change and organisational development.

Inclusion in work settings implies the ability to create an environment – both physical and relational – enabling people to express themselves, to apply their own skills, to contribute to corporate results, or to excel; to grow and develop their competences.

Much research (McKinsey, 2015; 2018; Deloitte, 2015; 2015; 2018; The Conference Board, 2013; Cuomo, Mapelli, 2007) has highlighted the benefits of an inclusive working environment: where inclusion is greater, the level of employees' involvement is consistently higher; inclusive teams excel in terms of performance; more inclusive companies also record higher productivity levels as well as larger market shares. There is also evidence of a direct correlation between inclusive organisations and higher innovation and creativity levels, as well as between investment in Diversity & Inclusion strategies, Corporate Social Responsibility and companies' attractiveness, in terms of employability.

Inclusion is a responsibility of leaders and managers, who must be able to translate corporate values (e.g. valorising diversity) into actual behaviours.

Inclusion is what a company does, not just the HR manager, but every manager, in order to harness everyone's motivation, competence and potential, and therefore to benefit from everyone's diversity or specificity, and to keep people satisfied. This can be achieved by starting from listening, from the assessment of formal and informal skills and of people's motivation and desires.

BIASES: BLOCKING INCLUSION

How it happens that some people are preferred while others are excluded, some are offered opportunities and others are not?



One factor shaping human choices, therefore also corporate choices, and often hampering the building of really inclusive working environments, is the existence of biases (Tverski e Kahneman, 1974).

These “penchants” are due to sets of acquired beliefs, often unconscious, which affect perceptions, judgements and behaviours – such as e.g. decision-making processes – in a stereotyped and prejudicial way, both at the individual and the organisational level. As they are made of people, in fact, companies too have their own sets of beliefs, stereotypes and prejudices that affect selection and recruitment processes, career or development paths, the composition of work and project teams, and so on (Bombelli, 2003; Cuomo, Mapelli, 2007).

Our brain is much less rational than we would like. Indeed, faced with the need to create order in the reality we live in, often in a fast way, we establish categories, that is, we differentiate people, things, situations. Such categorizing processes are not always occurring consciously, through the use of languages and symbols; they mostly occur in an automatic, subliminal and unconscious way. Studies in neurobiology and phylogenetics have shown that the brain area associated with conscious processes is relatively young and small compared to the part concerned with instinctual and emotional reactions. Therefore, information processing occurring while we are unaware of it, in an unconscious, automatic and spontaneous way, is much more consistent and faster compared to rational and objective processing ([Mai Nguyen-Phuong-Mai, 2019](#)).

Nobody, not even top managers and entrepreneurs, can be exempt from biases.

Research has identified and studied several kinds of biases, and the ways they affect human behaviours and decision-making processes.

As decision-making mechanisms are the basis for including vs excluding certain persons, and as a consequence for decisions or choices that foster or hamper the work integration of migrants, in order to increase the awareness of such mechanisms, an explanation is provided below of how at least two kinds of biases are working: the *affinity bias* and the *confirmation bias*.

Increasing awareness of and reflection on our own biases, and the biases of the organisation we are working for, and how they affect our choices and behaviours toward the others, as well as work processes and situations, is the first step to make in order to foster real inclusion, triggering changes that will allow to create a new pattern for real work integration of migrants.

THE AFFINITY BIAS

Starting from the seminal study by Tajfel et coll. (1970) on the building of social identity, research in social psychology has shown that in different social situations we categorise, differentiate, and consequently we behave toward people, depending on whether we consider them to be part of our *ingroup* or as part of an *outgroup*. In general, if we perceive a person as similar to us we include him/her in the category of ingroup; if, instead, we perceive him/her as not familiar, hardly similar to us, or far from what we expected (“different”), we put him/her into the outgroup category. We make assumptions based on what we see, hear, and feel –one’s skin colour or handshake, an emotion we



feel, smells, our moral standards, our values -, then we store it all in our memory and judge people by putting them into our ingroup or outgroup.

We assess, behave towards and treat in a more positive way the persons we associate with our ingroup, e.g. by using more positive connotations to describe them and by including them. Instead, we treat in a more negative way the persons we associate with our outgroup, e.g. by using more negative connotations to describe them and by excluding them. Our mind prefers to deal with what is familiar rather than with what is unfamiliar or unknown. And we are conditioned by the affinity bias to favour, or support, people of our ingroup: we select somebody for a project because we know him, we prefer a candidate with our same interests, or because he/she reminds us of ourselves when we were young, etc. In some unconscious way, we require people to adapt to our affinity bias, that is to what we like and expect from them, otherwise we ignore or exclude them.

THE CONFIRMATION BIAS

Even at the perceptive level, our brain tends to meet the need for us to confirm our mental patterns, that is, how we expect that a situation will be: our attention is selective and we filter information in a selective way, leading to confirmation of the validity of our “theories”. We seek information that supports our beliefs, while we incline to ignore information not consistent with our mental patterns. By these selected pieces of information, we create stories that supplement our systems of beliefs and values, or our past experiences.

We also implement the same mental processes based on confirmation biases when we evaluate somebody’s abilities: this means that we often assess someone’s abilities based on something that has little or nothing to do with the skills required for a specific role. If we believe that someone is highly productive, we look for information supporting our conviction while we ignore, or justify, counterevidence based on our preconceptions.

Biases, stereotypes and prejudices are often influenced or supported by organizational cultures. Cultures may vary from department to department, building to building, country to country; still, any organization shows situations, or ways of working, which benefit some while penalising others.

Many companies which recruited migrants by internship or apprenticeship contracts affirm that hiring migrants has improved the working climate. This is possible. However, as a matter of fact, the same companies measure climate using certain indexes of satisfaction or work engagement, by involving employees at different levels, migrants themselves, or their bosses and their staffs. This is also an example of how the confirmation bias works: one’s theory is confirmed a priori, without implementing objective systems of verification and evaluation.

In addition, in many organisations (notably non-profit organisations, but at present also many private companies), a benevolent culture is prevailing, based on the stereotyped assumption that migrants are “poor boys who need help”. This may be true of course. However, such belief can engender a confirmation and benevolence bias, which favours diversity, notably in terms of affirmative actions and opportunities offered, but hardly helps to create real inclusion and to make migrants a resource and a competitive advantage. Unfortunately, many programmes established to support such projects are affected by confirmation and benevolence biases.



The lack of awareness of their influence does not help to produce solutions that take into account such biases and to create new models for migrant integration in the workplace. On the contrary, prejudicial systems are reinforced, as well as discrimination and segregation both inside and outside work organisations.

MANAGING DIVERSITIES AND PROMOTING INCLUSION

There is a much-reiterated idea that it is the responsibility of leaders and managers to create inclusion within organisations, be they private, public or non-profit; and that virtuous companies invest in inclusion and diversity on strategic grounds to generate and benefit from the advantages of diversity at the organisational level.

In order to activate virtuous processes, which promote real work inclusion of migrants, we must first involve corporate leaders and managers in a process of increasing awareness of one's own individual and corporate biases, to understand the reasons leading them to promote actions aimed to favour the work integration of migrants or, on the contrary, prevent them from starting real inclusion processes.

It is also useful to involve corporate leaders and managers in a process of brainstorming and identifying corporate goals that migrants can contribute to achieve, considering available functions or roles and the objectives of available roles, the composition of work teams, the characteristics of customers and the expectations of stakeholders.

In order to achieve an accurate understanding of organisational biases, and the way they affect organised behaviours, it is also useful to carry out organisational studies, aimed for instance to understand the demography of the workforce, but most of all the organisational processes: notably, recruiting, selection, and hiring processes; as well as the processes related to training and development activities, or career progress patterns (Cuomo, Mapelli, 2007).

Feedback meetings with corporate managers to discuss the results of such analysis will be useful to help managers and their companies to move from unaware management of work integration processes to a more aware management and a strategic vision based on corporate goals. Actually it is a learning process, not simply at the individual level, but at the organisational level as well; a process requiring investment of time and resources to favour and engage in a real inclusion process.

It is also very important to ensure that leaders and managers develop the concerned skills to create an inclusive corporate culture. Therefore, diversity and inclusion, as well as on the management of people and/or multicultural teams, are relevant training areas in which corporate managers must be involved, notably when they are partners within work inclusion projects (Deloitte, 2018).

Any process or action aimed to work inclusion of migrants requires objective assessment of its impacts on corporate performance, and/or the work group to which migrants have been assigned, as well as on the lives of migrants and their satisfaction levels. Such phase of monitoring and evaluation of results is often neglected, notably within sponsored projects. On the contrary, it is an inescapable step to start virtuous processes and break social stereotypes and prejudices related to a certain rhetoric or political narrative of multiculturalism (DIMICOME, ongoing).

DIVERSITY MANAGEMENT: CASES AND TOOLS

As has often been reiterated, diversity management is a managerial approach that can be applied by organisations in a strategic and systemic way; therefore, it goes beyond the mere function of human resources. To this purpose, below are listed several organisational areas, and the relevant tools that can be implemented within each area, in order to facilitate the process of work inclusion of migrants, and to make inclusion a leverage of organisational advantage and development.

Concerned organisational area or function	Activity or process	Tools to be implemented
Organisation and Human Resources	Organisational analysis	<ul style="list-style-type: none"> ▪ Diversity & Inclusion Index ▪ Analysis of climate, satisfaction or engagement ▪ Defining D&I strategy, objectives and road map ▪ Defining ways and times for measuring and monitoring
	Recruitment & Selection	<ul style="list-style-type: none"> ▪ Using formal and informal recruiting channels ▪ Objective selection tools, based on technical and soft skills models ▪ Training on recruitment and selection tools for the concerned staff and on the influence of biases
	Training	<ul style="list-style-type: none"> ▪ To employers and leaders on inclusive leadership, D&I, management of multicultural teams ▪ To colleagues on management of intercultural relations ▪ To migrants on language, how to adapt to local context, management of intercultural relations, development of targeted skills
	Human Resource Management	<ul style="list-style-type: none"> ▪ Management sensitive to personnel's specific needs ▪ Breaks and places of worship, management of vacations ▪ Multi-ethnic canteens ▪ Using language and cultural skills of migrants, notably for customer service and relations with countries of origin
	Career Development	<ul style="list-style-type: none"> ▪ Career development paths based on skills models, identifying talents and achievement of strategic corporate goals ▪ Harnessing migrants' skills in development paths
	Internal Communication	<ul style="list-style-type: none"> ▪ Multilingual welcome kit and information brochures ▪ Multilingual newsletter and intranet with multicultural sections ▪ Multicultural and multilingual posters, signs, values ▪ Open evaluation procedures and criteria

Communication	External Communication	<ul style="list-style-type: none"> ▪ Multilingual website, newsletter for customers with multicultural sections ▪ Using ambassadors ▪ Press releases, social media presence ▪ Joining networks, attending meetings, awards
R&D – Research and Development	Innovation	<ul style="list-style-type: none"> ▪ Involvement in multicultural teams to create product/service/process innovation ▪ Developing social innovation programmes with profit and non-profit partnerships to meet specific welfare or housing needs
CRS – Corporate Social Responsibility	Sustainability and Social Responsibility	<ul style="list-style-type: none"> ▪ Corporate volunteering ▪ Investing in projects covering communities and countries of origin ▪ Targeted corporate welfare measures ▪ Foundations, shares of net earnings invested in specific projects ▪ Ad-hoc investments in safety ▪ Ethical or CSR report ▪ Certifications (e.g. SA800, OHSAS 18001, etc.)

Here follows a list of references on diversity management, and on work integration of migrants, refugees and asylum seekers, as well as the sharing of handbooks and tools produced by other projects - in Italy and abroad – in order to favour the transferability of projects implemented by companies of different sizes and product groups, and as a consequence to make inclusion tools and processes virtuous.

Readers are invited to refer to recommended works and websites, as well as to expert advice on these issues in order to design and implement ad hoc or tailor-made strategies and products adapted to specific corporate contexts.

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2. AUSTRIA

“IMMIGRANT PEOPLE AS A RESOURCE FOR COMPANIES - OPPORTUNITIES, OBSTACLES, STARTING POINTS”

by Dr. Gudrun Biffl

Economist and labour market and migration expert www.gudrun-biffl.at

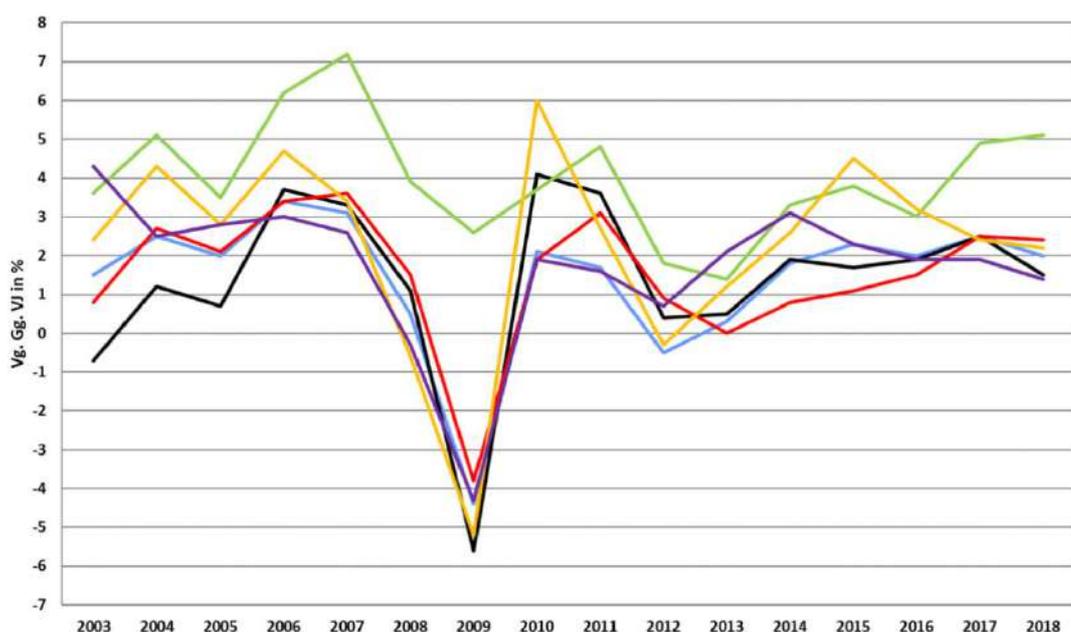
Summarized by Judith Steinbach, Verein Multikulturell

INTRODUCTION AND BACKGROUND

With the first look at the economic situation in the country, one will realize subliminally that Austria had a hard time getting back on its feet after the economic crisis of 2009/2010. For years, necessary reforms were very slow to get underway. However, Austria's growth path used to be better than the average of the European Union. And since 2017/18 it has been possible to catch up again with earlier developments.

Although the value added per capita (PPS) in Austria is still one of the highest in the EEA - European Economic Association (in 6th place after Luxembourg, Switzerland, Norway, Iceland and the Netherlands), Austria has fallen back compared to other EEA countries and compared to 1995. This is particularly true in the economic and technological rankings and also the industrial and export structure is not very dynamic.

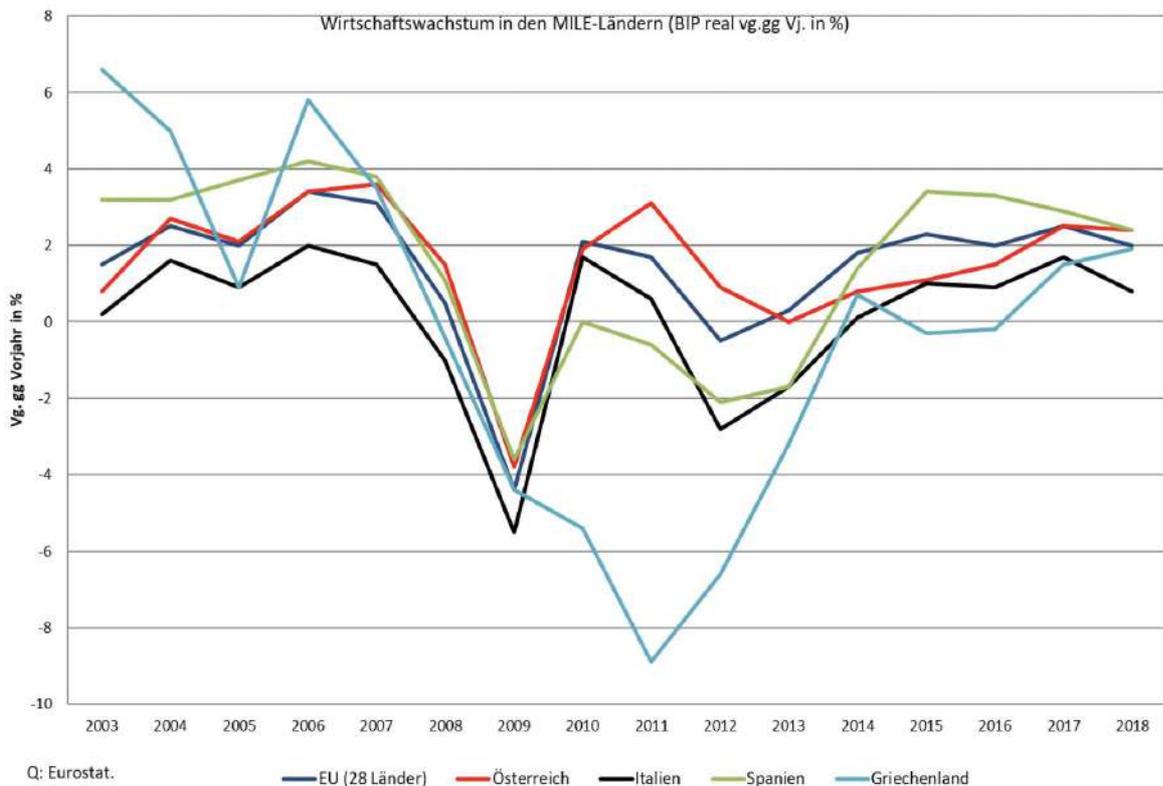
Economic growth in comparison in % (real GDP)



Q: Eurostat

— EU (28 Länder) — Deutschland — Österreich — Polen — Schweden — Vereinigtes Königreich

Economic growth in the MILE countries (real GDP) in %



AUSTRIA'S LABOUR MARKET DEVELOPMENT IN AN EU COMPARISON

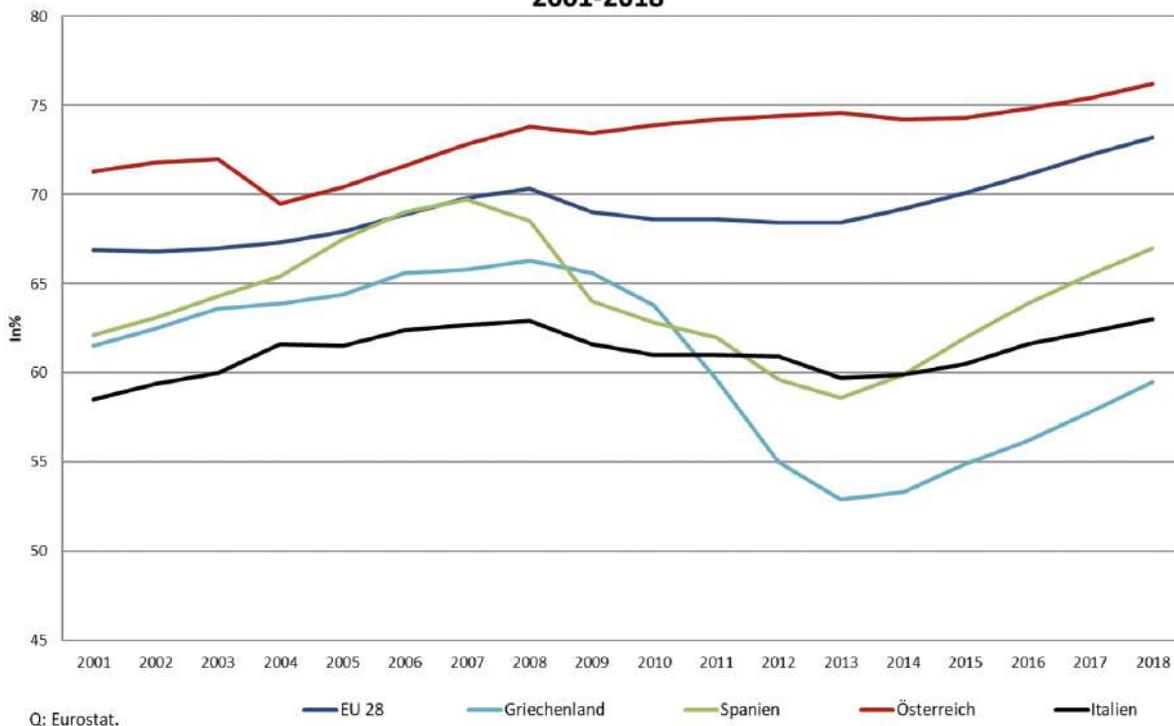
The employment rate in Austria shows little dynamism, especially in comparison to Germany. However, in 2017/18 a strong catching-up process took place, with an improvement for women and older people as well as for well-qualified persons. On average, in the EU there has been a convergence of unemployment rates in recent years (migration from the countries with the highest unemployment rates, often southern European countries, to countries with labour shortages). Austria was an exception there, as unemployment rates have actually increased more than expected compared to other countries in the EU.

According to the Joint Employment Report 2019, i.e. the scoreboard of key employment and social indicators (European Pillar of Social Rights), Austria is above average in almost all areas and has done particularly well in reducing NEETs since 2015. However, there was a deterioration in transfers to reduce poverty - even before the new model of social assistance was introduced.

Austria continues to have low long-term unemployment by international standards, but with strong regional differences (Vienna problem); there is also a high share of part-time employment for women and an above-average gender pay gap. There are increasing signs of a shortage of skilled workers in certain regions - especially in the areas of information and communication technology, tourism, industry/trade. However, when applicants from Vienna apply for positions in these regions, they are often not accepted as migrants and one has to ask oneself WHY this is so.

Employment rate (20-64 year olds) in the MILE countries of the EU 2001-2018

Erwerbstätigenquote(20-64-Jährige) in den MILE-Ländern der EU 2001-2018



Austria's labour market development was surprisingly good in view of the moderate economic conditions up to 2017. Between 2010 and 2018, 381,300 (+11.3%) additional jobs were created - combined with a slight increase in productivity. The number of jobs reached an all-time high in 2018 (3,741,500 dependent employees). And because it was extremely difficult for certain groups of people to find accommodation on the dependent labour market, many people became self-employed. Also because there were many positive support measures, from which migrants, among others, benefited greatly.

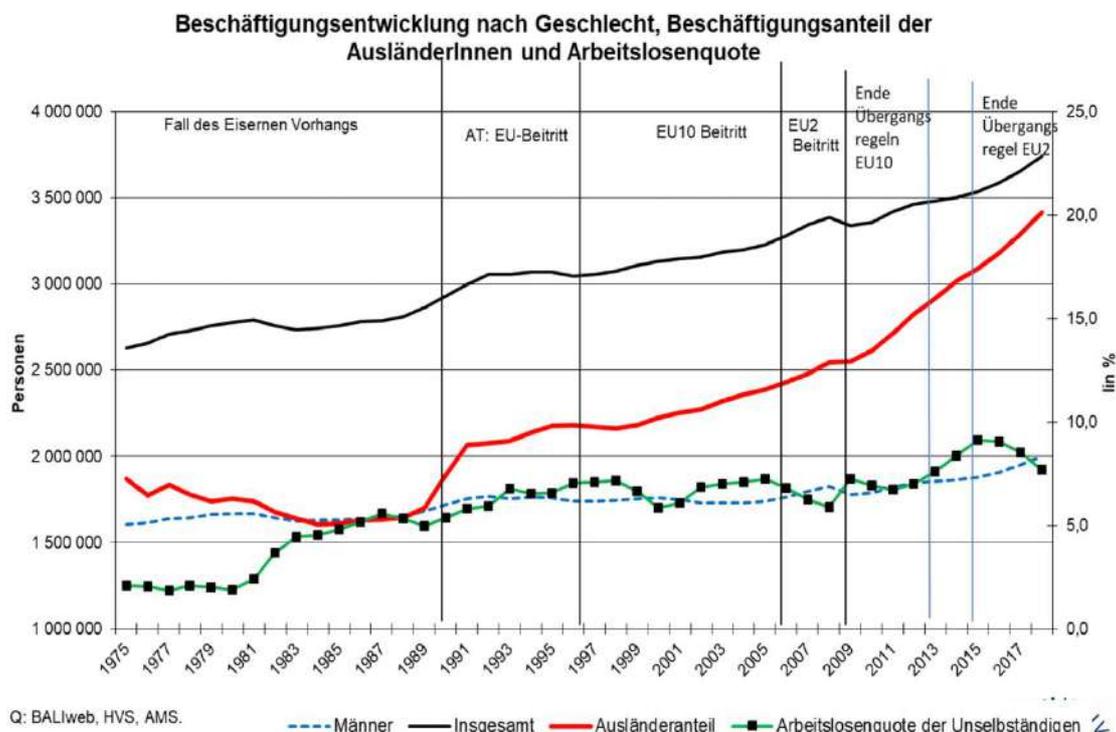
In addition, the number of self-employed climbed disproportionately during this period from 51,400 in 2010 to 486,900, which means that the number of employed persons increased by 432,700 (+11.4% compared to 2010). This already shows that certain structural measures are effective in this context.

The labour supply increased particularly sharply during this period, largely as a result of immigration, especially from the EU13 countries, and from 2015/16 onwards because of the arriving refugees. As a result, the unemployment rate rose continuously from 2012 to 2016 (around +97,000 (37%) to 357,000. Only with the good economic situation in 2017 and 2018 it was possible to reduce unemployment again to 312,100. The unemployment rate 2018 was thus slightly below the 2014 level.

Therefore, there is a structural problem in Austria, which is reflected in a very large proportion of workers with only basic qualifications, for example due to a migration background. This means that the recognition of qualifications acquired abroad is a huge issue in Austria. Analyses show that it is quite possible to find accommodation on the open labour market, because from the moment you pass the examination or the recognition of your skills, you overcome one of the highest barriers and can then catch up very quickly (this does not only concern medical doctors...). The high unemployment rate is only partly due to the combination of rising workforce and weak economic conditions, partly it is the result of a structural problem, the high share of people with low qualifications. Measures according to European standards show, that in 2018 Austria has an average unemployment rate of 4.9% and among people with a maximum of compulsory schooling the average is 11.6%. If one takes the national calculation, Austria has an average unemployment rate of 7.7% and it goes up to over 25% for people with basic qualifications.

This already shows that the country has challenges in this area, which are either in the tax field: measures could be taken to ensure that it pays off for companies to promote and employ people with low qualifications. On the other hand, it must also pay off financially for the unemployed to take a job. Although there are statistics on enquiries from migrants as to where they have to go to have qualifications recognised and what equivalences there are, there is no information on how these recognitions are actually proven.

Employment trends by gender, employment rate of foreign women and unemployment rate



LABOUR MARKET SITUATION OF MIGRANTS IN AUSTRIA

Migrants from the European Union have completely different options for development in Austria than people from third countries, there are extremely large differences.

The supply of foreign labour (employed + self-employed) has increased continuously since 1989, sometimes in waves. As a result, the share of foreigners in employment rose from 5.4% in 1988 to 20.1% in 2018.

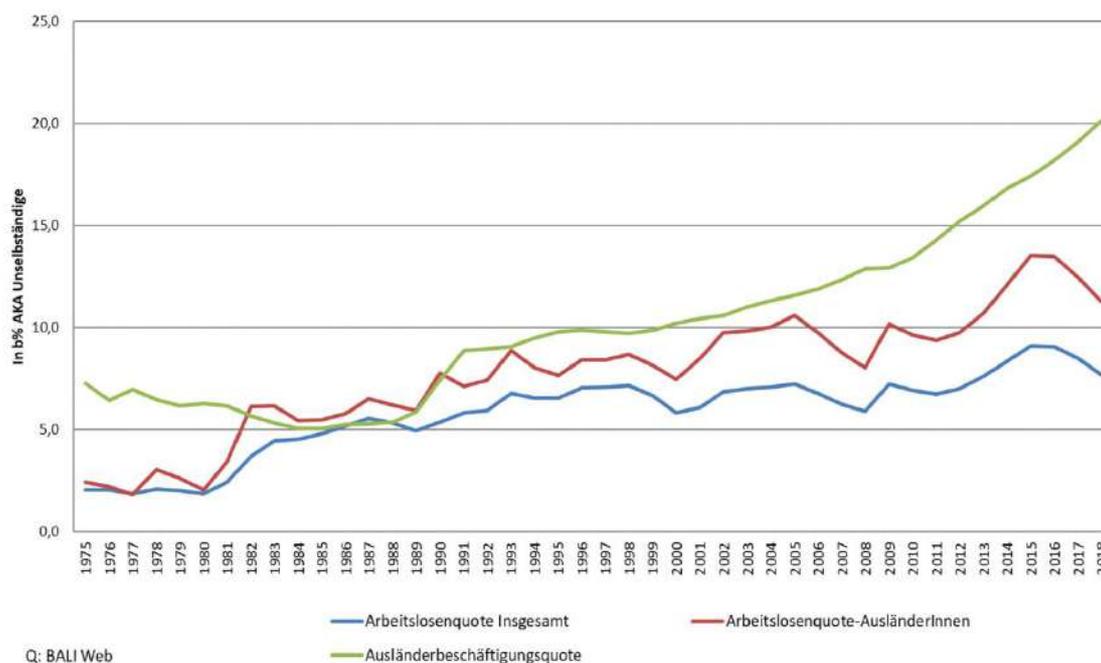
The unemployment rate of foreigners has always been above the average of nationals, with cyclical and sometimes structural differences. 2018: 11.3% (migrants) vs. 7.7% (nationals).

In view of the difficult labour market situation, self-employment of foreigners is increasing disproportionately. Between 2008 and 2018 alone, the number of self-employed foreigners almost tripled (2008: 44,000; 2018: 114,600). As a result, the share of foreigners among the self-employed rose from 10.5% to 23.5%.

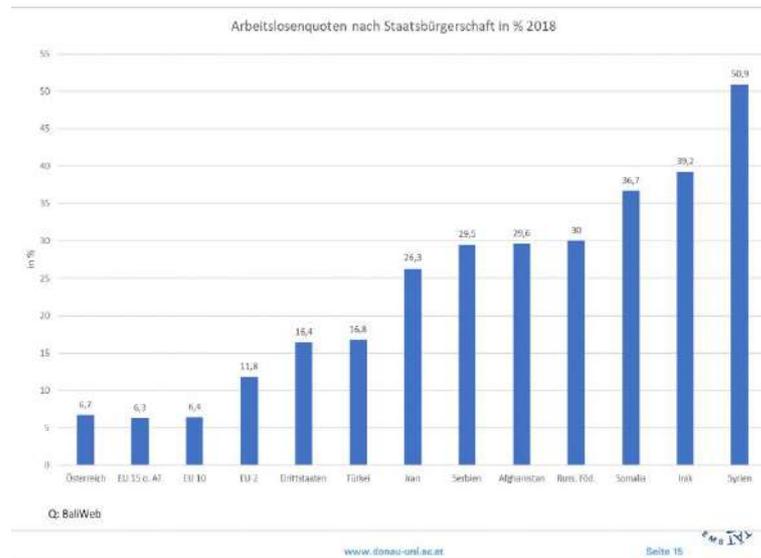
One can clearly see that migrants are placed in all professional areas, as long as this is satisfactory for the people concerned. However, this also depends on factors such as discrimination (in Austria, for example, persons from the sub-Saharan region face particularly strong discrimination). Such experiences then tend to drive people into self-employment (primarily often at an age of 35 to 40 years). In addition, self-employment increasingly brings higher social recognition and self-esteem.

Unemployment rate in total and unemployment rate of migrants; plus employment rate of foreign nationals

Arbeitslosenquote insgesamt und von AusländerInnen,
Ausländerbeschäftigungsquote



Unemployment rates by citizenship in % in 2018



Of course, the unemployment rate of Syrians seems disproportionately high here, but in reality, this is less tragic, as a large number of Syrians are already connected to the labour market and included in the quota.

This means that they are already receiving support measures and can therefore start to take root.

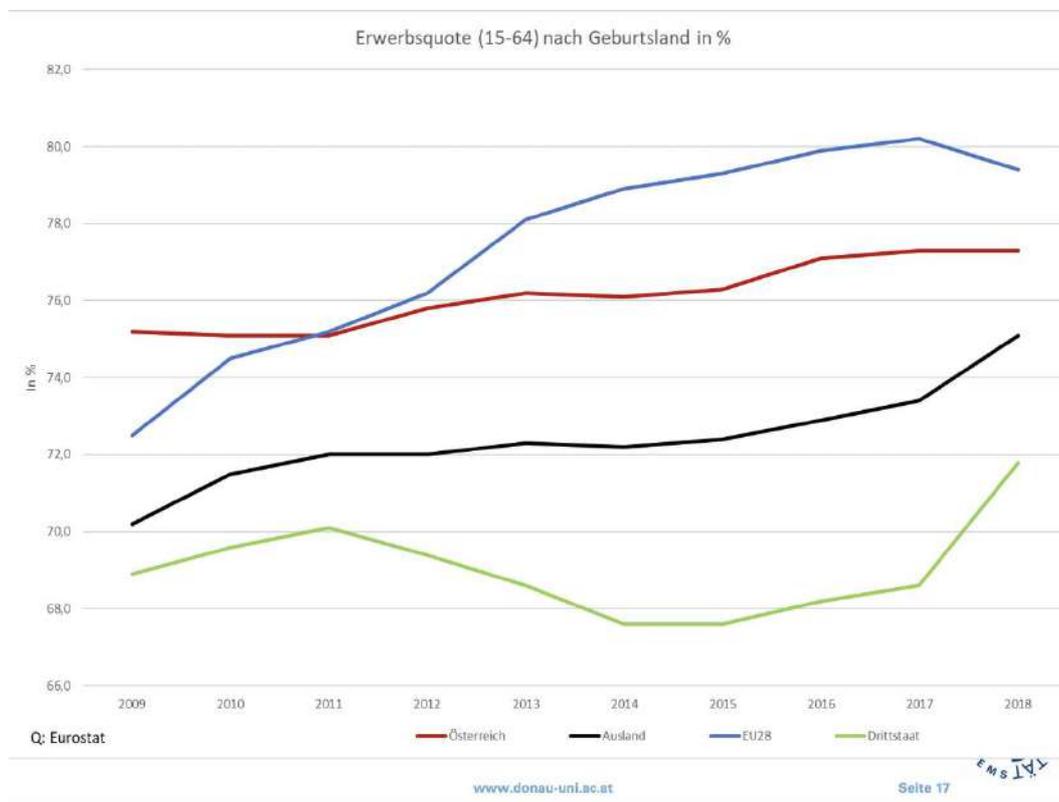
Many Afghans, for example, have not even come into contact with the labour market yet and therefore do not appear in the statistics, what implies that they cannot be referred to the appropriate bodies and organizations that would support them in their integration.

This means that those groups that are registered have high unemployment but are already closer to integration in the labour market than many others. Then of course, there are also cultural backgrounds that have to be taken into account, because for example in countries like Turkey it is a status symbol of the man to be able to afford that the women of his family do not have to work...

With the Serbs e.g. it is rather the other way around and women work comparatively often, although the qualifications are nevertheless rather low.

For the observer it is therefore important not always to look ONLY at the unemployment rates, but also to consider the ethnic-cultural background and the role of the communities and families (Not all migrants are alike!).

Employment rate (15-64 year olds) by country of birth in %



This graph shows also well that the line of third country nationals is clearly rising with the year 2015, which has to do with the inclusion of recognised refugees and people with approved need of subsidiary protection. Also, there are still educational measures offered by the Labour Market Service through federal funding, which are taking effect, as can be clearly seen here. With regard to the further training quotas according to origin and education, a special strategy of the Public Employment Service stands out, which allows highly and most highly educated refugees to enter the labour market as quickly as possible if they are given priority access to further training opportunities. This has even enabled a rapid integration of well-educated migrants by international standards.

GENERAL STRUCTURAL CHALLENGES FOR CONTRACTORS

➤ Migrants represent a reservoir of workforce that is not sufficiently exploited. Why not?

Barriers on the part of migrants:

- Qualification structure of migrants/refugees (certain measures have already been taken here)
- Traditional work-oriented patterns of behaviour (barriers that are anchored in people's minds; Austrian institutions are not or do not feel capable of trying to change these)



- Age and gender structure (only few programs tailored to individual needs; e.g. further training opportunities for women in combination with childcare; few resources for case management)
 - State of health (especially people with escape experience often suffer from post-traumatic stress disorders. Unfortunately, there are no, or hardly any, suitable treatment programs that those affected can take advantage of over a longer period)
- **Obstacles on the mediation side: infrastructure - in particular support structures and individualized training and further training in cooperation between migrants and employers**
- What does the migrant hope or wish for from his employment? How can be identified what other skills a person brings with him or her that he or she may not be aware of? Many migrants are not aware of what skills are of value to us because they bring their skills from home or from the private sphere. However, finding out these skills together takes more time than a 15-minute job interview will allow.
- **Obstacles on the demand side: lack of intercultural management competence and further training of employees in interaction with migrants to improve communication and mutual understanding**
- **Fragmented interface management between institutions/offices in order to be complementary and cost-efficient**

Superdiversity is in general a huge issue. In the case of migrants coming from countries with completely different organizational structures, whether state-capitalism (Syria), an agro-economy/society (Somalia), or just no previous experience with democratic structures. This means that there is still the additional challenge for immigrants to find their way in a structurally often totally foreign system. For this, they need understanding as well as support with e.g. bureaucratic procedures like the processing of documents and forms.

All this is not only to be conveyed in a value and orientation course of eight hours, as it has been the case in Austria so far. But who ultimately takes on these tasks? The Public Employment Service? The employer? This means that ALL parties must be aware that it is difficult, that one has to learn and compromise and that there is never an objective correct answer. A possible framework for discussing these aspects could be exactly such events like this one (MILE Capacity Building Event), where employers, representatives of the economy, but also staff of institutions that offer support measures for migrants meet.

Large companies now have departments for diversity management for this purpose, but sooner or later even small and medium-sized companies will have to address these issues (even if not in an institutionalized way), because this is the only way to create the cohesion of employees within a company that is absolutely necessary to promote productivity. And it has been proven that productivity always has something to do with social cohesion (animosities within a company are always destructive!). One example is the measure of the so-called "health circle". This means that the employer documents to the employees that the health of the employees is important to him. For



this purpose, a health circle is introduced, where people meet and discuss various topics, including, of course, health at work, and in this way, they get to know each other and understand each other better.

So, it is not always necessary to have an "*intercultural training*", but corresponding aspects can be attached and taken into account in various other topics and activities. In addition, intercultural mediators (internal or external) are also extremely helpful. People who are aware of the various ethnic, cultural and traditional patterns of behaviour and who can talk and mediate with both employees and management.

Another example (seen in England) is that employers say they care about the education of their employees, and therefore promote general education and training (language, etc.) that goes beyond purely business specific knowledge. The employers thus show that they care about the people themselves and their personal development, which is worth being promoted here. And this has led to an unimaginable productivity boost in these companies.

So, it is important to think about how to promote communication between employees in this respect. And this is always better if it takes place in an institutionalised way, i.e. in an official framework, and not to leave it to the employees as a task for the breaks.

To come back to the important point of an interface management: this also includes the search for accommodation, this includes dual career models, etc. Many local institutions and municipalities actually offer the same, but how these support structures are brought together is the big challenge.

SUMMARY: APPROACHES FOR A MORE EFFICIENT USE OF THE MIGRANT LABOUR SUPPLY

- ✓ What is needed is a mix of methods focusing on women and young people at all three levels (companies - infrastructure (matching) - migrants)
- ✓ In companies: diversity management, mentoring (buddy system within the company - across generations), health circles (as a symbol of appreciation of the employees as well as to create a space for (intercultural) interaction), company-specific as well as general further education offers on all educational levels (lifting hidden resources)
- ✓ Infrastructure: promotion of occupational, regional and educational mobility, orientation courses for a better understanding of the economic and social organisation in Austria as well as in the countries of origin, support institutions (children, families, associations) and networking among each other, outreach work in the social and labour market
- ✓ (The existing values and orientation courses should be significantly deepened and where they are structurally located (currently offered by the ÖIF Austrian Integration Fund) could be reconsidered once again)
- ✓ Migrants: participation in support measures (language, further education...), collaboration in the voluntary sector to improve networking in the local civil society, use of theatre pedagogy to make social behaviour patterns tangible in different settings (country of origin vs. host country) and to facilitate communication in different contexts (family, community, employer, authorities...)

In this context, various possible institutions, such as (cultural) associations or congregations, should be considered as mediators in order to get access to target groups of people who have resources but do not know how to articulate themselves. Here one must always check whether these associations are committed to integration or whether they contribute to exclusion.

Special measures are also needed with regard to young migrants. Young people with a migrant background are quite heterogeneous and often feel strange and isolated outside their direct community/family. Teachers are often overwhelmed with individual problems, which is why there should be more frequent and closer cooperation with extracurricular youth work. Often employees with special training work here, who, among other things, can additionally support the transition from school to working life.

Interactions between supply and demand factors and embedding in macro frameworks and institutional infrastructure (matching)		
Opportunity structures		Resources of migrants
Market conditions		Cultural traditions
Niches versus free market		Ethnic-cultural social networks
Labour market conditions		Education and skills
Primary versus secondary labour market		Education and skills
Provision of social services (infrastructure, childcare, care, etc.), recognition of qualifications acquired abroad, active labour market policy		Of markets/social organisation in AT relative to countries of origin (free market economy/ democracy versus state capitalism/ agriculture / dictatorship etc.)
Access to capital (market)		
Legal framework		Social status and social capital
EU free movement of persons versus third country regulations		
Social acceptance versus rejection		
Superdiversity of migrants on the supply side - according to age, gender, education, ethnic-cultural background, legal status - and superdiversity on the demand side - different technological development (possibilities), degree of international networking (value chains), production for the local or international market, (digital) infrastructure - overlap the interaction between structural conditions and ethnic-cultural resources.		

CONCLUSIONS

Promoting communication in companies

In Gudrun Biffel's view, integration work is urgently needed in any case. Labour market integration and social integration are inseparable; they are mutually dependent on each other and offer different starting points. "The refugee movement of recent years has led to the ongoing integration work of migrants being neglected," Biffel notes, pleading for a culture of lived diversity in companies. This does not necessarily always require training in intercultural competence, but rather the targeted promotion of communication between employees, "regardless of the topic". Formats such as health circles, for example, are helpful: "Here, employees of a company come together, can exchange experiences and get to know each other better. This automatically improves cooperation," says the integration expert. Further training courses on very different topics, in which collaborative learning is promoted, could also be very effective. "Intercultural communication must be specifically promoted. Moving it to coffee breaks does not work," Biffel clarified.

Enabling mutual understanding and orientation

There are many effective models, and orientation courses for a better understanding of economic and social organisation in Austria and in the countries of origin are also a good approach. However, Biffel felt that the eight-hour value courses that have been offered so far were far too few and called for a comprehensive opening of society: working in the voluntary sector could contribute to better networking in local civil society, theatre education projects could help to make social behaviour patterns in different settings understandable for both sides, etc. "The division into immigrants and natives no longer works", says Gudrun Biffel and never tires of pointing out that successful integration not only benefits people with a migration background, but also society as a whole: "We must not leave anyone behind, we must get involved".

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3. GREECE

“LEGAL ISSUES CONCERNING MIGRANT HIRING AND EMPLOYMENT”

by Konstantinos Giannopoulos

K. Giannopoulos, BSc, MSc Law, Legal Expert

“THE PROFILE OF THE MIGRANT WORKER”

by Aiki Panagiotarou, BSc, MSc, Educational Expert

INTRODUCTION

The legal issues facing employers of third country migrants in Greece is the major issue/prohibitor of labour inclusion in Greece, since legislation is rather new, complicated, difficult to be explained and contains many special issues that employers must be informed about.

The objectives of this training session were to:

- briefly describe and evaluate the evolution of modern migration in Europe and Greece,
- introduce the legislation process that govern integration of migrants into the Greek labour market,
- present the pillars on which the political-legislative regulation of the migration phenomenon is based,
- introduce the demands of Greek employers as far as the job profile of migrant workers is concerned.

LEGAL ISSUES CONCERNING MIGRANT HIRING AND EMPLOYMENT

1. The labour market in Greece

Today the vast majority of foreign citizens settled in the country after 1990 (first wave) and in the refugee crisis of the 2010s (second wave) and moved spontaneously and unregulated on an individual basis or in small groups, most of the time without following the legal route of entry.

All in all, the scientific record of recent immigration to Greece converges to some basic conclusions.

Some of these make the Greek case particularly special:

- Greece is the only country, which until very recently, did not border any other EU Member State



- The migrants come mainly from three neighbouring countries of the Balkan Peninsula, Albania, Romania and Bulgaria
- Many more than half of the settled immigrants of the first wave came from a single country, Albania
- Greece was first and foremost the first choice in terms of settling migrants of the first wave but was an intermediate destination for most migrants of the second wave
- A large number of migrants have been based in Greece for many years, staying in the country is uninterrupted and when interrupted, it happens for short periods of time with the intention of permanent residence in Greece is already significant

Recent studies show that more than half of the immigrants said they had settled in Greece in search of work. Before the crisis, more than half of migrants were integrated into the country's economic life, with the vast majority of them working. The vast majority of foreigners are currently in productive ages.

These peculiarities of migration to Greece are interpreted by many factors. The speed and practical ease of moving new migrants from their country of origin to Greece was certainly a factor that "guaranteed" in advance the increased likelihood of access to a particular sector of employment. The geographical proximity of the some of the originating countries of dispatch has worked and is still beneficial to the choice of informal seasonal or even circular migration routes. The increased demand for unskilled handicrafts has resulted in relatively easy access to a job within specific industries and professions. The sectors that most migrants are employed in are the construction, processing, tourism-food and agriculture sectors, with the homework sector added specifically to the category of immigrants.

The jobs occupied by migrants are categorized in two sections. The first category concerns jobs which would normally be occupied by Greek workers, the case of the construction sector, and the example of the textile industry. The second category relates to jobs for which the Greeks were not interested or systematically avoided.

A consistent feature of the labour market in Greece that constantly appears, is that it relies mainly on the employment of men and, in general, it remains at low levels even in periods of high economic growth. Improving the educational level of women in conjunction with the reconciliation policies of employment and family life that followed after 2000, led to a significant increase in the participation rate in employment but only until 2008. However, after the outbreak of the crisis, the employment rates collapsed and unemployment soared to all social groups but significantly more to youths despite the declarations and the employment initiatives that were implemented.

The level of casual employment is about 10% of the workers and they were not affected by the crisis on their total weight. However, the levels of the temporal employment of the young people and the immigrants are much higher. The picture is also the same in terms of the part-time employment where the participation of young people and migrants is much higher compared with the general working population. However, unlike the occasional employment which shrank slightly after the outbreak of the crisis, the part-time employment nearly doubled.



In Greece, specific provisions of the law provide for the framework of vocational training in the Integrated Action Plan aiming at the social integration of these groups and the fight against racism and xenophobia in relation to the labor market.

2. The legislative framework for migrant recruitment in Greece – Basic Principles

The main provisions governing the recruitment of immigrants are found in the Migration Code (v. 4251/2014, as amended and in force today). The basic concepts of the Migration Code state that:

- A third-country national is a person who does not hold Greek nationality or the citizenship of another EU Member State.
- Residence permit (definitive residence permit): Any type of certification provided by the competent Greek authorities, in accordance with the applicable legal framework, which permits a third-country national to reside legally in the Greek territory.
- Temporary residence permit: any kind of certification provided by the Greek authorities and permitting a third-country national to reside legally in the Greek territory, for a specific purpose and for a specific period of time related to the completion of this purpose.
- Callback: A process by which a third-country national can enter and reside in a specific employer and for a certain type of employment in a third country national.
- Special Purpose Workers: Citizens of third countries who enter and reside in Greece under specific legislation, specific transnational agreements or for the benefit of the national economy.
- Family members of third-country nationals: a. The spouse, if he has reached the age of 18, and their unmarried children under the age of 18, and b. the rest, under the age of 18, unmarried children of the spouse or other spouse.

Concerning the Visa that permits entry into the country, a third-country national who enters Greek territory must hold a valid travel document recognized in Greece that meets the following criteria: (a) its validity expires at least three months after the intended departure date from its territory; Member States of the European Union or, in the case of more visits, after the last scheduled date of departure from the territory of the Member States, however, in a justified emergency, this obligation may b) contains at least two blank pages c) was published within the previous decade.

These documents must bear, if required by applicable international conventions, EU law and national regulations, a Visa. The visa shall be issued by the consular authority within whose jurisdiction the third-country national is legally resident, taking into account reasons relating in particular to public policy, security and public health.

There are 3 main types of entry visas and permits:

A. Residence permit for work and business purposes

A1. Employees with dependent work - providing services or work

A2. Special Purpose Workers

A3. Investment activity **A4.** Highly qualified employment - "Blue Card".



B. Temporary residence

B1. Seasonal work

B2. Alloys

B3. Artist

B4. Members. Third-country nationals moving from an undertaking established in a Member State of the European Union or the European Economic Area for the purpose of providing a

B5. Service. Third-country nationals moving from a business established in a third country to provide a

B6. Service. Heads of organized tourism groups.

C. Residence permit for humanitarian, exceptional and other reasons

Other types of permits include the residence permit for studies, voluntary work, research and vocational training, residence permit for victims of trafficking in human beings and illegal trafficking of migrants, residence permit for family reunification.

The Residence Permit Procedure is described in Article 8 as follows:

Applications for residence permits are submitted at the service of a position of the competent Directorate of Aliens and Decentralized Administration of the applicant's place of residence or the relevant Directorate of Immigration Policy of the Ministry of the Interior. Applications for an initial residence permit, additional documentation and the residence permit or rejection decision or other documents may be submitted from the relevant file either by a third-country national in person or by a legal representative. either by spouses, anions and adult cations. Authenticity shall be demonstrated in writing by endorsement of the authenticity of the signatory's signature by any public authority.

A more specific and simplified legislative framework applies to third-country nationals who are companions of a Union or Greek citizen, with whom they have a well-established solid relationship. Specifically, it is granted by the Minister of the Interior, has a duration of one year, is renewable every two years and gives its holders the right to work. Therefore, it is a single residence permit.

It has already become clear at this point that the conditions required for a large majority of migrants to obtain a residence permit are numerous and difficult to satisfy in their entirety, without even mentioning the specific provisions.

Procedure for obtaining a work permit (Article 11 CP) is governed by a decision of the Ministers of Interior, Foreign Affairs, Development and Competitiveness, Shipping and the Aegean, Labor, Social Security and Welfare. It is issued in the last quarter of each second year setting the maximum number of subordinate jobs allocated to third country nationals by region and by employment specialty. The same decision may provide for an increase of the maximum number of seats up to 10% to cover unforeseen and extraordinary needs, as well as any other relevant details.



This is a significant drawback since employers are not free to hire migrants of specific specialities, if these specialities are unavailable.

3. The legislative framework for migrant recruitment in Greece – the hiring process

The process of hiring is started by the employer. Any employer wishing to hire staff on the basis of the jobs listed in the Joint Ministerial Decision referred to in Article 11 hereof shall apply to the competent department of the Decentralized Administration of his place of residence, indicating the number job descriptions, data and citizenship of third-country nationals to be employed, specialty and duration of employment.

The application must be accompanied by: (a) a valid employment contract for at least one year in Greece indicating that his remuneration is at least equal to the monthly remuneration of the unskilled worker; (b) a tax statement or a copy of the declaration a legal entity tax which enables the employer to pay the monthly remuneration as defined in the employment contract; and (c) proof of payment of a fee of two hundred (200) euros for each third-country national who wishes to work; which is collected in favor of the State and is not refundable.

The Secretary-General of the Decentralized Administration issues an act approving the employment of a third-country national for the employment of a subordinate employer only if the employment qualification is included in the abovementioned Article 11 job requirements and the number of job positions therein. The relevant act of approval must be forwarded, together with the employer-signed employment contract, to the appropriate Greek consular authority.

The consular authority invites the interested third-country nationals who have been issued an authorization to enter Greece for the purpose of providing dependent work. Interested parties must appear in person at the abovementioned office in order to sign the relevant employment contract and be granted a national entry visa, in accordance with the other general and specific visa provisions.

Once the decision of the Coordinator of the Decentralized Administration has been made on the request for a call made by the employer concerned, it shall be forwarded, together with the employment contract signed by him, to the Greek consular authority of the place of residence of the employee concerned.

With a visa already in place, the process of obtaining a residence permit (Article 15 CP) continues with the decentralized administration concerned. A third-country national who has obtained an entry visa for the provision of work in Greece is granted a residence permit for work provided that he / she submits a contract of employment stating that his / her remuneration is at least equal to the monthly remuneration of the unskilled worker. The authorization period is initially two years.

The same authority is also responsible for the renewal of licenses, for a period of up to three years, with the additional privilege of securing this right of access, beyond the purchase of dependent labor, to the provision of independent services or work.

A third-country national who holds a residence permit for dependent work may: a) change employer if the type of work is not changed; (b) work in another Regional Unit and change his / her specialty after one year from the issue of the original residence permit.



4. The legislative framework for migrant recruitment in Greece – Seasonal work

Seasonal work is the activity carried out in Greece for a period of up to six months in total for a period of twelve months in a seasonal employment sector, with a periodic nature within the year. As such are the sectors related to seasonal conditions during which the necessary level of labor force is significantly higher than that required for normal activities. The relevant framework has been amended by Law 4332/2015 to comply with the relevant European Directive. Examples: A waiter in a summer tourist business, an olive harvest collector who leaves the country as soon as the fruit is harvested.

Seasonal work is provided to a specific employer, in accordance with its mandates, under a fixed-term, fixed-term employment contract in a field of activity related to temporary, seasonal employment. Therefore, changing employment and employer during the year is not considered seasonal work when one stays in Greece. The difference in the present case is the application of Article 18 CP, because of the temporary nature of the work provided and the fact that no residence permit is required.

Permits for citizens of third countries who enter the country for a specific purpose and for a specific period of stay are issued by the competent consular authority, subject to the general and specific provisions on visas, national visa. An extension of ninety (90) days, permitting residence for work or other reasons (general arrangement) may be given. By way of derogation, a uniform visa (short stay - type C) with the right to work may be issued to seasonal workers who enter the country for a period not exceeding ninety (90) days. The above visa is granted on a case-by-case basis to third-country nationals under the following conditions:

A permit to a third-country national for whom the competent authority of the Decentralized Administration has issued and forwarded a decision approving an employment for seasonal work to the competent consular authority may be granted, provided the other general and specific provisions are met, where appropriate: a) National entry visa for a maximum of six (6) months of seasonal work and residence. A third-country national may re-enter with a corresponding visa after six (6) months from the expiry of the previous visa or (b) a national entry visa for a seasonal work for a maximum period of one (1) year with a total duration of six (6) months of work during the visa validity, subject to the periods of employment provided for in the employment contract; or (c) uniform short-stay visa (Schengen) multiple entry for a maximum of six (6) months with a stay of ninety (90) days for seasonal work.

Upon completion of the maximum period of stay, a seasonal worker may not return to Greek territory if six (6) months have not elapsed since the completion of seasonal employment, in accordance with the first subparagraph of indent 1 (a) of this Article.

A third-country national who is a seasonal worker must leave the Greek territory immediately after the end of his / her employment period. If he/she does not comply, he/she will not be able to re-enter the country for any of the reasons provided by the Greek legislation for a period of up to five (5) years from the date on which he/she was obliged to leave the country.

Within a maximum period of time, a third-country national who has been granted a visa for the purpose of seasonal work and is legally resident in the Greek territory may apply to the competent Service of his / her Decentralized Administration for the extension of his stay if: (a) the contract is



extended; (b) the maximum duration of his stay has not been exceeded; and (c) the grounds for refusal of Article 24 of the Criminal Code do not apply.

It should be noted that Greece has signed an Agreement with Albania (L. 2482/1997) on a seasonal workforce, which facilitates the process of providing work for at least 2 and up to 6 months. In the past, there was a similar agreement with Bulgaria.

5. The legislative framework for migrant recruitment in Greece – Special purpose permits

In the case of a third-country national who has been admitted to work as a fisherman, the consular authority may, subject to the general and specific visa provisions, may issue a corresponding entry visa for seasonal work.

The entry visa for fishermen is equivalent to the duration of employment, as provided by the relevant employment contract, shall not exceed 11 months and entitles the labor market to provide the job in question only to the employer concerned upon invitation.

Furthermore, in Article 18, other categories of employees enjoying some of the same benefits are described: members of artistic groups, employees of a company coming to Greece for a particular business activity for as long as it lasts for not more than 1 year, etc.

There are also special-purpose licenses issued to serve the public interest, culture, sport and the national economy, by way of derogation from the call procedure (Article 17 CP).

Residence permits are also granted for humanitarian reasons (Article 19a CP) by the Minister of Interior or by the Coordinator of Decentralized Administration, as appropriate, but also for exceptional reasons, referred to in Article 19 CP. So one can stay in Greece and then look for a job.

6. The legislative framework for migrant recruitment in Greece – migrant rights

Rights of migrants residing legally in Greece (Article 21 CP) include:

- the freedom of movement and establishment throughout the country
- insurance in their insurance organizations and own insurance rights with nationals
- compulsory schooling of minors of third countries, with the same supporting documents as nationals
- access to higher education as well as nationals
- no certificate of reciprocity is required for any professional activity



Furthermore, according to the equal treatment of employees, holders of a single license article:

1. Workers holding a single license enjoy equal treatment with nationals in respect of:

- a. the right of entry into and residence in the Greek territory, as well as free access to it, subject to the limitations of Article 21 (1);
- b. the right to pursue the specific activity for which they have obtained the corresponding entry visa;
- c. the conditions of employment, including the minimum age for work, working conditions, including pay and dismissal, working hours, leave and holidays, and health and safety requirements at work;
- d. the right to strike and to enter into trade unions in accordance with national law, freedom of association, accession and participation in the organization of workers or employers or any professional organization, including the advantages afforded by such organizations, including the right to negotiate and conclude collective agreements, and without prejudice to public policy and public security provisions;
- e. education and vocational training;
- f. the recognition of diplomas / certificates and other professional qualifications in accordance with the relevant national procedures;
- g. the provisions of national law relating to social security sectors as defined in Regulation (EC) No 883/2004 (EEL 166 of 30.4.2004). The specific provisions of the Annex to Council Regulation (EC) No 1231/2010 344 of 29.12.2010 and 987/2009 (EEL 284 of 30.10.2009) shall apply mutatis mutandis;
- h. without prejudice to existing bilateral agreements, the payment of acquired entitlements under statutory old-age pensions to the amount provided for by national law or by the laws of the Member States of the European Union which are due in the event of movement in a third country;
- i. access to goods and services and the supply of goods and services made available to the public, including procedures for acquiring housing, as well as information and counseling services provided by employment services without prejudice to this right; contractual freedom under EU and national law;
- j. tax advantages, provided that the employee is deemed to have tax residence in the Greek territory.

2. Employees moving to a third country, or the heirs of such employees residing in and drawing rights from a third country, are entitled to statutory pensions which they are entitled to on the basis of the prior employment of the seasonal worker in accordance with the provisions laid down in Article 3 of Regulation (EC) 883/2004, under the same conditions and at the same rates as nationals when moving to a third country.



3. The right to equal treatment is NOT granted:

- as regards the provisions of national law relating to the social security branches relating to family and unemployment benefits, without prejudice to Regulation (EC) No 1231/2010 (EEL 344 of 29.12.2010) to third-country nationals who have been accepted for study on an entry visa for this purpose, as well as those who are permitted to work on an entry visa,
- in respect of education and subsistence allowances and loans or other education and vocational allowances and loans to persons authorized to work on an entry visa. With regard to access to university and higher education and vocational training not directly linked to the employment concerned, specific conditions, including adequate knowledge of the language, apply in accordance with national law,
- the tax advantages in cases where the residence or habitual residence of the employee's family members for which he is claiming benefits is not within the Hellenic Territory;
- as regards access to housing procedures for third-country nationals who are not working.

4. The Greek consular authorities and the services of the Decentralized Administration provide both employees and employers with all the information necessary for the application process, their supporting documents, their rights and obligations, and the procedural guarantees provided.

7. The legislative framework for migrant recruitment in Greece – legal traps

The Ministries of Foreign Affairs, Home Affairs and Labor, Social Security and Welfare have the right to suspend calls from third countries on grounds of national interest, national economy or bilateral relations, in particular where a third party the country does not cooperate in the field of return of its citizens. That is to say, the process of hiring may be stalled for reasons that have nothing to do with the person in question.

8. The legislative framework for migrant recruitment in Greece – obligations

Article 28 CP describes the obligations of employers and employees of third country nationals citing sanctions. More particularly:

- The recruitment and employment of third-country nationals who do not or no longer fulfill the conditions of legal residence in Greece are prohibited.
- The recruitment and employment of third-country nationals who hold a residence permit or a visa do not entitle them to access the labor market or hold a certificate of residence permits which does not provide access to the labor market. If the drawing up of a contract of employment, service or work is a prerequisite for the issue of a residence permit, the validity of the contract is subject to the deferred condition of granting a corresponding permit.



- Employers who violate the provisions of the law, in addition to the other penalties provided for by law, are subject to the penalties provided by the provisions of Law 4052/2012, as in force.
- Employers who violate the provisions of the law shall, in addition to the other penalties provided for by law, be subject to a fine of EUR 1,500 for any lawfully resident but illegally employed alien.
- Employers must provide the competent Greek consular authorities or the services of Foreigners and Immigration of Decentralized Administration with all the information necessary to obtain and extend an entry visa for the purpose of seasonal work.
- Employers shall notify the services of their respective Decentralized Administrations of any change in the accommodation of a seasonal employee. If the competent authorities find that no accommodation has been provided or that the accommodation provided does not meet the required health and safety requirements, the employer is subject to a fine of five hundred five hundred (1,500) euros, and the employer is therefore excluded from employment for the next five years.
- Employers who have breached their obligations during a previous call for seasonal workers may not apply for a third-country national again before three years have elapsed from the date of the original breach (para. 10).

9. The legislative framework for migrant recruitment in Greece – best practises

In order to inform employers of their rights and obligations with regard to the recruitment of immigrants, it is necessary to carry out specialized training programs for them. In addition, employers could be given a financial incentive to hire immigrants, for example by subsidizing the social security contributions of hired immigrants for a certain period. In any case, they must comply with the provisions of Article 80 of Law 4052/2012.

Immigrants have a right to insurance coverage and health care (Articles 21, 21A, 26 CP). This could be a powerful enabler. Immigrants legally residing in Greece have the right to be insured with their insurance institutions and have the same insurance rights as their nationals. However, the right to equal treatment does not apply to the cases expressly provided for in Article 21A of the CP and mentioned above (family benefits, unemployment benefits, housing for the unemployed, etc.)

In order to legally reside in third-country nationals in Greece must have full sickness insurance for all the risks covered for nationals. Subject to the specific provisions of insurance law, third-country nationals residing in the country for work and their family members, if they are dependent, shall be compulsorily insured by their respective insurers, depending on their occupation, with their nationals. Children of third-country nationals, after their adulthood, continue to be insured as indirect members of their parent's insurance under the health insurance law applicable to nationals and if they meet the requirements of permanent and statutory health insurance. residence in the country. Third-country nationals residing in the country for other reasons may be insured by private insurers (Article 6 cf. CP)



Therefore, legal immigrants residing in Greece have the right to health care under the conditions specifically provided for them, as well as nationals. Exceptionally, illegal immigrants in Greece may also have access to hospitals, clinics and clinics when third-country nationals are admitted to hospitalization, childbirth and underage children, as well as social welfare structures operating within the framework.

10. The legislative framework for migrant recruitment in Greece – political asylum

International protection, by law, is a refugee status (i.e. asylum) and subsidiary protection status. Asylum is the protection given by a state to people who are fleeing or are afraid of returning because they are being persecuted.

The conditions for granting asylum are governed by the 1951 Geneva International Convention on the Status of Refugees. An asylum application can be made by someone who has left their country and cannot return because he is justifiably afraid to be prosecuted for one or more of the following reasons: race, religion, nationality, membership in a particular social group, political beliefs.

In order for an asylum seeker to be granted asylum, he/she must meet the above conditions and at least one reason for persecution.

Greek law adopts the Geneva Convention on the Status of Refugees, as do the relevant Regulations and Directives of the European Union, which are also a law for Greece. The granting of asylum is not an act of charity but an obligation of the country under international treaties and Greek law.

The distinction between refugees and immigrants is a complex procedure. Migration flows in Greece are "mixed" as both refugees and economic migrants use the same routes of entry and entry into the country. Both are often deprived of legal documents (e.g. visas) or identification documents (IDs, passports etc.) and resort to traffickers' circuits to avoid border controls, thereby identifying and identifying the country of origin and the country of origin.

The first recording of the data of an individual, in the case of arrest, at the first reception and detention centers. In the case of asylum seekers, case managers can, using certain methods and "tools", understand where they come from and, through the asylum process, find out who they are. Contacting diplomatic missions to verify data is only permitted if they are not asylum seekers or holders of international protection.

Recruitment of immigrants under political asylum is governed by Law 4636/2019. Beneficiaries of international protection are allowed to pursue a self-employed or self-employed activity. Beneficiaries of international protection may participate in adult education programs related to employment, vocational training, including skills training, internships and employment counseling, subject to the conditions applicable to Greeks citizens.

Applicants for international protection, after completing the application process for international protection and having applied for international protection' or 'alien asylum seeker card', have the right of access to dependent work or the provision of services or work.

According to the Article 15 of Directive 2013/33 / EU, applicants for international protection, after six months from the completion of the procedure for filing an application for international protection, in



accordance with the provisions in force, if the competent authority has not decided at first instance and the delay cannot be attributed to them, shall have the right of access.

The right of access to the labor market is automatically revoked in the event of a rejection decision which is not suspensive and applicants are not entitled to reside in the country.

Applicants are required to inform the competent authorities of any entry into their profession or of any contract of employment they conclude by submitting a certificate of commencement of work or a copy of the contract or notice of employment to OAED.

Finally, any migrant who has received a certificate of lodging a complete dossier of residence permits is considered to be legally resident in the country and enjoys the rights granted by the residence permit requested (Article 8 CP), including the right to work under a temporary employment contract.

11. Racism in the workplace

The general provision of Article 1 of Law 4443/2016, which specifies the EU Charter of Fundamental Rights, enshrines the principle of equal treatment and the fight against discrimination on the basis of race, color, national or ethnic origin.

'Direct discrimination' shall mean when a person is, on grounds of race, color, national or ethnic origin, ancestry, religious or other beliefs, disability or chronic illness, age, family or social status, sexual orientation, identity or identity less favorable than that which another person would have, would or would have had, in a similar situation.

'Indirect discrimination' means when a prima facie neutral provision, criterion or practice may place persons with specific characteristics of race, color, national or ethnic origin, religious or other beliefs, disability or chronic illness, age, family or social status, sexual orientation, identity or gender characteristics, at a disadvantage compared to other persons.

Aspects of racism in the workplace are the lower remuneration of immigrants from legal, part-time, uninsured work, exclusively manual labor, abuse of their personality due to their verbal or physical violence, and so on.

In order to avoid incidents of racism in the workplace, trainees to be integrated into the labor market and hired immigrants need to be legally trained at least on their fundamental labor rights.

The basic labor rights that migrants have as workers and, as a result, they should be aware of are: a) the right to health care and insurance coverage; employment, the distinction between fixed-term and fixed-term employment contracts, legal salaries, etc. and (c) the prohibition of discrimination on the grounds of sex, racial origin, religion and the like.

Discrimination on the basis of race, color, national or ethnic origin, religious or other beliefs, disability or chronic illness, age, family or social status, sexual orientation, identity or gender, by any person acting as an employer the stage of access to work and employment, when the employment relationship is concluded or refused or in the course, operation, development or termination of it constitutes a breach of the labor law for which The administrative sanctions of article 24 of Law 3996/2011 change from the Labor Inspectorate.



Anyone who, in the course of trading goods or providing services to the public, violates the current law prohibiting discrimination on grounds of race, color, national or ethnic origin, pedigree, religious or other beliefs, disability or chronic illness, age, family or social status, sexual orientation, identity or gender characteristics, is punishable by imprisonment of six (6) months to three (3) years and a fine of one thousand (1,000) to five thousand (5,000) euros. The acts provided for in this paragraph shall be prosecuted on their own motion.

THE PROFILE OF THE MIGRANT WORKER

In this section the current situation in Greece in terms of the labor force of third-country nationals in Greece, the labor system for immigrants in Greece, the needs of employers regarding the job opportunities offered to immigrants and the key pillars redirection based on the research carried out in the MILE project are described. Specifically, with the help of the MILE project, we will explore the professional profile of third-country nationals and the needs of employers regarding the skills and skills of Greek immigrants. Finally, sectoral, legal and educational reforms are proposed for the integration of third country nationals in Greece.

1. Current situation

Migrants are a key component of our social organization employment system and labor market in Greece. However, immigrants face major problems of entry, integration and integration in a systematic and transparent manner. According to a survey conducted by INEGSEE, the Greek economy system is maintained by an unskilled and skilled undeclared workforce (INEGSEE,2008). It is therefore imperative that a change in the Greek strategy for safeguarding the rights of migrants to work, political, social and cultural life is imperative.

The main sectors of the market that employ the most workers (National Institute Athens, Labor and Human Resources, 2018):

- 1.Cultivation of non-perennial plants (cereals, legumes, vegetables, etc.): 21.600
- 2.Year-old crops (citrus fruits, olives, vineyards etc.): 13.164
- 3.Mixed agricultural and livestock production (vegetable and animal production): 10.207
- 4.Beverage service activities: 8.211
5. Social services: 7.924

2. Workforce of third-country nationals

The increase in migration flows has affected the size of the Greek workforce. According to a survey conducted by Robolis in 2006, (Robolis, 2006) showed that the increase (17.4%) of the Greek workforce in the period 1991-2001 is due to a 62.2% impact of population changes and the increase in the workforce (17.4%) relates less to natives (8.3%) and more to foreigners (9.1%).

The workforce of third-country nationals in Greece who formally work in Greece in 2017 is approximately 173,460 of which 155,716 are employed, 16,415 are self-employed, 1,329 are family workers, 139,918 are full-time and 33,542 are employed. part time job.



In addition, the labor force of third-country nationals in Greece represents low-skilled jobs, namely manufacturing, household assistance, production and trade.

The most important problems faced by third-country nationals are:

- the entry-stay procedures
- ensuring fair working conditions and working conditions
- undeclared work
- the fight against discrimination
- the shortcomings of the formal labor system
- legislative discrimination
- serious shortcomings in both official policies and procedures
- family reunification
- the procedures laid down for 'long-term third-country nationals

3. Key pillars for redirection

Generally, we need changes in the direction of smooth integration of third-country nationals into the labor market. The key actions that can be taken may be: 1) comprehensive information (on both sides - employers - employees), 2) training opportunities, 3) employment opportunities, and 4) migrant guidance.

4. The job profile of migrants in Greece

In this section we will record the profile of a third country national working in Greece, highlight the weaknesses of the employment system for a third country national working in Greece, and record the skills and competencies of Greek employers.

The main weaknesses that third-country employers face in Greece are:

- A) They usually work for a maximum of six months
- B) Employment of third-country nationals is mainly in the agricultural sector and in areas where there are seasonal jobs
- C) Work with unskilled third-country nationals or asylum seekers or temporary residence permits for six months

At the same time, the main weaknesses of the labor system in Greece are a) unskilled workers, b) illegal employment (exploitation and / or forced labor) c) the impetus to the underground economy and smuggling where particularly extended periods remain (d) low wages (e) undeclared work that makes continuous reproduction through informal sectors and (g) uninsured, temporary, and flexible labor. The following problems are also observed in the Greek labor system:

- A) The legalization of third-country nationals, as there is excessive bureaucracy and the involvement of many ministries and agencies



B) The treatment of third-country nationals as workers and not as offered citizens

C) Lack of knowledge of the Greek language

D) The racist behavior of citizens with xenophobic attitudes towards immigrants, regardless of race, religion and economic status

The current situation in Greece on the part of employers according to a survey in Greece, 6 out of 10 employers in Greece have difficulties finding suitable employees (ManpowerGroup, 2018). Specifically, lack of required experience (27%), lack of technical skills (25%), expectation of higher remuneration than offered (12%) are among the most important needs of employers.

In addition, employers place great emphasis personal skills (interpersonal and leadership skills) and personal stigma and personal image. Greek employers, however, need to hire a third-country national. This is for the following reasons: (a) fill in the gaps in local employment; (b) keep wages low in agriculture, thereby reducing production costs; (c) contribute to the maintenance and expansion of agriculture; (d) occupations 'defined' as unattractive, marginalized and secondary, considered inferior to Greek society. One of the most important actions of the 'MILE' survey is to identify the occupational profile of the immigrant employees and to investigate the occupational profile based on the employer's needs in terms of: competences and skills.

Specifically, we identified the professional profile of third-country nationals according to:

a) Language skills

b) Cooperation Skills

c) Digital skills

d) Critical thinking

e) Problem solving

5. Needs for integration of immigrants into the labor market

The biggest needs that arise are:

A) Sectoral integration needs of Immigrants

B) Legal Reforms

C) Political reforms

D) Educational Reforms

A. Sectoral needs for immigrant integration.

The needs that arise for the integration of immigrants into the Greek labor system include: a) labor rights for nationals to have an increased interest in staying at work b) better social security contributions c) less bureaucracy when an SME needs employing a third country national d) more flexible legislation for third-country nationals to obtain work permits e) tax cuts for SMEs employing third-country nationals.



B. Political Employment Reforms.

A set of Political Reforms must be made in Greece and the most important are: First, licensing and employment-related transactions of third-country nationals must be supported by e-government systems. Policies that clearly indicate the rights of third-country nationals in the EU should be identified by interested parties. In addition, services for finding skilled third-country nationals for specific jobs should be developed as well as more incentives for SMEs to recruit third-country nationals. National or regional services should be available to help SMEs recruit third-country nationals.

C. Educational Reforms.

A set of educational reforms can be made to integrate immigrants into the labor system. These could include English language courses (basic Greek grammar and syntax) and specific terminology tutorials for learning basic language skills and learning specific working conditions. In addition, lifelong learning and Re-Training Programs for third-country nationals can be offered for immigrants to acquire basic skills, upgrade their existing skills to obtain better employment opportunities, provide programs leading to accreditation and certification to offer training programs for employees on the management of the integration of third-country nationals into specific jobs.

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4. SPAIN

“FROM DIVERSITY TO INCLUSION: BENEFITS AND CHALLENGES”

by Joaquín Vergés Cabanzón, philologist, intercultural mediator and Director of AMISI “Intercultural and social mediation Association of migrants” <https://amisi.org/>

STRATEGY OF THE EU COMPANIES AND EMPLOYERS UNION FOR INTEGRATION: “INTERCULTURAL COMPETENCIES” AS A METHOD OF ATTRACTION AND PARTICIPATION OF CITIZENS AND IMMIGRANTS.

“Across the EU today Member States are faced with similar challenges with respect to integrating immigrants into society. This is an increasingly important task and also a very complex and sensitive one. With the prospect of an ageing and declining population, more immigration into Europe is both likely and necessary in the coming years. Integration of immigrants is vital for social cohesion and economic development. To enable immigrants to feel part of our society we must treat them fairly, and ensure that they have the right tools to participate fully in our societies. Integration is a continuous, two-way process which is based on mutual rights and corresponding obligations both of immigrants and of the host society.”

Europe has experienced an unprecedented influx of asylum applicants and other migrants in recent years. Around 3 million people have applied for international protection in the European Union since the beginning of the crisis, many of them fleeing war and terror in Syria and other countries. The EU is the first responder. In 2016 alone, EU Member States granted asylum to and resettled over 720 000 refugees — three times as many as Australia, Canada and the United States combined.

Many new EU measures were introduced in 2016 to deal comprehensively with this challenge, and they were further intensified in 2017. These included rescue operations and saving more lives at sea; securing the EU’s external borders, in particular through the ‘hotspot’ approach; and setting up the European Border and Coast Guard Agency. Efforts were stepped up to relocate and resettle people in need of protection. Increased focus was also put on developing a fairer Common European Asylum System, strengthening the protection of unaccompanied minors and developing new measures in the fight against smuggling.

Opportunities arose to create new channels for legal migration, and action was taken to foster the integration of refugees and other migrants into the labour market. Through the Asylum, Migration and Integration Fund and the Internal Security Fund, the EU also increased its financial support for the development of a common approach to the efficient management of migration flows.

2017 saw stronger cooperation with migrants’ countries of origin and transit, with the EU helping them to address the root causes of irregular migration and to fight against smuggling.

The EU supported these countries in improving their border and migration policies and their reception



conditions. Many projects and programmes were supported through the EU Emergency Trust Fund for Africa. The EU has also stepped up its return operations.

THE EUROPEAN AGENDA ON MIGRATION

In 2017 the European Commission continued to implement the European Agenda on Migration, proposing measures to tackle ongoing challenges. It also sought to equip the EU with tools to better manage migration in the medium and long term, in particular in the areas of irregular migration, borders, asylum and legal migration.

PROTECTING THOSE IN NEED

Since 2015 the Greek and Italian authorities, assisted by the European Border and Coast Guard Agency and Operation Sophia, have contributed to the rescue of over 620 000 people in the Mediterranean and Aegean Seas. The EU is disrupting criminal smuggling networks in the central Mediterranean and the Aegean with the help of the Turkish authorities and NATO.

A total of 313 050 asylum seekers were granted international protection in 2017.

Throughout the year the Commission presented several progress reports on measures taken under the European Agenda on Migration to stabilise the flows and better manage the EU's external borders. The reports focused on relocation and resettlement, the implementation of the EU–Turkey Statement, European Border and Coast Guard operations and the Partnership Framework on Migration. They demonstrated that significant progress had been made in all areas and set out the next steps for further action.

In addition, in April the Commission set out priority actions to protect children in migration, beyond the additional safeguards proposed in the reform of the Common European Asylum System. One of the priority actions involves integrating children into the new country of arrival, including by providing proper identification, good reception conditions and access to education.

RELOCATION AND RESETTLEMENT

Commissioner Dimitris Avramopoulos in the Moria refugee camp. Lesbos (Greece), 16 March 2017.

Most EU Member States are now carrying out relocations within the EU to alleviate the pressure on Greece and Italy. In November the Commission presented its latest progress report on the European Agenda on Migration. The number of people relocated in 2017 significantly increased compared to the previous year, proving that relocation works when all parties fulfil their commitments. 22.215 people were relocated in 2017 alone. In total, 33.140 people have been relocated since September 2015, of whom 21 704 were relocated from Greece and 11 436 from Italy — 93 % of all those eligible. The main goal of the emergency scheme to relocate all eligible applicants from Greece and Italy is therefore achievable. However, while most Member States were active, pledging and relocating regularly, some did not participate. The Commission launched infringement proceedings against three Member States (the Czech Republic, Hungary and Poland) in 2017 for not implementing the 2015 Decisions of the Council of the European Union on relocation, and in December the Commission decided to refer these Member States to the Court of Justice of the European Union. Resettlement schemes have been in place since July 2015 to provide a legal and safe pathway for



vulnerable people in need of international protection. Over 26 000 people have been resettled in 21 EU Member States, along with Iceland, Liechtenstein, Norway and Switzerland. In September the Commission called on Member States to resettle at least 50 000 additional people in need of international protection in the next 2 years (by 31 October 2019), from Jordan, Lebanon, Turkey and African countries along the central Mediterranean migratory route. The total number of pledges received by the end of the year was 39.839.

➤ **The EU–Turkey Statement**

The EU–Turkey Statement continued to deliver concrete results, ensuring the effective management of migratory flows in the eastern Mediterranean. The number of daily crossings remained at around 86 per day, with the number of lives lost falling substantially. Arrivals decreased by 97 % compared to the situation before the Statement began to be implemented. The pace of return operations has increased, with 2 032 migrants being returned. Of these, 228 were Syrians.

- **Return and readmission Action Plan, Recommendations, Return Handbook.**
- **The fight against migrant smuggling: Publication of an EU Action Plan against Migrant Smuggling.**
- **Creation of the European Border and Coast Guard Agency.**
- **Border management: Schengen reinforcement: Austria, Denmark, Germany, Norway and Sweden.**
- **Better control of the EU's external borders: Schengen Information System.**

POSITIVE ASPECTS

- Opening new legal pathways and improving existing ones

In September negotiations started between the European Parliament and the Council on the proposal for a revised Blue Card, which would improve the EU's ability to attract and retain highly skilled non-EU workers. In July 2016 the Commission proposed an EU Resettlement Framework aimed at establishing a common European policy on resettlement to ensure orderly and safe pathways to Europe for people in need of international protection. The Council put forward its position in November 2017, and negotiations with the Parliament began in December.

- Integration of non-EU nationals

In 2017 the Commission implemented several actions included in the Action Plan for the Integration of Third-Country Nationals. The first mutual learning activities of the newly established European Integration Network took place in Germany and Sweden. The Commission also took several initiatives during the year to mobilise employers and other economic and social partners, in particular with the launch of Employers Together for Integration in May, which was followed by a declaration on a European Partnership for Integration in December. An online multilingual Skills Profile Tool for Third-Country Nationals, developed and launched by the Commission as part of the New Skills



Agenda for Europe, can be used for the early identification and profiling of skills and qualifications of asylum seekers, refugees and other migrants. These initiatives show what the Commission, employers and other social partners are doing to support the integration into the labour market of refugees and legally residing migrants. The European Programme for Employment and Social Innovation and the European Social Fund continued to fund actions throughout the year to facilitate the labour-market integration of refugees and their families. The 2017 European Semester also increasingly focused on the integration challenges experienced by migrants and refugees.

➤ Financial support for the efficient management of migration

The EU's home-affairs Funds are important policy instruments for addressing the ongoing migration challenges. For this reason, the level of financial support remained high in 2017. The Asylum, Migration and Integration Fund, with €1.4 billion, and the Internal Security Fund, with €692 million, continued to support capacity building in 2017, providing humanitarian, material and healthcare assistance and helping to develop operational cooperation. Additional funding was also made available through the Member States' national programmes (€634 million under the Asylum, Migration and Integration Fund and €168 million under the Internal Security Fund). In addition, more than €743 million has been provided to Member States in order to enable a swift response to urgent operational needs during the lifetime of these Funds. In parallel, the Trust Funds and other EU external action instruments helped to address major challenges in non-EU countriesⁱⁱ."

INTERCULTURAL COMPETENCES

In this attempt to adapt services to the special needs of different groups of population, a collaborative effort is required, which, in turn, requires an intercultural competence in public and private services.

From this point of view, the EU considers that services should be accessible to everyone, being this a basic requirement of an equitable society.

Recruitment and training are complementary strategies in the creation of personnel with intercultural competence. Ideally, the development of this competence among workers should be a continuous priority and not an exceptional caseⁱⁱⁱ.

What do we mean by "intercultural competence"?

Definitions:

Translation of Centro Virtual Cervantes' Spanish definition^{iv}: "Intercultural competence is understood as the ability of a learner of a second language or a foreign language to cope adequately and satisfactorily with situations of intercultural communication that are usual in today's society, characterized by multiculturalism."

Translation of Wikipedia's Spanish definitio^v: "Intercultural competence is the ability to communicate with other people from different [cultures](#), and it describes the interaction between two or more people in a way that no one is above anyone else, boosting a harmonious coexistence among them."

Translation of A. Oliveras' Spanish definition^{vi}: "Intercultural competence, as part of a broad competence of the speaker of a foreign language, identifies the ability to behave in a proper and



flexible way when facing actions and expectations of people from other cultures.”

MIGRATION ROUTES^{vii}

According to the 2009 UNDP Human Development Report, there would be about one billion migrants today. Of these, the overwhelming majority of them would be internal migrants and just less than a quarter of them would have migrated outside the borders of their countries.

The above mentioned report states:

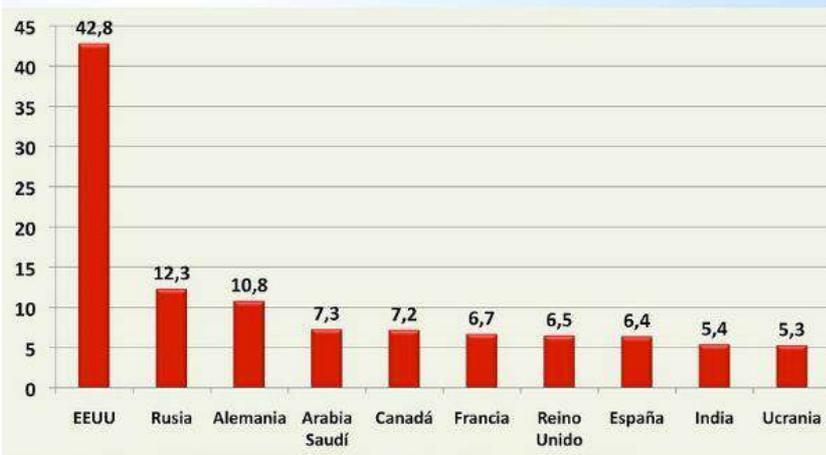
Number of immigrants in the world between 1960 and 2010

Even with a conservative definition of internal migration, which counts movement across only the largest zonal demarcations in a country, the number of people who move internally in our sample is six times greater than those who emigrate. Using the regional patterns found in these data, we estimate that there are about 740 million internal migrants in the world —almost four times as many as those who have moved internationally. By comparison, the contemporary figure for international migrants (214 million, or 3.1 percent of the world’s population) looks small. The same report shows that the main flow of international migration would be headed towards countries with similar levels of development. However, an important amount, though still a minority, is made up of those people who migrate from poor or less developed countries to rich or more developed countries. This type of migration is usually known as South-North migration (poor countries-rich countries). UNDP gives the following estimate on these flows: “Even if we restrict attention to international movements, the bulk of these do not occur between countries with very different levels of development. Only 37 percent of migration in the world is from developing to developed countries. Most migration occurs within countries in the same category of development: about 60 percent of migrants move either between developing or between developed countries (the remaining 3 percent move from developed to developing countries). In terms of gender, the share of international migration has remained very steady over the past two decades, with a slight male majority, which contradicts the common idea of a “feminization of migration”. In fact, according to United Nations estimates, the percentage of women in the total of international migrants decreases slightly between 1990 and 2010 (from 49.1 to 49%). This decrease can be observed both in developed countries (from 52 to 51.5%) and in developing ones (from 45.9 to 45.3%). Nevertheless, this does not prevent from finding large differences in terms of gender among emigrants from some specific regions. For example, migrations from Central and South America into Europe are strongly feminized, while those from Mexico into the United States, or those from Africa —or from Muslim countries in general—, are clearly masculinised.

The United Nations estimates also show that although international migration flows have increased considerably in absolute terms (from a running total of 75 million in 1960 to 214 in 2010), the percentage share of the total world population have barely fluctuated (2.5% in 1960, 2.9% in 1990, and 3.1% in 2010). This statement can be surprising if we consider the increasing globalization and the noteworthy rise in other international flows (tourism, merchandise, services, capital, information, etc.). Comparing with the migratory wave of the late 19th century, we see that current flows are actually quite diminished (3.1% compared to 8.5% of the world population, reached before World War I), despite the improvements in transport and the important decrease in its price.

In addition, the disparity of reasons behind migration is extraordinarily high nowadays and, as a consequence, there's a substantial increase in the potential advantages of moving from a poor country to a rich country. The UNDP report gives the following examples in this regard: "Migrants from low-HDI countries had the most to gain —and indeed on average saw a 15-fold increase in income (to US\$15,000 per annum), a doubling in education enrolment rate (from 47 to 95 percent) and a 16-fold reduction in child mortality (from 112 to 7 deaths per 1,000 live births)".

Países con más inmigrantes, 2010 (en millones)



Fuente: Naciones Unidas. Gráfico: elaboración propia

Countries with the largest number of immigrants, 2010 (in millions).

Source: United Nations. Chart: own elaboration.

These undetailed data denote that there may be great incentives in migration, particularly in the one we referred to as South-North. It is not only about potential economic profits and material well-being but also about all the benefits related to living in a society with democratic political systems and a deep respect for freedom and human rights. Without strong police/political constraints, we should therefore be facing international migration flows that were considerably higher than the actual ones. These barriers make South-North migration more difficult and expensive, so it is only accessible to that part of the population that is able to afford it. This is related to another element that restricts current South-North migration, which in migratory theory is known as the "poverty trap": very high levels of poverty that prevent those who could improve their situation by moving to a developed country from trying because they can't afford the costs of emigration. In this way, and contrary to popular belief, a greater development in poorest areas would significantly increase the migratory capacity of their inhabitants and therefore the migratory pressure towards the North. Source: United Nations and Wikipedia.



METHODS FOR EMPLOYMENT GUIDANCE AND ELEMENTS OF MIGRATION PSYCHOLOGY

1. Regulations related to the access to the working world for immigrants
 - 1.a. Administrative difficulties and obstacles
 - 1.b. Recruitment procedures
2. Sociocultural difficulties related to the access to the working world for immigrants
3. Social rejection of recruitment based on country of origin
4. Space allocated to the immigrant group in the labour market

MANAGEMENT OF DIVERSITY IN THE WORKPLACE^{viii}

The business environment stands out by an increase in companies' diversity. The survival of companies requires an appropriate management of this diversity to adapt themselves to the needs of their customers, employees and suppliers — overall, to the needs of an increasingly diverse society. However, the management of diversity is not only related to the necessity of the company to adapt to its environment, but also represents an opportunity for the development of the efficiency and innovation required to guarantee long-term success.

This section describes the causes of the increase in diversity among the agents involved in the development of the business activity, as well as the reasons that explain the importance of providing companies with suitable tools for their management. Likewise, we'll give attention to the current stage of Spanish companies on the area of diversity management, and also to the main challenges they are facing.

First of all, we will proceed to explain what we understand by **Diversity** and **Management of diversity** in the workplace.

Diversity in organizations means recognizing differences, both sociodemographic (age, gender, ethnicity, nationality, background, seniority, role, education, etc.) and humanistic (knowledge, cognitive schemes, experiences, values, etc.), which generate unique people and heterogeneous groups.

Management of diversity in the workplace is “a business strategy aimed at creating an environment of inclusive support for the diverse profiles of people that streamlines the efficiency in the business process”. Diversity management therefore includes:

- Attract, keep and promote diverse profiles of people that provide new points of view, creative solutions and knowledge of the cultural and economic diversities of the markets.
- Design an organizational model that maximizes the positive effects of diversity and minimizes the negative ones.
- Create a culture that matches corporate values and preferences with the priorities and needs



of its employees.

- Foster an atmosphere that optimizes the efficacy of the business process through the inclusion of all the people involved.
- Promote innovation with procedures that stimulates the interaction between people with different cultures, backgrounds and skills.
- Create and update products and services focused on new needs, as well as gain loyalty of customers with increasingly diverse profiles.
- Engage with suppliers from different regions, cultures and environments to increase efficiency in the supply chain.
- Provide programs that contribute to the satisfaction and conciliation of all employees and allow a further development of their professional, family and personal lives.

OVERVIEW OF DIVERSITY MANAGEMENT IN THE WORKPLACE

1. Complexity and dynamism of the environment: increased diversity in the workplace

In recent times we have undergone a progress that came with important social, economic, technological and cultural changes on a global scale. If technological advances were the base of development and globalization of the 20th century, in the 21st century people are the ones with the ability required to achieve progress and sustainability in the current world, where distances have barely disappeared and management of diversity has turned out to be a challenge.

Causes of growing diversity in the business environment:

- Consolidation of women's abilities and capabilities in the workplace.

Nowadays, women start up 2 out of every 3 new businesses in Europe and create more than 70% of new jobs. Furthermore, women make about 80% of purchase decisions^x. In Spain, in the past 30 years, the number of employed women has grown by around 30% every 10 years: from 3.8 million in 1978 to 8.65 million in 2018^x, representing 45% of the workforce.

- Population ageing and coexistence of different generations.

The increase in life expectancy and the delay in retirement age allowed that five different generations coexist in the same workplace (traditionalists, baby boomers, generation X, generation Y and millennials), with consequent differences in age, family life cycle and attitude towards work, leisure, family, commitment and use of time.

- Increase of working population of foreign origin, as a consequence of migratory flows.

In 50 years, Spain moved from being a country of emigrants to being a country that receive immigrants, with 5.1 million foreign people registered in 2018^{xi}, representing 10.7% of the population.



This new workforce provides different ways of thinking and behaving, and it also contributes to the development of both origin and destination countries.

- Internationalization of companies.

Globalization is seen by the companies as an opportunity for their expansion into new markets and as a challenge to reach the required level and skills to preserve its complexity.

In conclusion, diversity in companies is undeniable these days, both among internal agents (employees, shareholders) and external agents (suppliers, customers, collaborators, competitors, society) involved in the business activity.

We should think about the risks and opportunities that this situation brings and why the implementation of diversity management policies in companies should be mandatory.

2. Need to manage diversity in the workplace

Diversity is an essential feature of our reality that demands tolerance and respect to guarantee a good coexistence, but it also entails an opportunity for development and sustainability of the society in general —and of companies in particular.

When diversity is not correctly managed, it can create conflicts that imply significant costs for the company. On the contrary, when companies are well supplied with the appropriate organizational processes and values for management of diversity, this generates creativity and personal and professional wealth, promotes innovation and brings important improvements for business efficacy.

This is so because diversity causes cognitive (the way that groups perceive stimuli, process information and make decisions), affective (levels of cohesion, satisfaction and commitment based on the use of stereotypes and prejudices), communication (quality and frequency) and symbolic (interpretation of external agents) effects that affect - favourably or unfavourably - work environment and performance.

Accordingly, the effects that diversity can cause in the company will depend on the ability of the latter to:

1st: Promote inclusion, commitment and cohesion of groups.

2nd: Implement open decision-making processes in which consensus is fostered.

3rd: Improve internal communication by easing social interaction, both formal and informal.

The aforementioned concept of “intercultural competence” takes here an active role, as the EU recommends since 2004 in its “Handbook on Integration”: “Recruitment and training are two of the ways in which organisations can build up a pool of interculturally competent staff.”, “recruitment (...) should also use diversity criteria...”^{xii}

To make all this possible, diversity management should be understood strategically, by adding it to the values and culture of the company or organization, and by developing the necessary procedures for its full implementation in the workplace.



2.1. Advantages of diversity management

The main advantages of diversity management are:

- In relation to employees: it improves attraction and preservation of talents, increases satisfaction and commitment to the company, reduces absenteeism and staff rotation and, lastly, promotes the development of **intercultural competencies**.
- In relation to internal processes: it increases creativity and innovation, reduces tensions and conflicts, improves integration and communication efficiency, decreases lost time and boosts flexibility.
- In relation to environmental agents: it promotes access to new markets, strengthens ties with customers by allowing a better understanding of their needs, improves communication efficiency and relationships with suppliers and collaborators and, lastly, helps with the settlement of a good company reputation.

Generally, the management of diversity in the workplace increases productivity, boosts innovation, improves corporate image, promotes access to new markets, reduces costs and brings value and benefits for all the parties involved.

2.2. Risks resulting from unmanaged diversity

Work teams are groups of different people interacting with each other. Their different cultures and ways of perceiving and interpreting information can trigger conflicts that create unnecessary rivalries, impede work performance and eliminate potential advantages of diversity.

Therefore, when diversity is not properly managed, companies can come across negative effects such as:

- Communication problems that may lead to a decrease in the frequency and quality of internal communication, and to a lessening of the necessary feedback for the development and coordination of business activities.
- Worsening of the company's cooperation environment and intensification of interpersonal conflicts and employees' rejection attitudes.
- Reduction in the efficacy of responsibilities and tasks' distribution due to the lack of **intercultural competences** and the emergence of **stereotypes**^{xiii}.
- Worsening of workers' motivation, which can increase absenteeism, rotation and brain drain.

All these points imply a growth in conflicts and costs for the company/organization, due to the lowering efficacy and effectiveness in organizational procedures - which affects the competitiveness of its products and services and the corporate image -, and in specific procedures (hiring, training, legal costs, etc.).

In conclusion, management of diversity has become a priority for companies, not only as a requirement for its survival, but as an opportunity to generate competitive advantage, because it



fosters innovation and improves efficacy and efficiency in business procedures.

3. Challenges of diversity management in the workplace

Summing up, the main challenges of diversity management for Spanish companies are: the awareness and sensitization about the importance of diversity management, and the development of the necessary knowledge and commitment to maximize the recipients of this diversity management, as well as minimize the conflicts that may arise.

These are the essential requirements:

- a. Commitment of the business' management and integration of diversity management in the company's strategy.
- b. Proper planning and control of the diversity management process, including:
 - Creation of a diagnosis of the company/organization's diversity and environment. Settlement of clear and quantifiable objectives.
 - Assignment of people in charge and budgets in accordance with the objectives settled.
 - Establishment of procedures for monitoring the defined programs and the results obtained.

Thus, it is important to determine indicators that allow the quantification and measurement of the impact originated by the application of diversity management policies: work environment, level of absenteeism, rotation, dropout rate during expatriation processes, legal costs, recruitment costs, customer loyalty, conditions with suppliers, etc.

- c. Training on intercultural skills and diversity management for all corporate ranks that guarantee the inclusion of a diverse range of profiles throughout the organization.

4. Current situation and challenges of diversity management

Organizations that provide services: working on intercultural competences (in organizations, companies, etc.) = potential enrichment

Active participation of society as a whole in the social inclusion of migrants: participation of NGOs.

STEREOTYPES AND PREJUDICES RELATED TO MIGRANTS AND HOW TO AVOID THEM: GROUP SESSION

1. Changing the speech:

Improve awareness and understanding among immigrants and host communities. Stand out shared culture, arts and activities in order to bring communities closer and break down barriers.



2. Skills and labour market:

Help immigrants prepare for their integration into the labour market. Development of language skills, internships in companies, training in the workplace, support for entrepreneurship and collaboration with employers to encourage positive use of migrants' experience and competencies.

3. Coordinated responses:

Necessity to offer coordinated responses to the multiple needs of people on access to employment, services and socio-cultural life. Creation of the role of “integration coordinator” and coordination of multiple activities by local action groups (LAGs) of the Leade program.

https://enrd.ec.europa.eu/sites/enrd/files/publi-eafrd-brochure-03-es_2016.pdf

- Key elements and potentialities of intercultural and migrant integration (10'): explanation
 - a. Development and strengthening of intercultural competencies in the business world
 - b. Achieve open and inclusive companies

STEREOTYPES AND PREJUDICES RELATED TO MIGRANTS AND HOW TO AVOID THEM

- Issues related to corporate social responsibility
 1. Resolve conflicts and distribute the value generated among the groups involved.
 2. (Long-term) impact boosts growth and value of the company.
 3. Impact measurement.
 4. Improve business environment.
 5. Reduction of risks of penalty for actions.
 6. Promote reputation of the brand or company.
 7. Improve the competitiveness of the company meeting an stricter demand.

THE SOCIO-LABOUR INSERTION OF IMMIGRANTS

1. Migration trends in the EU
2. Immigrants situation in the labour market and the economic benefit of immigration
 - 2.1. Economic and financial aspects of immigration
3. Particularly vulnerable groups: Youth and women in the workplace: situation and perspectives¹

¹ www.scielo.org.mx/scielo.php?script=sci_arttext&pid=S1665-89062017000200143



4. Difficulties in the access to the labour market

Immigrants already represent almost 20% of the population residing in our country. Morocco, Romania and Ecuador are the 3 top countries of emigration into our country. Given this situation, a thorough knowledge on hiring immigrants is now essential.

Hiring an immigrant is a complicated process, and it is subject to political changes. The process is also different depending on whether the migrant is from outside the EU.

Foreign workers have four ways of accessing to work permits: general scheme, quota scheme, extraordinary regularizations and special circumstances.

The general scheme is based on the assumption that the foreign worker (who is still in the origin country) is contacted by the employer and he/she issues a nominative job offer to the Spanish authorities. That is, the employer does not ask for anyone for a vacant job position, but for a specific person. How can this be checked? With the visa. The quota scheme is based on generic offers: requests of 10 butchers, 20 construction workers... This is approved annually by the Government (the last one was held on December 26th, 2006) and the companies take part in it. The selection is made in specific countries with which agreements have been signed for the regulation of migratory flows. Some examples: Morocco, Ecuador, Dominican Republic, Bolivia, Peru, Romania and Poland. Hired migrants through quota scheme are only 1% of the total amount.

Extraordinary regularizations are exceptional cases. The last one was on February 2nd and, although they lived and worked illegally, it seems that they met the requirements to make their situation legal. The entry into the country and the consequent hiring of people due to special circumstances (asylum or shelter applicants, stateless people, students) are also rare.

The initial work permit presents sectorial and geographical limitations. Sectorial limitation is determined by a catalogue National Employment Situation, which is created quarterly and lists hard-to-fill jobs by CNAE (National Classification of Economic Activities) code, which can be checked in the INE.

Normally, immigrant workers can only be employed for these positions. Geographical limitation is determined by the fact that each province creates its own catalogue of jobs. However, the employer can hire an immigrant even if the work position to be covered is not included in this catalogue; the employer can submit the job offer to the INEM (National Employment Institute) and, if it is not covered in a period of 15 days, the immigrant worker can be selected.

www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=10&ved=2ahUKEwid_4WF0fXjAhWDAmbHY1TBWoQFjAJegQICBAC&url=http%3A%2F%2Frevintsociologia.revistas.csic.es%2Findex.php%2Frevintsociologia%2Farticle%2Fdownload%2F315%2F322&usq=AOvVaw3KtwS7Sovpr8agAHR0aT92



Migrants from Chile and Peru are exempt from these limitations, according to an agreement between Spanish Government and these two countries.

At present, almost 60% of residence permits submitted is denied because immigration offices have become stricter when evaluating hiring cases.

Examples and itineraries for labour insertion of immigrants^{xiv}

We can find heterogeneous organizations in terms of their nature (international multinationals, Spanish multinational companies, SMEs) and in terms of the sector in which they operate (public sector, transportation, hospitality, agriculture, infrastructure, third sector, insurance).

For the moment, we are just naming some of them.

Company name	Type of company	Sector
Agromartín	SME	Agriculture
AXA	Foreign multinational	Insurance
British Council	Public sector	Education
Ferrovial	Spanish multinational	Infrastructure
Fundación Secretariado Gitano	Nonprofit Organization	Third Sector
Proexport	Business association	Agriculture
Sodexo	Foreign multinational	Service sector
TMB	Public sector	Transportation

The information aims to reflect the positive aspects of the initiatives that organizations are carrying out in matters of diversity management of immigrants and/or people belonging to ethnic minorities.

ⁱ Jonathan Faull. Preface of “Handbook on Integration for policy-makers and practitioners”, European Commission, 2004.

ⁱⁱ European Commission. “The EU in 2017. General Report on the Activities of the European Union.” Chapter 8: “Towards a new policy on migration”.

ⁱⁱⁱ European Commission. “Handbook on Integration”. 2004, page 62.

^{iv} https://cvc.cervantes.es/ensenanza/biblioteca_ele/diccio_ele/diccionario/compintercult.htm

^v https://es.wikipedia.org/wiki/Competencia_intercultural

^{vi} Roberto Ortí Teruel. “Estudio de la competencia intercultural a partir del análisis sociocultural de interacciones orales con arabohablantes” (“Study of intercultural competence based on the sociocultural analysis of oral interactions with Arabic speakers”). Instituto Cervantes, Tetuán.

^{vii} <https://es.wikipedia.org/wiki/Migraci%C3%B3n>

^{viii} We have used as a whole resource the work of Marta Muñoz Ferrer, Head of Business Internationalization, Diversity and Professional Development Department at the Comillas Pontifical University. Published in “Guía para la gestión de la diversidad en entornos profesionales” (“Guide for the management of diversity in professional environments”), Ministry of Labour, Migrations & Social Security, Madrid 2011.

We chose this work as the basis for this section because it describes in a very concise way the aspects that we approached on the management of diversity in the business world and companies. It is also framed within the promotion and development of *intercultural competencies* in these environments, which is the main subject that we wanted to address across the sessions.

^{ix} European Institute for Managing Diversity, 2011



^x <https://www.idealista.com/news/finanzas/laboral/2018/03/06/764610-dia-de-la-mujer-2018-diez-cifras-sobre-la-realidad-femenina-en-el-mercado-laboral>

^{xi} INE (Spanish Statistical Office). “Avance de la Estadística del Padrón Continuo a 1 de enero de 2019” (“Progress of the Continuous Register Statistics as of January 1st, 2019”). 11 April 2019.

^{xii} European Commission. “Handbook on Integration for policy-makers and practitioners.” 2004, page 35.

^{xiii} Bold added by us.

^{xiv} Other sources:

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EU strategies, tools and resources

- European Web Site on Integration <https://ec.europa.eu/migrant-integration/home>
- Employers together for Integration https://ec.europa.eu/home-affairs/what-we-do/policies/legal-migration/european-dialogue-skills-and-migration/integration-pact_en
- EU Skills Profile Tool for Third Country Nationals <https://ec.europa.eu/social/main.jsp?catId=1412&langId=en>
- European Alliance for Apprenticeships <https://ec.europa.eu/social/main.jsp?catId=1147&intPagelId=5234&langId=en>
- European employment strategy <https://ec.europa.eu/social/main.jsp?catId=101&langId=en>

Other EU-Funded Projects/Networks on the topic of integration of third country nationals in the labour market

- MigrAid Educating Social Partners Toward Ethnic Diversity in Small and Medium Sized Enterprises <https://migraid.eu>
- ReSoma - Research Social Platform on Migration and Asylum www.resoma.eu
- LIME Labour Integration For Migrants Employment www.limeproject.eu
- LABOUR-INT www.labour-int.eu/
- SIRIUS Skills and Integration of Migrants Refugees and Asylum Applicants in European Labour Markets www.sirius-project.eu
- Sirius Network – Migrant Education www.sirius-migrationeducation.org/
- WEMIN Migrant Women Empowerment and Integration <http://www.wemin-project.eu/>

Other strategies, tools and resources

- UNCHR “Welcome” Working for refugee integration – award for employers <https://www.unhcr.it/sostieni-i-rifugiati/aziende-e-fondazioni/aziende/welcome-working-for-refugee-integration>
- Migration Research Hub <https://crossmigration.eu/>
- OECD Integrational migration Policies and Data www.oecd.org/els/mig/



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