

**821714 - MiraGE – Migrant Integration for Growth in Europe**  
**WP 2 - Mapping of Best Practices and Training Methodology Development**  
**Activity 2.2 - Desk research of best practices**  
**Deliverable D5 – Working Paper with 40 Best Practices**

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## Austria

### Magdas Hotel

Magdas Hotel is a social business built upon cooperation, existing resources, and a social vision. Magdas was founded by Caritas of the Archdiocese of Vienna in April 2012 with the entrepreneurial objective of solving social issues where this seems both possible and expedient.

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



The total number of employees is 200, including employees in Magdas Hotel, the recycling workshop, cleaning service and catering service, and 10 apprentices. Most employees have a refugee background, characteristic that generally causes difficulties to find work in Austria. Initial lack of German language skills, the resentment of many employers, as well as the circumstance that refugees are only allowed to accept work after receiving a positive response to an asylum application (which can often take months or years) make integration difficult.

From chefs to emigrants - working at the magdas HOTEL are people from 14 nations with a variety of personal life stories. Each and every one of them makes this place so unique. Magdas is convinced that those people who move here from foreign countries are able to strengthen the hotel business, because they bring with them many skills, talents, languages, and cultural backgrounds and thus allow for a special position in the hotel market.

Following are some best practices implemented by Magdas to favor TCNs inclusion (including taking part in EU projects, national schemes,...):

- Learning from the experience of the first year of its existence, it reviewed some of its hiring practices, including the following:
  - Requiring candidates for a basic work experience as oppose to not requiring any work experience at the beginning of the project;
  - Become more restrictive about the rules and regulations;
- Providing German language courses, ICT and intercultural competence training for its staff. In addition, the staff have access to two social workers/therapists, who support the staff with the challenges they are facing in the integration process.

## Job TransFair

Job TransFair and “die Kümmererei” is an Austrian organization in the service sector that has been existing for over many years. Jobtransfair works for integration of people with disadvantages on the Austrian labor market having an intermediary role between employees and companies. The target group include 50+ year old persons, long-term unemployed people and also refugees and migrants. Their permanent workforce (Schlüsselkräfte) consist of a diverse group of people from many nationalities.



In our interview, the principles and values were very clear and positive about the inclusion of TCNs in their organization. This target group is seen as important for Jobtransfair’s work as they see advantages in the multilingual competencies of TCNs within the team and when working with their diverse clients who sometimes have difficulties with the German language. They also see getting in touch with different cultures as a main benefits for Austrian employees. Last but not least, when they communicate with companies as their clients and want to convince them to employ e.g. refugees, having good experience helps them to explain the positive aspects better and keep their credibility.

Jobtransfair has implemented several measures to improve TCN inclusion at their workplace. The hiring process is not relevant for the context as the organization (exclusively) gets their applicants from the Austrian labor market service.

At the workplace, they implement several measures:

- Provision of continuous trainings through an employee-academy. All employees (including management) have to take part in continuous trainings, for example on diversity or gender mainstreaming.
- There are multifunctional teams consisting of trainers (who lead groups), staff supervisor (working on individual cases), social workers (who have knowledge on specific topics, e.g. asylum law). Each part covers different aspects of the cooperation and helps to improve it. The social worker part is not voluntary, but every employee has to talk to the social worker (even if the result is that there are no problems) and it is seen as crucial for a good integration. The social worker helps them regarding health aspects, e.g. sending employees to check-ups if necessary, coordination of debt-consultations or other services
- On a low and daily basis do employees and their management live their values. Problems are discussed when they arise and solutions are found in the team.

## Habibi & Hawara

Habibi&Hawara is an Austrian-oriental restaurant and catering service in Vienna, offering training and employment in gastronomy to nearly 20 TCNs. It developed from a civil-society initiative in 2015 called Hostenstattposten (hostinginsteadofposting) which turned into a restaurant in 2016. The integrated social business hires refugees and migrants from different nationalities.



The company's values and principles are a non-religious integrated social business. The company is run according to the principle of participatory leadership, e.g. mutual respect and engagement to create a sense of community and shared responsibility. Habibi & Hawara rests on the three pillars of sustainability like social, ecological and economical responsibility. They aim at treating all guests and colleagues with the utmost respect, no matter their function, origin, religion or gender.

Habibi&Hawara was founded with their specific employee group in mind. Even though they also see this a self-reflexive learning process, they have dedicated integrational measures in place which have proven to be successful.

During the hiring process:

- the company's values and principles are communicated right from the beginning very clearly, e.g. throughout the hiring process;
- the company values personalities rather than just a certain set of skills;
- due to this defined personality profile, a pre-selection of candidates with the matching profile is made by the Austrian labour market service. Other applicants are coming through their extensive network.

At the workplace:

- language barriers are overcome by language courses offered alongside with a buddy and peer project for further practice and cultural exchange;
- Habibi&Hawara follows the principles of participatory leadership and applies clearly defined processes and well-defined structures;
- the possibilities and limits of which aspect of social responsibility the company can carry have to be defined and communicated. If necessary, professional support is acquired externally;
- team building activities or common recreational activities add to a harmonious working atmosphere.

## Stützpunkt Enns

Since 2008, Stützpunkt Enns offers 15 one-year transit jobs for recognised refugees and women and men who are eligible for subsidiary protection in Lower Austria. These people receive temporary, fully insured employment contracts with Stützpunkt and professional technical guidance in the creation of company products and services in the creation of company products and services housing refurbishment, SOMA social market and integration leasing). The employees are from Syria, Somalia, Russian Federation. The goal is to find a job placement right after this job.



Stützpunkt Enns activities are particularly aimed at professional integration and support for self-help. The development of individual perspectives and solutions is a matter of concern to them. Stützpunkt Enns maintains a cooperative management style. They encourage initiative, independence and personal development of all employees by allowing or creating room for decision and action. They aim to communicate in a courteous, open and respectful manner, supported by tolerance and mutual respect. The socio-economic company pursues a good cooperation with other social institutions, sponsors, authorities, customers and cooperation partners.

In terms of integration, they bring the professional capacity to coach and train their employees in the following ways:

- by offering vocational and personal development training and additional vocational qualifications during working hours;
- by assisting with job searches (preparing application documents, preparing for recruitment interviews, assisting with the selection of potential jobs);
- through socio-educational counselling and support: Stützpunkt Enns offers weekly guidance and feedback sessions with their own social worker in one-to-one meetings to stay up to date and give praise and feedback, provide social support and practice communication;
- by following-up with employees who have not found a job within the 92 days after the end of the program;
- by offering team building activities regularly;
- and by assuming an individual perspective.

## FairMATCHING

Based in Salzburg, fairMATCHING offers support through individual coaching during the job search process as well as during the starting phase once a placement has been found. 80% of their applicants are from Syria, followed by refugees from Afghanistan/Iran. They come from all kinds of professional backgrounds.



FairMATCHING focuses on the individual competencies, experiences and goals of people they are supporting. At the same time they take the companies and their needs into consideration. A respectful engagement with each other and an exchange 'at eye level' is key for a successful job placement.

In the job search process regarding applicants and companies:

- fairMATCHING offers a one-hour initial assessment session to understand the competencies, experiences and wishes of the applicant;
- it supports refugees in finding a job by creating competence profiles with them and preparing them for applications;
- it supports companies with legal advice;
- it tries to shorten official channels by mediating between the institutions;
- it responds very individually to the competencies, inclinations and goals of the applicants.

At the workplace:

- it mediates at an early stage if problems arise in the job;
- it develops new, low-threshold meeting formats for refugees and companies;
- it has a strong business network in order to find the suitable partners;
- it offers diversity workshops and individual coaching for companies to minimize cultural barriers.

## **Bulgaria**

### Pirin-TEX

This is a major employer in the region of Gotse Delchev, South-Western Bulgaria, with 3000 employees. They operate in the textile producing industry. The company began employing refugees in 2013.

# **PIRIN-TEX**

It conducted employment interviews directly at the offices of the State Agency for Refugees and provided translation of the job announcements, as well as during the interviews. The next step was providing free accommodation to the refugees who had been employed. The company has its own training center, providing on-the-job training and individual support. The management of the company has provided support and facilitated the dialogue between the refugees and their families and the local schools, the local municipal government, and the police. Last, but not least, the company has provided special occasions for increasing the dialogue between the local employees and the newcomers.

## Convoy

Convoy is a producer of a wide range of goods for the household, including cleaning sponges. The production is settled in the town of Novi Iskar, not far from Sofia.



The company has established excellent communication with the State Agency for Refugees, the Integration-info center of the Bulgarian Red Cross Asylum-Migration Center, Caritas-Sofia, and other organizations, which are regularly advertising free work places directly to the refugees with the help of the social workers. The company provides reallocation support, affordable housing, transport cards, and flexible work time. The management of the company has helped some employees to enroll their children in the local school.

#### TELUS International

TELUS International Europe is a first-class labor outsourcer for business processes and information technologies. It delivers high-quality services since 2004. The company has 3500 employees, distributed in 7 support centers in Bulgaria, Romania, and England.



TELUS International Europe offers call center, outsourcing and innovative support services in 35 different languages. In Bulgaria, TELUS has about 100 current employees who are refugees or third country nationals. In addition to a wide spectrum of social services, TELUS organizes cultural, social and sports events for its employees, and provides pro-active career development support. Their business culture upholds diversity as an asset.

## Aladdin Foods

Aladdin Foods is a fast-food chain created in 1998 by Aladdin Harfan, a third country national from Syria who migrated to Bulgaria and received Bulgarian citizenship in 2004. The company currently manages 32 fast food restaurants in the whole country and continues to grow. It has 870 employees. It has also opened a chicken-meat-processing factory near Plovdiv. The company has a wide-ranging CSR strategy.



It has handed a hand to the refugee community. It collaborates with all NGOs, which provide services to the refugees, and with the help of its non-profit partners, it advertises its vacancies directly to the refugees and the people seeking humanitarian protection. The company offers affordable housing, food vouchers, and free transportation for the night shifts.

## Transformify

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



The platform allows refugees to work from a distance and to receive payment in a virtual bank account, which is connected to a pre-paid card. The organization partners with Payoneer, a financial service provider, which offers internet-based money orders and electronic payments. The company helps refugees receive some income even before they are allowed to open a bank account in the host country.

## Cyprus

MiHub – Migrant Information Center

**About the Organization:** The Migrant Information Centre (MIC) has developed services based on the core values of listening, empathy, understanding, and supporting individual vulnerable migrants. They help vulnerable migrants across Cyprus feel protected, safe, informed, and supported so that they are able to move forward with their lives. Their experienced team offers advice on a wide range of issues, while respecting the privacy and confidentiality of any information provided. It aims to assist: Asylum Seekers, Refugees, International Protection Beneficiaries, Third Country Nationals, Domestic Workers, Students, and Resettled Refugees.

### Values of the Organization:

- Protection: Everyone deserves to feel safe and have their human rights protected.
- Collaboration: Committed to working in relevant stakeholders
- Diversity: Respect and celebrate everyone's individual experience.
- Innovation: Committed to embracing new ways of working.
- Equality: Believe in fairness and equality of opportunity.
- Excellence: Dedicated to providing the best quality services.



The Migrant Information Center offers a variety of services. These include:

- social support: The center provides information regarding procedures, support in completing necessary forms, and key information to increase the access and speed up procedures;
- job finding assistance: The center empowers their service users to become able to register to the responsible authorities to look for a job, to prepare them for an employment interview, to inform them about procedures that aim to certify Academic Professional Qualifications, to advise them about preparing Presentation Skills, to assist them to prepare their Curriculum Vitae, and to enhance communication skills for being employed;
- advocacy: MIC makes an effort to ensure that all individuals have equal access to resources and opportunities offered;
- mobile psycho-social support: The mobile unit is equipped to provide psychosocial support and informational services, at an individual and/or family level, to reduce as well as to eliminate social problems resulting from the transition to a new country and from the need for active inclusion in the local community;
- psychological support: MIC provides assistance to vulnerable service users through psychological assessment and by designing an intervention plan which will be adapted solely for each individual assisting their transition in the local community.

More info about the project: <https://www.mihub.eu/en/>

Equality, No discrimination, No racism in Employment project

### **About the Project**

The project is a part of ENAR's (European Network against Racism) strategic approach to combat discrimination and racism in employment within the member states. The ENAR Shadow report on Racism & Discrimination in Employment in Europe 2013-2017 highlights the problem of systematic racism and discrimination towards migrants and refugees in the field of employment.

The main objective of the project is the organisation of a campaign for the dissemination and promotion of the findings of ENAR's Shadow Report on racism and discrimination in employment in order to raise awareness about discrimination and racism confronting migrants and refugees in employment, at national and European level. This campaign will include the dissemination of information about the findings of the ENAR Shadow Report. The campaign will comprise a press conference to launch the Shadow Report in Cyprus, several bilateral meetings with the relevant stakeholders, and a public event, in the form of a public or roundtable discussion. Finally, the campaign will use both conventional and social media to raise awareness on discrimination and racism in employment. The project aims to bring forth the structural and underlying unequal treatment, racism, and discrimination confronting migrants and refugees in the field of employment.

Discrimination and racism in employment on racial, ethnic, religious, and gender grounds, is a major issue in Europe. ENAR's latest shadow report on racism and discrimination in employment in Europe aimed at examining the position of migrants and minorities in European labour markets, addressing issues such as racial and gender inequality, unemployment, access to work, pay gaps, and so on. The results revealed structural racism in all European countries, leading to unequal outcomes for minorities in the labour market, which directly impacts their lives, as well as their contribution and participation in the community.

The report on Cyprus in particular, has shown that migrant workers systematically earn less by the hour than local citizens and are exposed to severe exploitation due to the widespread acceptance of viewing and using migrants as cheap workforce. Furthermore, the results of the report on Cyprus exposed institutional weaknesses highlighting the underreporting of discrimination and racism in employment. The purpose of this campaign therefore, is to disseminate and promote the findings of ENAR's shadow report in order to raise awareness about discrimination and racism faced by migrants in employment. The project ultimately aims at reducing the employment gap for ethnic minority and migrants and ensure that member states guarantee equal rights to residents, irrespective of status and nationality, through the dissemination of the findings of the report in all platforms, but more importantly through informing and lobbying the relevant stakeholders (public services, institutions, and employer associations) in bi-lateral meetings and public discussions.

### **Partnership:**

ENAR, KISA, ACCEPT & AEQUITAS

More info about the project: <https://kisa.org.cy/equality-no-discrimination-no-racism-in-employment/>

[Company]

**Name of the Company:** the interviewee has asked that we do not mention the name of the company in this report.

The company is a SME company with 150 employees in total in the sector of financial services. In the Technology department of this company, 5 out of 15 employees are TCNs (30%). They started hiring TCNs in 2010. It is an international company. Business is mainly conducted outside of Cyprus.

This company, although it employs 5 TCNs in the specific department of Financial Services, does not follow any targeted practices for the inclusion of TCNs in the workplace. It rather chooses to apply practices for the inclusion of all employees in the workplace, regardless of ethnicity or nationality.

This company, as part of its inclusion policy, often organizes company trips, department trips, social events, team-building exercises (shooting range, team activities, which brings TCNs and EU nationals together in mixed teams, with prizes and awards based on how good the team scored.) However, these are not specifically targeted to TCN inclusion. These activities generally aim at bringing together the people who work together, who might have a different cultural background, in order to learn how to collaborate more, not only in working contexts but also in social contexts. The company also organizes basketball tournaments including TCNs and EU nationals that bring people close to each other.

One good practice that this company applies as far as TCNs are concerned is that it helps TCNs during their relocation process in Cyprus. It tries to make it easy for TCNs to get to Cyprus and settle down. This company targets people through agencies in other countries. If they find someone that they want to hire, **the company mediates to help them get a visa, find accommodation and other procedures.** The company's HR department helps as best as they can. HR arranges to find housing, legal stuff, permit, etc. for TCNs, because it is difficult for them to start working in Cyprus (there are a lot of long bureaucratic procedures to be followed, especially with acquiring a working visa).

## Digital Inclusion Project

**About the project:** The project promotes and encourages the integration of refugees, asylum seekers, and newly arrived migrants through enhancing their basic skills and key competences for achieving better social and labour inclusion in the European Community.



### Objectives of the project:

- Strengthen the cooperation and networking between Alternative Education Programs (AEPs), research centers, and public bodies from countries most affected by the refugees' crisis;
- Test and implement innovative practices in the field of education and training of specific target groups;
- Better prepare and deploy the education and training of professionals for equity, diversity, and inclusion challenges in the learning environment;
- Promote the integration of refugees, asylum seekers, and newly arrived migrants and raise awareness about the refugee crisis in Europe;
- Encourage the utilization of Open Educational Resources (OER) to give access to education and digital training tools to migrants, refugees, and asylum seekers.

### Target groups:

- Migrants, refugees, or asylum seekers;
- Key professionals: adult education providers, social workers, trainers, mediators, coaches, and career counselors;
- Staff from the partners' organisations: teachers, career counselors, social workers, adult educators, as well as similar professionals from third organisations at national level;
- Policy-makers;
- The general public.

### Partnership:

- ASOCIACIÓN CULTURAL DE AYUDA DE LA COMUNIDAD DE SAN EGIDIO DE ESPAÑA
- Associazione sant'Andrea apostolo della carità
- CENTRE FOR ADVANCEMENT OF RESEARCH AND DEVELOPMENT IN EDUCATIONAL TECHNOLOGY LTD-CARDET
- Centre for European Constitutional Law
- DGSSIS - Community of Madrid, Spain
- EDEX - EDUCATIONAL EXCELLENCE CORPORATION LIMITED (University of Nicosia)
- Hildburghäuser Bildungszentrum e. V.
- South-East Region Local Authorities Union (USERLA)

More info about the project: <https://digitalinclusiontools.com/>

## Cyprus Information Guide for Third-Country Nationals

### About the project

The Cyprus Information Guide was developed as part of the Action “Upgrade of the Cyprus Information Guide” (Action A1 – CY/2016/AMIF/SO2.NO1.1.1) and it is co-funded by the Asylum, Migration, and Integration Fund (AMIF) and the Republic of Cyprus.



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

The Guide is available in English, Arabic, Filipino, Hindi, Moldovan Romanian, Russian, Sinhala, Tamil, Ukrainian, and Vietnamese. All publications are available on the project’s website.

The Cyprus Guide is composed of thematic units providing information covering all aspects of daily life in Cyprus in order to support the integration of TCNs and their participation in the economic, social, and cultural life of the island. In particular, the following thematic units are covered:

- Geography
- History
- Culture
- Political system
- Economy
- Employment & labour
- Education
- Healthcare services
- Access to utilities
- Useful contacts

The Guide is also available as a mobile application for easier access.

### Partnership:

CARDET, Innovade.

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

## France

### A Lundi employ

Case based on the interview with Ghislaine Lesca – General director

A lundi emploi is a GEIQ (Employers Group for integration and qualification). A GEIQ hires people with low qualifications under work-study professionalization contracts in order to increase and enhance their skills so they can find a steady professional position. A lundi emploi is a group of 3 GEIQs (1 specialised in construction work, 1 in metallurgy and 1 inter professional) and 2 multisectoral groups of employers. A lundi emploi accompanies people to employment in its companies and in others. A contract in a GEIQ is supposed to be the last step before having a full-time contract in a classic company. More than 300 people were hired last year, around 15% of them are TCNs.



As a group of GEIQ, A lundi emploi has the values of integration and qualification in its definition. Their aim is to help people far from employment to gain hard and soft skills to be able to get a steady and chosen professional life. A lundi emploi values motivation over diplomas. A lundi wants to help its employees constructing a professional career path. Choosing a profession is the first step to practice it. The network of A lundi emploi allows specific and adapted trainings. Their approach is human and considers individual issues, as well as company issues. Social support is essential to build empowerment which is one of the goals of A lundi emploi.

A lundi emploi implements many practices to facilitate the integration of the people it accompanies, including the TCNs. Some of these practices concern the hiring process:

- candidates are selected based on their motivation and their professional projects,
- the selection is realized through an interview and a try out of a day and a half. This is a chance for candidates to show their skills,
- A personalized training engineering is prepared with the human resources department,
- the entire process is adapted to the needs of the person (language for example) and the needs of the company.

Some other practices concern the integration at the work place:

- the support is on both professional and social aspects thanks to the work of different support managers,
- the recruit is presented to its tutor in the company at the beginning of an internship or of a job and a security interview is organized,
- A lundi emploi helps building budget, repayment schedules with banks, etc.
- Help is provided to obtain the driving license (intensive courses and translators)
- Professional codes are taught through specific trainings

## Big Mamma

Case based on the interview with Elsa Darquier – Human resources director



## **BIG MAMMA**

Big Mamma is a chain of Italian restaurants created in 2015. During the past 4 years they hired 900 people on full time contracts. 200 are in their restaurants in England and 700 in France. 93% of their staff work in restaurants. The other 7% work in the support functions of the company. TCNs represent around 15% of their staff. Big Mamma has restaurants in Paris, Lille and London.

Big Mamma is focused on offering good and authentic Italian food. To do so they want to bring all the people together and assure diversity within the teams. The goal is for everyone to understand what they do, to make everyone talk with everyone and to assure that TCNs are never excluded. Those values are present all along the way. Big Mamma expresses strong solidarity values. Hiring TCNs and helping them feel integrated is a way for Big Mamma to share its solidarity values within the restaurants. Integrating TCNs is also about common sense. Valorizing people is also key to a low turnover which in turn is key to a successful company.

To achieve their vision, Big Mamma implemented quite innovative practices. The recruitment process is specific and aims at valorizing the candidates. Everything is done not to intimidate candidates, so the recruitment could be a phase of getting to know people. Some of the recruitment practices:

- Candidates are interviewed by group of 8, which is less intimidating than one-to-one interviews;
- candidates come with one object that they like and present themselves through it;
- simulation of a work situation;
- solving an impossible case as a team.

Big Mamma's will of integration continues after the hiring process:

- The first day is the integration one. It is "the big day":
  - visit of the city,
  - mixed teams,
  - shared meals: the founders come and answer all questions transparently.
- The second day is "Live my life". All employees do the dishes, so everyone understand the difficulty of the job and build stronger solidarity in the upcoming teams.
- Each manager decides for the promotions in its restaurant. A manager has the task to follow all employees' career paths. If a TCN does not see its own potential, the manager should. Therefore the manager can suggest a promotion to a worker who did not picture himself in the new position.

## Adecco

Case based on the interview with Bruce Roch – CSR group director

Adecco Group is a big French company dedicated to connecting workers and employers. Its employment agencies recruit people to connect them to employers. They also recruit people at the request of companies. Adecco has 900 establishments and approximately 6,000 employees (at the headquarters and in the operational teams). Within the group, there are less than 2% of TCNs in France. 130,000 people work for Adecco's clients today, among which 10% are TCNs.



**THE ADECCO GROUP**

The Adecco Group doesn't treat TCNs differently from other workers. But they are aware that facilitating the integration of some workers, that may include TCNs, requires specific skills. Which is why The Adecco Group has initiated an Adecco Insertion Network, gathering Temporary Work Companies for Integration as Humando (a subsidiary of The Adecco Group), or Janus. These companies are actors in the IEA sector (Insertion through economic activity). Adecco expresses values: sharing, client orientated, responsibility, entrepreneurship spirit and passion. More precisely, this means: non-discrimination, and in their IEA branches, facilitating employment of disadvantaged people and finally integration.

Adecco implements different practices in order to facilitate the professional integration of people far from employment, including TCNs. Some of these practices are related to the hiring process:

- CV writing workshops,
- motivation letters writing workshops,
- valorization of the internship and previous experiences through a video CV to talk about themselves and choose the angle of presentation of their career paths,

Some other practices are related to integration at the work place:

- French as a foreign language course,
- definition of the professional project,
- facilitating mobility solutions: driving license and carpooling,
- Humando supports housing requests and other social matters,
- connects with partners who have specific skills like training companies, prefectures, works with the clients.

Moreover, the Adecco Group, through its IEA organizations, has engaged in the Hope Project. HOPE stands for housing, orientation and employment. This program is dedicated to asylum seekers and refugees.

## BAKER DRISSI

The company is a bakery funded by Mr Drissi Saïd in 2010 in Lyon, France, that employed 7 persons.

I run a bakery, and I make cakes and pastries to order. He arrived from Algeria in 2011 to Lyon in France. A part of his family is living in France that's why he chooses to come in this country.

**Number of TCN employees:** 4. The Bakery employed 2 bakers and 2 saleswomen since 2011, from Algeria, Morocco and Congo.

The Drissi Bakery worked a lot on the communication. Mr. Drissi participates in meetings organized by the town hall and which bring together all the merchants of the district, in order to make himself known.

Mr. Drissi bets on mornings of tasting his products to get to know the people in his neighborhood. He knows that his turnover depends on the quality of his products but also on the welcome given to his customers.

In order to be able to better understand the rules of law in France, to manage my company as well as possible and to be sure to be in good standing with the French government, Mr. Drissi would like to obtain a diploma to obtain a French certification in baking. He also encourages his TCN employees to do so, in particular to take French courses but with a professional aim.

## The Large Pharmacy of Venissieux

The recovery of the Pharmaceuticals sector took place in 2014, and there are 13 employees, including 4 TCN.

The pharmacy is located in the heart of a district where social diversity is very present. There are also many foreigners

**Number of TCN employees:** 4 coming from Algeria and Marocco.

In view of the number of foreigners residing in the district, and faced with certain communication problems, in particular the language barrier, the Pharmacist communicates in several languages, in particular Arabic, in order to be able to provide his clients with precise explanations on medicines.

Given the importance of understanding a medical notice, he wants to use all possible means of communication. In this sense, hiring TCNs speaking the languages of local residents is an added value.

Among the measures taken by the pharmacy in order to supply to the need of its clients are:

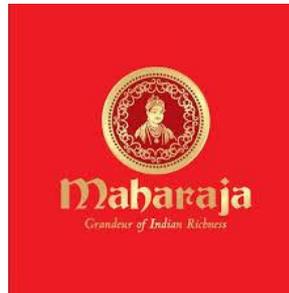
- the recruitment of mixed teams;
- translation of the instructions into several languages;
- use of languages mastered by employees to respond to customers;
- work the notion of interculturality.

In the implementation of these measures, the presence of TCNs is essential.

## Hungary

Mala Gasztro Ltd

Mala Gasztro Ltd operates Indian restaurants at two sites: in Szentendre, Pest County and Budapest, in the VII. district. The company operates in the catering industry and has been present on the Hungarian market for over 25 years. The number of employees is 20, of which 4 are Indian and Nepalese. One of the owners is Indian and the other is Hungarian.



The restaurant focuses on the high quality of meals and the representation of diverse landscape, therefore employs authentic chefs from India and Nepal.

The philosophy of the company is that the operation of the restaurant is fully in line with Indian culture, represent and present it to Hungarian workers and guests.

The morning work starts with prayer, in which they are blessed for that day. In the prayer, Hungarian workers are not involved, but they respect this tradition by being silent for the time of prayer. Indian holidays are held at work, meaning that workers are celebrating work, as in India. The owner himself chooses the chefs in India through recommendations, who will stay for 1-2 years in Hungary and then return home to their families.

The biggest problem is the linguistic communication of Hungarian and Indian, Nepalese workers, since neither of them speaks the language of the other and rarely knows English.

To solve this, the menu was counted and they communicate with numbers. They are pointing at each other by hand-to-hand to obtain information. It is typical for Hungarian workers that even those who work in the company for several years, even 10 years, do not learn Hindi words.

The owners give their employees long holiday once a year: for employees in the Hindu religion at the Celebration of Light (Diwali), while for Hungarians at Christmas time. The two employee groups do not go out with each other; apart from the direct work relationship there is no other contact between them. The restaurant regularly organizes presentations, lectures on Indian culture, and these Hungarian workers participate only if they take place in their working hours. There is no conflict between the Hungarians and the Indians and Nepalese, rather a kind of disinterest in relation to the culture.

## TM Toys Ltd

TM Toys Sp. z o.o has been a distributor of toys in Poland since 1997. Up to 2006, the company operated as BRIO Poland and since December 2006 under the name of TM Toys. The main office is located in Lastadia Office in Szczecin, the second office is located in a modern office complex – Oxygen Park in Warsaw. They have a Hungarian branch based in Budapest.



**CHILDREN-FRIENDLY TOYS – TM TOYS motto guarantees the highest quality of the products and a lot of joy and fun for children.** Concerned about safety and proper development of children, Toys TM ensures that the products have all the necessary testing and approvals. Since an Australian manager took the lead of the Hungarian branch, he forced to open towards new approaches, such as working with international, multicultural staff.

Employees apply through the Internet and are selected according to the same rules and principles. There is an Equal Opportunities Plan and Policy within the company that prohibits discrimination during the entire process of recruitment and employment. For the sake of equal opportunity, the written and verbal communications in the local (mainly Polish, Hungarian, and Czech) languages were gradually transformed into English; thus, both local and foreign workers were able to use the information channels and were able to connect to corporate activities. In addition to the sweeping transformation, the project approach, the practical application of project management was also implemented, and with the introduction of atypical forms of employment it became easier to work from home.

However, most of the changes can be observed in corporate culture, since foreign workers are working alongside local workers. Compliance with deadlines, joint resolution of errors and learning from them, and higher level of individual responsibility appeared.

## Easyget Textile Ltd

Easyget is located in Budapest, Hungary, working with 22 employees. This used clothing wholesaler deals with import, process and sale of used second hand clothing.

From 2006 they reuse the used clothes: it is delivered to countries where this is the only solution for people.

Besides Eastern Europe, they export clothes to Africa and Pakistan by selecting precise, heavy-duty workers; provide all the conditions they need to work in the best quality.



Since the establishment of the company, environmental protection has been one of the most important corporate principles. While most of the used clothes are passed on to people in need, social sensitivity became their second most important principle. Their employment policy and practices also reflect on these values; in recent years, African and Afghan citizens have been employed in Easyget.

Employees were sent to the company from the Immigration and Asylum Office. For more than 6 months none of them stayed in the job. As the disbursement ceased, the workers moved on and looked for a new job.

The process of doing the work is simple and easy to learn. The workplace atmosphere is very inclusive, as the company's philosophy and core business are based on trust and assistance. However, they have failed to include workers with refugee status. For example, the Afghans disappeared overnight after their immediate superior did not let them go home before the end of their working hours.

There was no conflict between Hungarian and foreign workers during their stay here. Obviously, fluctuation for a team was burdensome, and this caused problems for Hungarian workers, but it was not personal.

Currently, the management is not planning to retry the employment of TCN employees. If the Hungarian regulation and funding system changes and encourages employees to stay in the country and work for a long time in one place, employing TCNs will be reconsidered.

## Barako Kávéház (Coffee House)

Ryan Andres has started his business five years ago in 2014. He is originally from the Philippines. He owns a coffee shop in the II. District of Budapest and has 3 part-time employees.

The company is a an Ltd and sells specialty coffee from farmers of the Philippines and desserts. Outside of the owner who is from the Philippines, 3 part-time employees are working there. The business was established 5 years ago. At the moment, the three part time employees are all Hungarians, but during the past 5 years the owner tried to create a diverse ambience by hiring people with different ethnic and religious background, e.g. Christians, Jews, Muslims, Europeans and non-Europeans as well.



In order to achieve expansion, the first step would be to find the right partners to work with in terms of financial viability, so the first point is to look for potential investors.

The owner has been trying to do that since 2016, but according to him the people who were interested, they either wanted to buy the business from him, or they wanted to shut down the business because they didn't want him as a competition, so they rather wanted to buy him out. There were some potential partners who believed in his product and wanted to partner up, but he hasn't found the right partners to do that yet.

The owner tries to create a multicultural atmosphere by selling ethnic food and coffee specialties and also by hiring people with different ethnic and religious background who are coming from EU member states as well as ones who are TCNs themselves. He tries to make the ambience as diverse as possible. His aim is to bring diverse people together which he tries to conduct by being opened to the Hungarian culture but also inviting people to taste Philippino cuisine. Even though it is easier to hire Hungarian speaking people in order to run the business he consciously hires people who have different cultural and religious background in order to promote diversity.

His personal philosophy in running a business is in his words: *"I want to run it locally, but I want an international crowd. So as much as possible I try to integrate Hungarian culture in what I'm doing but at the same time I try to introduce small assets of my culture especially when it comes to food. If there is anything that has the potential to kind of resolve cultural conflicts, it's always going to be food. So, for me the best way to introduce my culture to your culture is: I put Philippino desserts and coffees, of course people are curious about what is it about, what it tastes like. And when they taste it, they keep coming back because of course they like it. So, it's not only good conflict resolution but for me it's also a very effective form of marketing."*

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

## El Mexicano

The company is a small Mexican restaurant in the IX. District of Budapest. 3 employees work for the owner (the owner is Mexican) and out of 3 2 are also Mexican and one is from Colombia.



The owner tries to learn and also to teach his employees how to act, how to talk, what to say and not to say in order to avoid any negative consequences caused by cultural differences. Otherwise he wouldn't change anything in the restaurant because according to him people like it.

## Italy

Cartiera soc. Coop. soc.

Cartiera is a small start-up company founded in July 2017 and established as a social cooperative society in May 2018. Cartiera makes and sells accessories from leather and fabric, developing paths of training and assistance for professional integration for people in need, mainly asylum seekers, migrants and the unemployed.

Currently, Cartiera has 4 employees (3 with a fixed-term contract, 1 with a permanent one) and 2 collaborators; there are also 4 internships on going. The Board of Directors is made up by other 3 persons. 3 of the 4 employees and all the 4 interns are TCNs.

## CARTIERA

Cartiera was born the specific purpose, of creating new employment opportunities and integrating migrants and asylum seekers, to give them possibility to invest their skills. Its activities focus on 2 kinds of impacts:

- social impact, by offering job opportunities to people facing economic hardship;
- environmental impact, by respecting the environment using leftovers from production chains which would otherwise be disposed of.

At the moment, Cartiera is planning to foster the inclusion of more Italian staff (maybe of people in need), in order to strengthen further the process of integration.

Since the very first day all the employees have been working - TCNs and Italians - together, sharing the spaces and the vision of Cartiera.

The link with Ethical Fashion Initiative, a program run by the United Nations is a key factor to deal with the subject of circular economy and circulation of skills. Cartiera offers the possibility to start a path, that can have an outcome, independently from the result of the application: the option, if their stay in Italy becomes illegal, is to be employed by EFI chain in the countries of origin.

Another key-point is the work done with the local communities. Cartiera hires Italians as well as TCNs and has created a strong network based on the territory, involving the citizenry and the local administrators, keeping at the same time an international look.

Furthermore, selling products to the enterprises permits to make them aware of the importance of job inclusion and migrants' integration in Italy. Placing an order to Cartiera they become also part of a vision, of a project.

## Ristorante Kabulagna

The activity is a restaurant-pizzeria, specialized in Afghan and local cuisine. The owner is Afghan and has an Italian partner; they opened the restaurant mid-February 2019 and both work in it. They now have one employee and 1 intern, and they are now starting the procedures to hire 2 more interns, all TCN workers.



As part of the activity, the owners have the aim to make their restaurant not only a successful business, but also a context to foster social and labor inclusion and integration of TCNs, particularly migrants and refugees who arrived in Italy as UASC (unaccompanied minors). The owners believe in fact that given the size and kind of management of the restaurant, it could really represent an occasion for TCN workers with no particular experience, to learn and be guided so to be able to reach economic independence with their own two hands.

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

In particular, the owners of the restaurant pay specific attention to each employee, according to their role and areas of management:

- the Afghan owner, who experienced the reception system both as a guest and as a worker, as well as the difficulties to reach economic independence, allows him to better understand and support TCN employees;
- TCN employees are accompanied in the discovery of the work almost 1-to-1 by both employers;
- language is a barrier which is approached one step at the time: employees are asked to learn the vocabulary needed to work, and through a slow and clear communication they are helped to improve their language skills.

## Inclusive Mindset – Adecco project

Inclusive Mindset is a project promoted by the Adecco Foundation for Equal Opportunities, Sodalitas Foundation and INTERACTION FARM in Italy since 2016. The aim of the project is to encourage the creation of concrete actions, the spread of mentality and good practices that make the labor market more inclusive, open to skills and talents. In particular for people disadvantaged by stigma and prejudice or limited by the impossibility of expressing their potential, including TCNs.



With Inclusive Mindset, the propagation of this inclusive mentality focuses on the area of work, as well as on stimulating debate and awareness on different levels of the whole society, involving public opinion, the school, the media, companies and policy makers. The theme of inclusion is proposed in all its strength, pushing diversity management and social responsibility in broader areas and in perspectives that must be embraced with far-sightedness, synergies, sharing of experiences and good practices.

The project pursues its mission by providing the beneficiaries and the subjects involved with tools and the sharing of experiences best practices they can implement generate career opportunities.

Here are some tools:

- **The Inclusive Job Day**, an occasion for companies and candidates to meet, focusing on skills, attitudes and talent;
- **the digital and social platform**, activate 365 days a year, for orientation, the management of job application and the test of applicants' skills and knowledge of the labor market;
- **The Inclusive Mindset Academy**, for the sharing of training, experiences and good practices of diversity & inclusion, declined in specific paths for project beneficiaries, for company managers and for institutional and third sector stakeholders;
- **The annual Inclusive Mindset Awards** dedicated to organizations that stand out for their ability to implement positive diversity & inclusion actions that bring social impact, improve employment and employability conditions as well as create paths to economic development.

Inclusive Mindset, works to create opportunities to meet talents and to promote the spread of a mentality capable of acknowledging social, cultural and demographic changes; the indispensable habitat for social innovation and for disruptive approaches to the challenges of sustainable development.

To learn more about the project: <https://inclusivemindset.org/>

## SPRAR project

The Protection System for Asylum Seekers and Refugees (SPRAR) was created by Law No 189/2002 and is made up of the network of local institutions that implement reception projects for forced migrants by accessing, within the available resources, the National Fund for Asylum Policies and Services, managed by the Ministry of the Interior and provided under the Government finance law.



The integration of migrants in the labor market, an essential prerequisite for the fulfillment of autonomy project and the "decoupling" from welfare systems, as well as a tool for self-realization and personal enrichment, it is a tough test for the entire system of Italian reception, especially taking into account the recessive economic situation of the last years.

Many foreign workers are in a position of weakness on the labor market caused by a set of factors that concern both the structure of the Italian market and the individuals' characteristics: these factors can certainly be amplified in the case of the refugees and asylum seekers, who generally cannot take advantage of a family or friendly network support, do not have a defined work plan and also have to face the consequences of the traumas suffered. For this reason, one of the cardinal principles of the second system welcome SPRAR, is the implementation of active employment inclusion policies dedicated to the holders of international. The purpose is to accompany the exit of the beneficiaries from the system of reception, favoring the turnover, and to prevent phenomena of labor exploitation and social exclusion.

One of the main active labor market integration measures is investment in training, starting from the skills, expectations and professional skills of the individual, as well as the opportunities offered by the local context. In fact, professional training plays a key role for applicants / holders of international protection since it aims from one side to the improvement of language skills, from the other to the qualification, requalification, updating and specialization, trying to enhance, compatibly with needs of the local market, the worker's past experiences. The Prefectures have reported the activation of several professional courses, mostly oriented to the acquisition of "practical" skills that can be more easily spent.

## SODEXO

Sodexo Italy is the Italian branch of the Sodexo Group, service providers for companies, schools, hospitals and elderly homes, and they stand out as the leader company in the field of quality of life. Its services include among others food distribution in school canteens, setting up of technical tools, cleaning, assisting elderly people.



Sodexo Italia was awarded by the United Nations Refugee Agency the "Welcome Working for refugee integration" logo, testifying to the great commitment to the promotion of specific programs aimed at the employment inclusion of political refugees.

Sodexo has distinguished itself by joining the project "Employability and Social Integration of Refugees and Asylum Seekers" thanks to which, in collaboration with Red Cross Milan and other associations, it has made experience of the job search for more than 20 political refugees tested aged between 19 and 30, including them as food service workers in his kitchens. In fact, these projects saw the involvement of EBITer Milano and EBTpe Milano, and the Adecco Foundation for Equal Opportunities, providing Italian courses for foreigners.

Diversity and inclusion have always represented for Sodexo an opportunity and an asset to improve their performance. In Italy, this policy materialized in 2009 with joining Sodalitas, with the signing of the Charter for Equal Opportunities and Equality at Work, and with the start of a partnership with the Municipality of Milan and A&I in Internship projects and Job Grants for the redevelopment and / or job placement of foreign political refugee citizens.

The recognition by the UNHCR represents an important result for the company's Diversity & Inclusion objectives, an area that they consider of strategic importance for the development of a culture that positively affects the management and growth of people, of the company, and of the companies we work with every day.

Sodexo believes that including migrants, refugees and asylum seekers, facilitating their inclusion in the labor market and in society, is not only a way to favor their socio-work integration but also an excellent tool to access new talent on the market and, at the same time, to contribute to the creation of a culture of inclusion, making them increasingly similar to the communities they serve every day.

## Romania

### SC PRO VP BUCURESTI

The main field of activity of the company is consultancy and management of the labour force and since 2007 (*\*note: the year Romania entered EU*) the company is providing services of recruiting, selection, mediation on the labour market and placement of TCN workforce on the Romanian labour market for the Romanian employers all over the country, in different economic sectors and different areas of activity. So far, PRO VP has successfully succeeded in placing more than 7000 foreigners into the Romanian labour market, TCN workers from Vietnam, Sri Lanka, China, Cambodia, Turkey, India etc. PRO VP ensures consultancy after the arriving of foreigners in Romania, acting as an intermediary between the foreign company that sends TCN workers and the Romanian employers, as well for the employers and foreigner workers who need assistance and advice.



*The Romanian labor market and the motivation of bringing TCN workers:* Starting with 2011, employers have begun to bring more TCN workers. If at first Romanian employers were testing how foreign workers can meet the needs of the national labor market, bringing up to 10 TCN workers / employer, now their number has grown to 300 foreigners / employer. In the decision of the Romanian employers to bring TCN to the Romanian labor market, it also counts the employers' field of activity, the most sought after being construction, clothing, hotel services, wood industry, etc. Employers believe that this situation has generated gains in terms of output growth, and the investment in foreign labor has been effective.

From their country of origin the company present the TCN workers what it means to work in Romania, what are the rules the regulation of labour protection and national legislation, the labour code, the employment contract provisions, what means crossing the border, being in a foreign country etc. All these must be clearly stated from the very beginning.

For a better inclusion in the workplace for a company that has foreign workers of different nationalities, it's important to have respect for everybody's culture, traditions and to organize activities and events for them to know each other, to socialize, native workers together with foreign workers. Also, to support the TCN workers understand the Romanian customs, the behavior, the traditions and how to relate basically with the Romanian society There were organized traditional events for each nationality such national holidays, traditional dishes, music, national costumes, birthdays, trips that are bringing them together. Also, the company used previous experiences with hiring TCN groups for easier integration of new TCN worker groups along with clear and detailed presentation of the rules of labor protection and discipline, national legislation on labor code, employment contract provisions. Also, amicable settlement of various issues and discontents is important, considering that the TCN workers could have difficulties of adaptation to a new working environment. All the good practices mentioned before, proved to be useful for their integration, as well for the benefit of employer.

## CITY GRILL

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



In terms of human resources management, the company allocates permanent resources of time and effort to support the TCN employees' integration because they come from a different culture, they do not know the city (*\*Bucharest*), they do not know the customs etc. The company itself learnt about and responded to their integration needs gradually.

In terms of difficulties, we mention the language: TCN workers are speaking very poor English, even if when initially recruited they had to speak and write English at a satisfactory level. Also because of the differences between European and non-European countries, there is a lot of information that they do not understand (numbers, presentations, patterns etc.)

The logistics of the group management is difficult too, despite the fact that the company ensure them transportation, you have to teach them how to use public transportation, the general rules of behavior and how it is to live in a European city. Also for newcomers, in the first working days, there are things they were not told or explained entirely when they were recruited, which implies an extraordinary effort in a business with so many locations to clarify, explain and manage these situations.

Regarding TCN workers' inclusion in the workplace, the wage package includes accommodation, meals and transportation. Also, the company has designated personnel to support them and the company has also created a Whatsapp group, where they can express any needs or issues that are facing during their adaptation and the staff from the company help and assist them 24/7. Also, the company keeps direct contact with the recruiting company so if there is any situation this can be solved with their assistance as well. One important thing is the clear presentation of their rights and obligations as TCN workers in Romania and the company ensured the TCN workers received the information.

At the beginning when the Romanian workers were not used to foreign workers, they were more reluctant and didn't work together very well with the TCN workers. At this moment, the company has developed rules and regulations and the inclusion of foreigners in the workplace is easier as with the coming and hiring of groups of TCN workers they also learnt what the integration needs are and what to offer to their TCN workers. The company is very content with the quality and efficiency of the work of TCN workers. There is permanent adaptation process of the company to ensure inclusion in the workplace of TCNs, especially as this is the future and the company will hire more TCNs for its increasing business.

## SC ROVIS LIDER SRL

The main field of activity of the company is civil constructions, PVC and aluminum joinery, carpentry and also constructions in the shipyard. The company is located in Galati (South-East Romania). Because the workforce in Romania is lacking, based on the experience of other entrepreneurs in constructions, the company decided to bring in and employ a team of 6 TCN workers coming from Asia, at the beginning of 2019.



The company has a recent experience in employing TCN workers but considering the positive dynamic of the construction sector in Romania, the company aims to hire more TCN workers. The company will continue to provide good accommodation conditions, adapting to the working environment, qualification at work and permanent attention/ dedicated staff to their best inclusion in the workplace, to discuss and respond to their needs/ solve complaints, explain very clear their rights and obligations etc.

For inclusion in the workplace we provide in the employment package good accommodation conditions, we adapt the working environment for the TCN workers needs and we provide qualification at the workplace. We explain to them what the rules are, and the labor discipline (for example labor protection rules), they work together with the native workers in teams to better adapt to the new working environment. To support their social integration, we organize week-end events. Initially, we provide accommodation for TCN workers on the premises of production/ construction site and in case our business grows, and we have contracts in other locations or other counties of Romania we will provide accommodation for our TCN workers in those areas as well. The company estimates based on other companies' experiences that hired TCNs to have an increased productivity by 30 per cent, however, at the moment the number of TCN workers employed by the company is not very high, the company is in the process of bringing for employment a larger number of TCN workers in the very near future.

SC YUKSEL IMPEX SRL

The company produces and sells traditional Turkish pastry (baclava, pita, pies, sweets) that are then distributed and sold on different channels, including supermarkets. The company has 37 Romanian employees and 6 Turkish employees. It is registered in Giurgiu. The founders of the company are YUKSEL JALIH and KALKAN RESUL, Turkish citizens



There were no major difficulties encountered by the founders of the company when setting up the firm as this was in the '90s early- early 2000s when it was easier for foreigners to start small businesses in Romania. The business environment was effervescent, and the Romanian clients appreciated foreign products. Since the opening, the excellent quality of the products represents the brand of the company and it is the best practice for any business. *Employer' intentions for future improvements:* to extend the business in other EU countries on other external markets promoting the politics of bringing the "taste of Orient to the West". The company has plans to open a restaurant with oriental cuisine in Mamaia (\* a well-known resort on the Black Sea). Also, further plans to open working points in Bucharest and other cities in Romania.

As the company is producing and selling traditional Turkish products, the TCN workers that were employed are from Turkey. The integration of TCNs in the workplace, especially as the owners of the company are of Turkish origin, happened in a smooth way as the owners had already the experience of the reintegration process, how to manage the relationship with the native workers, what are the customs, the life in Romania as well as by integrating the TCN workers in the already well established Turkish community in Romania. Because of the specificity of the business, the TCN workers brought relevant experience and traditional recipes and ways to make the products and this was valued by the native workers and for the growth of the business.

## SC KAREMA FRUCT SRL

The business is a vegetable and fruits distribution, with 47 employees: 16 Romanians and 8 TCNs (1 Egypt, 7 Turkey), located in Ilfov, opened by a Turkish citizen since 1995.



They faced no major difficulties in opening and running the company and there were no difficulties because he was TCN, when he opened the business in Romania the business environment was open and friendly to foreigners (in the '90s and 2000s). The business has been growing based on the experience in the field and good business partnership in Turkey and Romania, hard work, respecting the law, the rules and legislation and respect for employees.

Regarding TCNs inclusion in the workplace, the foreigners that are employed by the company are also of Turkish origin as the owner of the business, and this facilitated the integration process. At the same time, considering the specifics of the business and close commercial partnership with Turkey for fruit and vegetables import operations, the TCN workers represent an asset for the company as they speak the language and they are Turkish citizens and know how to relate and work with partners from Turkey.

## Sweden

STPLN (pronounced stapeln)

STPLN is a creative hub in Malmö. The organization serves as an incubator for projects within the cultural and creative industries and a mix of companies, organizations and individual projects. The base organization is small with only a handful of employees, but since it serves as a legal body for start-ups, freelancers and companies that run in-house, there are about fifteen employees annually.



STPLN is a participatory organization that builds mostly on grass root initiatives depending on who is applying for STPLN with their projects. Malmö is an international environment and STPLN is very much a place that reflects this. Among the employees there are several with overseas origin.

The organization has a larger and broader contact network in Malmö than they would have if they were a homo-ethnic organization. STPLN has also - through overseas colleagues - created a good international network that helps them a lot, both in industry organizations and in international exchanges and residences.

The organization presents themselves as "niche", they are experts with specific knowledge and not a social project that uses culture as a tool. They grow a participatory culture and put themselves at the forefront when it comes to developing that part of the business.

As organization attracts an international audience of makers and creators, the development is likely to continue. STPLN has also applied for funds to expand their entrepreneurship program with a targeted investment in Malmö's outer areas and thus towards children of many who are not born in Malmö but have roots in other countries. Within and outside Europe.

## Peers Bridge

Peers Bridge is a social enterprise that works with a mission to promote an inclusive and diverse society towards sustainability, through interactive and creative educational workshops and experiences. They strive to enable their participants to adopt openness and contribute to equality in all aspects. The company only has TCN employees. Charbel Tawk is one of the founders.



Because the company employs only TCN employees - as immigrants themselves with a firsthand experience in the integration process, they develop a series of cultural integration courses and workshops with a variety of topics to fill the gaps and complement the current integration effort. By introducing the Swedish norms and values to the participants from their own cultural perspective and using their mother tongue, the organization adopt a unique and effective approach to tackle cultural barriers and conflicts. Their aim is to contribute to a safe and equal society where every talent has an equal chance to succeed and thrive.

Understanding the culture helps new people in the country make fewer unnecessary mistakes, so the Peers Bridge today offers two different educational programs for cultural integration.

”The role of equality”:

- 1) Introduction to Sustainable Development;
  - 2) Stereotyping, Prejudice & Discrimination;
  - 3) Reducing Inequalities;
  - 4) Gender Equality;
  - 5) Gender & Sexuality;
- and

“Swedish work environment”:

- 1) Organizational Core Values;
- 2) Leadership, Management and Communications;
- 3) Adaptation to the Swedish Work Environment;
- 4) Rights, Obligations and Responsibilities;
- 5) First Day at Work.

It is believed that this type of education should be integrated into the reception of people - especially in Sweden where people are slightly shy and do not trumpet out: "How we do in Sweden!"

## Östra Grevie Folkhögskola (folk high school)

Östra Grevie Folkhögskola is Sweden's largest folk high school with a tradition of profiled education with the emphasis on artistic and aesthetics orientations. Today, school has general preparatory courses and circles for police and teacher aspirants, training in service and tourism and a track activity with Swedish language courses for immigrants.

The school has a number of foreign-born employees. Some of TCNs are employed in projects where their language skills are crucial, the school also recruits TCNs for the positions that could equally well be staffed by Swedes - a mathematics teacher, a cleaner, an IT technician etc. Around 20 percent of all employees are TCNs.



There are several ways in which TCNs have affected the school, though stresses that the school does not discriminate foreign-born, neither born in Europe nor outside. The founder of the organization believes that overseas employees have many positive effects on the business. For example:

- an organization becomes a more credible voice in a society when it has diversity in its staff;
- an organization is better and more credible when it recruits mixed staff, so school wants to recruit students from all social stratum;
- when talking about the artistic education, the school gains an advantage of having other cultural perspectives (not only Western European). That would provide richness and depth knowledge about different cultures.

The school is well-known for the artistic and aesthetics education, and both students and teachers from Swedish and European middle class used to dominate in these courses. To change that the school works actively to promote artistic field in different parts of Malmö in order to increase awareness of art and artists and at the same time attracting larger and more diverse audiences.

The school has formulated a manifesto in which they describe the role the school wants to play in a society where right wing and xenophobia are spreading. The school believes that it will be their guiding star and help to do the right thing. Here's how it begins:

“In times of strong right wing and growing xenophobia, the foundation for the free and inclusive education that we stand for is also threatened. Therefore, we now want to invest in communication that lifts the values and activities as a counterweight to forces that counteract an open, creative society that gives people more chances to develop.”

## Move by bike

Move by bike is a cycle logistics operator specializing in goods transport, up to 300kg, using human powered bikes and e-bikes. The company has undergone a number of development phases and has lately formed a sister company - Starke - which designs, builds and sells its own professional cargo bike for heavy transports.

Today, Move by bike has operations in Lund, Göteborg, Stockholm, Uppsala and Umeå in Sweden and company has nearly 100 full-time employees and is constantly growing. Totally, company has 50 percent of TCN employees, while in Malmo even 80 percent of TCNs are recruited.



# MOVEBYBIKE

Most employees are recruited as cyclists, but the company is expanding and constantly needs employees to manage different functions, so they recruit from internal resources. Among employees recruited as cyclists, they have found an industrial designer, a plate-maker, a welder, an electro mechanic, a translator and an economist.

Move by Bike does all recruitment itself because it believes that it is important to look behind CVs and formal education to find the right staff.

Moving by Bike is currently in an expansive phase where the employment processes are ongoing and new markets require that part of the staff get off the bicycle saddle to organize and structure the business.

## ABF - the Worker's Educational Association (Arbetarnas Bildningsförbund)

ABF is Sweden's oldest adult education company with over 750,000 people involved in the course activities annually. ABF Malmö is one of the 55 organizations that forms the union. The head of ABF Malmö is Åsa Sandström.

ABF Malmö has about 100 employees, 20 of them are in the base organization, more than 40 are involved in different projects, many of them as hourly teachers. Approximately 10 percent of the employees are TCNs.



There have always been TCNs in ABF's staff, usually well-established and well-trained integrated people. ABF works towards many groups in Malmö (which have a large international population), so the company need project managers and teachers, who can speak foreign languages, have broad contact networks and deep insight into new cultures. During meetings with people, representation is important, so it is easier to interact if a person can speak the same language or understand each other's culture and habits. When it comes to, for example, a language like dari, there are relatively few Swedish-born people who master it. That is why the foreign-born native dari speakers become a great asset.

What is new is that ABF, in its projects, more often address newcomers and therefore welcomes projects developed by newcomers themselves. The change has been relatively rapid comparing to the big flow of refugees in recent years.

ABF has also designed a quick reference guide for initiating and running projects, and in these guidelines, the experiences have been incorporated and pointed out the need for longer and more basic introduction to the labour market. The Swedish labor market is not simple, there are many regulations and laws.

An initiative, called "Introduction to the workplace", was created: this initiative provides knowledge of labor law issues and of culture at Swedish workplace in order to better integrate people into the society. If people can quickly get involved into the working environment, they can do a more qualitative job.

The company continues to work on the integration of their employees. It is important that employees know their rights and understand the importance of taking responsibility on their own decisions.