



EMN FOCUSSED STUDY 2018

Labour market integration of third-country nationals in EU Member States

Estonian national report

Tallinn 2018

Disclaimer: The following responses have been provided primarily for the purpose of completing a Synthesis Report for the EMN Focussed Study on the 'Labour market integration of third-country nationals in EU Member States'. The contributing EMN NCP have provided information that is, to the best of their knowledge, up-to-date, objective and reliable within the context and confines of this study. The information may thus not provide a complete description and may not represent the entirety of the official policy of an EMN NCPs' Member State.

This document was produced by Silver Stõun the expert of EE EMN NCP. This report was compiled based on public and available information. Furthermore, experts of this topic were consulted.

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Common Template of EMN Focussed Study 2018

STUDY AIMS AND RATIONALE

STUDY AIMS

The overall aim of the study is to inform the target audience (e.g. practitioners, policy officers and decision-makers at both EU and national level including academic researchers and the general public), and the Commission on the application of integration measures for third-country nationals across Member States, excluding measures that are only designed for beneficiaries of international protection, asylum seekers and students/graduates. The focus is on labour market integration measures, identifying existing policies and examples of good or promising practices from public and private sectors.

More specifically the study aims to:

- ★ Provide an overview of existing general and labour market integration policies in Member States targeting third-country nationals and focussing on those that have either been implemented recently (as of 2014) or that have been changed since 2014. To the extent possible, the study seeks to identify examples of good or promising practices concerning policies on labour market such as access, participation or the provision of employment-related support measures.
- ★ Examine which labour market integration measures Member States offer, their main components and involvement of other parties (e. g. NGOs, private sector, authorities and social services at various levels of governance) and present examples of good or promising individual labour market integration measures; Explore selected examples of tailored employment-related integration measures to third-country nationals provided specifically by the private sector, as private companies are most likely to facilitate labour market integration of third-country nationals through employment.

It is important to note that the study focuses on presenting Member States' different practices and identifying, to the extent possible, which policies/programmes related to labour market integration work well. The study does not aim to be an evaluation of labour market integration in different Member States.

RATIONALE

An effective integration of migrants into the host society is one of the key challenges and a precondition to successful migration. The integration of third-country nationals is often a lengthy process, but offers many advantages to both the third-country national as well as the host Member State and the EU in general. According to the 2017 OECD International Migration Outlook¹, the success of integration policies is a marker of the overall success of migration policies. Integration is a mutual process that requires efforts from migrants as well as from the receiving society. Integration is a common objective but every Member State takes a different approach, as the field of integration policy falls under the competence of each EU Member State. Well managed integration policies are essential tools for effective integration which also contribute to the prevention of negative public perceptions leading to discrimination, racism, xenophobia or exploitation of migrants. According to the 'European Agenda for the Integration of Third-Country Nationals', integration policies can act as a driver for "economic development and social cohesion, in order to better enhance migrants' contribution to economic growth and cultural richness"². A society with large groups who are not fulfilling their potential risks is accentuating economic and social division, with potentially also geographical segregation.

¹ OECD (2017), International Migration Outlook 2017, OECD Publishing, Paris.
http://dx.doi.org/10.1787/migr_outlook-2017-en

² European Agenda for the Integration of Third-Country Nationals, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52011DC0455&from=en>, p. 2

One of the key elements of migrant integration is labour market integration. With regard to this element, an effective integration policy can help well managed labour migration which is a feature of contemporary labour markets, and is highly prioritised within the national and international agendas. At the same time, there is a need to improve the protection of migrant workers, and foster labour market integration by the Member States.

Therefore the study will on the one hand update and complement the already available information on Member States' integration policies and on the other hand will focus on examples of good or promising practices of measures identified by NCPs facilitating the labour market integration.

The study will also reflect on the actions taken by the Member States following the Action Plan on the Integration of Third-Country Nationals (June 2016, COM(2016) 377 final), and the Conclusions of the Council and the Representatives of the Governments of the Member States on the integration of third-country nationals legally residing in the EU - Council conclusions (9 December 2016).

SCOPE OF THE STUDY

SCOPE OF THE TARGET GROUP: THIRD-COUNTRY NATIONALS

The study focuses on labour market integration measures for regularly staying third-country nationals with the right to work, including third-country national family members of EU citizens and third-country nationals. Conversely, specific measures that are **only** designed for beneficiaries of international protection, asylum seekers, and students/graduates³ are excluded from this study. The study focuses on first generation third-country nationals.

SCOPE OF 'INTEGRATION MEASURES'

Integration takes place on several dimensions (socio-economic, cultural, civic, political participation, etc.). This study focuses on the socio-economic dimension of integration, specifically "labour market integration".

To the extent possible, the study seeks to identify examples of good or promising practices concerning Member States' policies on labour market access/participation and the provision of employment-related support measures.

The first part of the study will provide an overview of existing general and labour market integration policies in Member States. In the second part, the study covers the following integration measures that the state or private actors provide which are closely linked to labour market integration (support measure provided by NGOs without any (financial) involvement of the Member State are beyond the scope of the study), namely:

1. Training and Qualification
2. Enhancement of (soft) skills
3. Provision of information and counselling
4. Enhancement of intercultural/religious/civic relations in the work place
5. Tailor-made holistic programmes/plans/contracts containing different elements of labour market integration, targeting specific groups and/or vulnerable categories.
6. Incentive measures for migrants and/or employers
7. Support for self-employment

Whilst the study will collect information on the legal and policy framework for access to integration and support measures by the target groups, it will primarily focus on collecting information on the practical implementation of such measures, including the collection of examples of good or promising practices.

EU LEGAL AND POLICY CONTEXT CONCERNING THE INTEGRATION OF THIRD-COUNTRY NATIONALS

The Amsterdam Treaty marked the development of a common EU immigration and asylum policy. It did not however provide a legal basis for a common integration policy. Legal competence for a common agenda

³ An EMN focus study on *Attracting and retaining international students and researchers in the EU* is currently under preparation and planned to be issued in 2018.

on integration was, under the Amsterdam Treaty, exclusively limited to combatting discrimination against migrants. The Lisbon Treaty (adopted in 2007 and entered into force in 2009) introduced, for the first time, an explicit legal basis for the promotion of integration at EU level (Art. 79.4). However, the Lisbon Treaty still clearly states that this competence is confined to measures which are complementary to the activities of Member States.

Following the Tampere and the Hague Programmes, the Stockholm Programme (2009) adopted an ambitious programme in relation to integration. It stated that Member States' integration policies should be supported through the further development of structures and tools for knowledge exchange and coordination with other relevant policy areas, such as employment, education and social inclusion. In particular, it called the Commission to support Member States' efforts through the development of a coordination mechanism using a common reference framework which should improve structures and tools for European knowledge exchange. It also invites the Commission to identify European modules to support the integration process and to develop core indicators for monitoring the results of integration policies.

Despite the limited legal competence for a common agenda on integration, the development of a series of policy documents gradually established an EU framework on integration. These include:

- ★ the **2002 Council Conclusions on integration of third-country nationals** setting out a first framework for action on integration;
- ★ the **2003 Commission Communication** on "**Immigration, integration and employment**" which was the first EU policy document outlining the situation on integration within the EU;
- ★ the **2004 Common Basic Principles for Immigrant Integration Policy**
- ★ the **2005 Common Agenda for Integration** which aimed to implement the Common Basic Principles for Immigrant Integration Policy;
- ★ the **2010 Commission Communication** entitled '[Europe 2020, a strategy for smart, sustainable and inclusive growth](#)' emphasised the need for establishing a new agenda for migrant integration in order to enable them to take full advantage of their potential;
- ★ the **2010 Zaragoza Declaration** requested the Commission to undertake a pilot study to examine common integration indicators and to report on the availability and quality of the data needed;
- ★ the **2011 European Agenda for the Integration of Third-Country Nationals** outlined the actions required in order to increase the integration of migrants, and the necessity for these to be conducted both at local and national level.
- ★ the **2015 [European Agenda on Migration](#)** outlined four pillars for successful migration (1. Reducing the incentives for irregular migration; 2. Border management – saving lives and securing external borders; 3. Europe's duty to protect: a strong common asylum policy; 4. A new policy on legal migration) and a consistent and clear common migration policy.
- ★ the **2016 [Council Conclusions on the integration of third-country nationals legally residing in the EU](#)**.
- ★ the **2016 [Action Plan on the Integration of Third-country nationals](#)** outlines policy priorities and tools to support integration across the EU.
- ★ the **2017 [European partnership for integration offering opportunities for refugees to integrate into the European labour market](#)**

RELEVANT SOURCES AND LITERATURE

[Relevant EMN Outputs](#)

[EMN studies/Informs](#)

EMN Study on "Integration of beneficiaries of international/humanitarian protection into the labour market: policies and good practices" (2016)

[Ad Hoc Queries](#)

1127. Implementation of the AMIF, 683. Monitoring integration, 657. Educational projects of immigrants, 645. Asylum seekers integration to labour market, 589. Language and civic courses , 497. Immigrant Integration Plans , 453. Integration Agreements

Other Relevant studies (not EMN outputs)

There is a wide array of documents and studies at international level relevant for this study, such as:

- ★ **OECD (2017), International Migration Outlook 2017, OECD Publishing, Paris.**
http://dx.doi.org/10.1787/migr_outlook-2017-en
- ★ **The joint EU/OECD report, "Settling in - Indicators of Immigrant Integration" (2015)**
The report identifies how harmonized data sources can provide adequate data on migrants' populations. <http://www.oecd-ilibrary.org/content/book/9789264234024-en>
- ★ **Study on Practices of Integration of Third-Country Nationals at Local and Regional Level in the European Union**
This study contains the final report on the assignment 'Study on Practices of Integration of Third-Country Nationals at Local and Regional Level in the European Union'. The study was undertaken in 2012 for the Committee of the Regions (CoR) by the Centre for Strategy & Evaluation Services (CSES). The purpose of this assignment was to collect and analyse information on projects and policies implemented by Local and Regional Authorities (LRAs) in the EU to promote the integration of third-country migrants.
http://cor.europa.eu/en/documentation/studies/Documents/survey_integration_3rd_countynationals/survey_integration_3rd_country_nationals.pdf
- ★ **Comparative report on "Measures and rules developed in the EU Member States regarding integration of third country nationals"**
The report provides a comprehensive overview of EU laws and policies on integration including on integration in the labour market. It details national integration schemes established in the EU Member States covered. It particularly looks at how EU Member States use language and civic knowledge or request migrants to fulfil such measures at three different stages of migration: before entering the host state, after entering the host state and for the acquisition of a permanent/long-term residence permit. The report also takes into account measures developed in the EU Member States regarding migrants' access to the labour market.

The study specifications were prepared on the basis of the findings of this report and it provides a good source of information for the national reports.

<https://ec.europa.eu/migrant-integration/librarydoc/integration-measures-in-the-eu-updated-december-2014>
- ★ **Together in the EU - Promoting the participation of migrants and their descendants (FRA)**
<http://fra.europa.eu/en/publication/2017/migrant-participation>
- ★ **JRC - Patterns of immigrants' integration in European labour markets. What do employment rate gaps between natives and immigrants tell us?**
http://publications.jrc.ec.europa.eu/repository/bitstream/JRC108495/pdf_-_kcmd_employment_rates.pdf#
- ★ **FRA/EU MIDIS 2 Second European Union Minorities and Discrimination Survey (EU-MIDIS II) Muslims**
<http://fra.europa.eu/en/publication/2017/eumidis-ii-main-results>
- ★ **ILO-MPI: Aiming Higher: Policies to Get Immigrants into Middle-Skilled Work in Europe**
<https://www.migrationpolicy.org/research/aiming-higher-policies-get-immigrants-middle-skilled-work-europe>
- ★ **A. Bergh, Labour Market Integration of Immigrants in OECD countries: What explanations fit the data?**

ECIPE Occasional Paper • No. 4/2013

http://www.ecipe.org/app/uploads/2014/12/OCC42013_1.pdf

★ **CEPS page Integration of Immigrants in European Labour Markets**
[Integration of Immigrants in European Labour Markets](#)

[Other sources of information](#)

Country information sheets with information on integration policy for each Member State; these information sheets will be published on the [European Website on Integration](#). They were recently updated and are currently under validation by the European Integration Network.

METHODOLOGICAL CONSIDERATIONS

As with all EMN Studies, the National Reports should be primarily based on secondary sources. In particular, information on national policies and approaches will be a key source of information, while available evaluations should provide evidence of the approaches and policies, examples of good or promising practices and lessons learnt of integration of migrants. EMN NCPs are invited to liaise with the National Contact Points of the European Integration Network in the elaboration of this Focussed Study.

AVAILABLE STATISTICS (to be included in the synthesis report)

EU level

Available statistics at EU level provide information about the number of third-country nationals, type of residence permits, age, and level of education and integration outcomes.

Eurostat integration indicators webpage:

<http://ec.europa.eu/eurostat/web/migrant-integration/data/database> and

http://ec.europa.eu/eurostat/statistics-explained/index.php/Migrant_integration_statistics

http://ec.europa.eu/eurostat/statistics-explained/index.php?title=Migrant_integration_statistics_-_employment&oldid=291217

FRA/EU MIDIS 2 on discrimination :

<http://fra.europa.eu/en/publication/2017/eumidis-ii-main-results>

Joint EU/OECD report, "Settling-in - Indicators of Immigrant Integration" (2015)

<http://www.oecd-ilibrary.org/content/book/9789264234024-en>

And data explorer:

<http://www2.compareyourcountry.org/indicators-of-immigrant-integration?cr=oece&lg=en>

National level

Subject to availability, the following statistical data, reference period Jan 2014-Dec 2017, sources would be very useful for this study, and should be included insofar as possible:

- ★ Total number of third-country nationals, including characteristics (e.g. foreign-born, native-born)
- ★ Number of third-country nationals by residence type (temporary/permanent) and reason (work reasons, study reasons, protection reasons, other)
- ★ Number of temporary residence permits issued/renewed to third-country nationals by citizenship, grounds of entry
- ★ Un/Employment rates of third-country nationals, where possible disaggregated by gender and residence type
- ★ Number of third-country nationals accessing/passing integration courses

DEFINITIONS

The following key terms are used in the Common Template. The definitions are taken from the EMN Glossary v3.0⁴ unless specified otherwise in footnotes.

Beneficiary of international protection: A person who has been granted refugee status or subsidiary protection status.

Employee: Worker holding an explicit or implicit employment contract, which gives them a basic remuneration that is not directly dependent upon the revenue of the unit for which they work.

First generation third-country nationals are those born outside the EU.

Integration: In the EU context, a dynamic, two-way process of mutual accommodation by all immigrants and residents of Member States.

Labour market integration: It is a two ways process by which, over time, immigrants will tend to show the same range of labour market outcomes as the native population. It is intended in terms of access and participation in employment and vocational training, also including actions to promote early integration into the labour market and migrant entrepreneurship⁵.

Labour matching: The process by which the skills and qualifications of a worker is compared with the requirements of a particular job vacancy, to establish whether they match wholly or partly.

Labour migration: Movement of persons from one state to another, or within their own country of residence, for the purpose of employment.

Labour shortage: Shortage of labour of a particular type in a particular labour market which may be said to exist when the number of vacancies has been (or is expected to be) above a level considered to represent 'normal' turnover at the prevailing wages and working conditions for an extended period.

Legal entry: In the global context, the entry of an alien into a foreign country in compliance with the necessary requirements for legal entry into the receiving State.

In the Schengen context, and for a stay not exceeding three months per six-month period, the entry of a third-country national into a Schengen Member State in compliance with Art. 5 of the Schengen Borders Code.

Legal migration: Migration in accordance with the applicable legal framework.

Long-term resident: A third-country national who has long-term resident status as provided for under Arts. 4 to 7 of Council Directive 2003/109/EC (Long-Term Residents Directive) or as provided for under national legislation.

Mandatory integration programme: Comprises measures or conditions third-country nationals have to comply with in order to enter, reside or stay in a Member State. These measures or conditions may take different forms, such as tests or classes or long-term commitment, and are made compulsory by law or regulation. If third-country nationals do not comply with mandatory integration measures or conditions, different types of sanctions are organised by the Member States. These sanctions can be constituted by the refusal to issue a residence permit or to renew it, the withdrawal of financial or social support, etc.⁶

Migrant Integration Policy Index (MIPEX, British Council): In the context of the Study includes several parameters of estimation: description of laws and regulations per EU – country, focus on rules and conditions (access to labour market, nationality, and family reunion, anti-discrimination).⁷

⁴ OECD, *Finding their Way: labour market integration of refugees in Germany*, March 2017; Available at: http://ec.europa.eu/dgs/home-affairs/what-we-do/networks/european_migration_network/docs/emn-glossary-en-version.pdf

⁵ https://ec.europa.eu/home-affairs/what-we-do/policies/legal-migration/integration_en

⁶ As defined in study: http://www.epc.eu/documents/uploads/pub_6519_reportintegrationschemesfinalversionpdf-en.pdf

⁷ <http://www.mipex.eu/>

Entry and travel (pre-departure) stage: In the context of the Study, this stage is followed by the positive migration application decision, when the migrant is preparing to leave the country⁸.

Residency (post-arrival) migration stage: In the context of the Study, this stage is followed by the pre-departure stage, when the migrant arrives in the country of destination.⁹

Pre-departure or Pre-entry measures: In the context of the Study, action provided by the country of destination or future employers, and course of action taken by the third-country nationals that is a condition for entering the territory of destination country.¹⁰

Qualification: covers different aspects: (a) formal qualification: the formal outcome (certificate, diploma or title) of an assessment and validation process which is obtained when a competent body determines that an individual has achieved learning outcomes to given standards and/or possesses the necessary competences to do a job in a specific area of work. A qualification confers official recognition of the value of learning outcomes in the labour market and in education and training. A qualification can be a legal entitlement to practice a trade; (b) job requirements: the knowledge, aptitudes and skills required to perform the specific tasks attached to a particular work position.¹¹

Recognition of foreign qualifications: A formal acknowledgement by a competent authority of the validity of a foreign qualification with a view to access to educational and/or employment activities.

Recognised professions: professions that require authorisation from competent authorities in order to be practised by third-country nationals¹².

Residence permit: Any authorisation issued by the authorities of an EU Member State allowing a non-EU national to stay legally in its territory, in accordance with the provisions of [Regulation 265/2010 \(Long Stay Visa Regulation\)](#).

Third-country national: Any person who is not a citizen of the European Union within the meaning of Art. 20(1) of [TFEU](#) and who is not a person enjoying the Union [right to free movement](#), as defined in Art. 2(5) of the [Schengen Borders Code](#). According to this definition, nationals of NO, IS, LI and CH are not considered to be third-country nationals. This is also consistent with Art. 2(6) of the [Schengen Borders Code](#).

Voluntary integration programmes: May be of the same nature as mandatory measures and conditions (classes, long-term commitment, etc.). However, such programmes are voluntary, which means there is no obligation for third-country nationals to engage with one of them. In addition, no sanctions weighing on the residence permit or status are organised where persons do not properly attend integration programmes. However, incentives may have been introduced to motivate third-country nationals to participate in integration programmes.¹³

⁸ https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/policies/legal_migration/tor-fitnesscheckstudyv15-clean-annex_i-v_en.pdf

⁹ *ibid*

¹⁰ *ibid*

¹¹ <http://www.eqavet.eu/qa/gns/glossary/q/qualification.aspx>

¹² <https://publications.iom.int/books/recognition-qualifications-and-competences-migrants>

¹³ As defined in study: http://www.epc.eu/documents/uploads/pub_6519_reportintegrationschemesfinalversionpdf-en.pdf

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TEMPLATE FOR NATIONAL CONTRIBUTIONS

This template outlines the information that should be included in the National Contributions to this focussed study. For national contributions, the total number of pages should **not exceed 55 pages**. A limit of **35** pages will apply to the Synthesis Report, in order to ensure that it remains concise and accessible.

The study's outcomes will consist of national reports for every country participating in the EMN except Norway, and an EU-level synthesis report, summarising the main results. The study shall be disseminated to policy makers and practitioners through the regular dissemination channels of the EMN. Since the study is topical to policy development, the dissemination plan may also include EU-level and national Conferences. To discuss the study at an EMN Annual Conference could be one option.

TOP-LINE “FACTSHEET”

National contribution (1 page only)

Please introduce the study and draw out key facts and figures from across all sections of the Focussed Study, with a particular emphasis on elements that will be of relevance to (national, regional or local) policymakers.

In 2017 approximately 17,616 people settled in Estonia. About half of the immigrants were Estonian citizens - returnees, mostly from Finland. The two main categories of third-country nationals moving to Estonia were Russian and Ukrainian nationals. A total of 12 358 people left Estonia in 2017, which means that the migration balance was positive and so for the third year in a row.

The general objective of integration policy in Estonia is to increase social cohesion and ensure the social inclusion of people with different linguistic and cultural backgrounds.

The new development plan serves as the basis for integration policy that is carried out during 2014–2020, and it aims at:

- increasing the cohesion of the society;
- increasing the competitiveness of the Republic of Estonia;
- ensuring security;
- preserving the Estonian language and culture;
- preserving the culture and language of the ethnic minorities;
- ensuring increasing tolerance towards different groups of society;
- ensuring a stronger civic identity.¹⁴

Main integration challenges in Estonia include improving the socio-economic well-being of long-term residents, providing sufficient and accessible Estonian language courses to new and long term residents, reducing the number of people with undetermined citizenship, creating equal access to education and labour market, combating stereotypes and changing public perception and attitudes regarding migration and integration.

¹⁴ Ministry of the Interior

1 Part I: General and labour market integration policies

*This section aims to provide an overview of general and labour market integration policies targeting third-country nationals across Member States, **excluding policies tailored for students/graduates, beneficiaries of international protection and asylum seekers**. The focus is on existing policies that have either been implemented recently (as of 2014) or that have been changed since 2014.*

1.1. OVERVIEW OF INTEGRATION POLICIES IN MEMBER STATES

Q1. Please briefly describe the context in your Member State pertaining to the situation of third-country nationals.

For this question please also include third-country nationals outside the scope of the study i.e. students, asylum seekers and beneficiaries of international protection.

- a) What are the main categories of third-country nationals coming to your Member State? Were there any changes in the composition from 2014 onwards?

The biggest groups of third-country nationals coming to Estonia in 2017 were Russians and Ukrainians. 1 272 Russian and 1 037 Ukrainian citizens moved to Estonia last year. Immigration of Russian citizens has remained at the same level for three years, immigration of Ukrainian citizens has even slightly decreased.

There have been also new arrivals from: Asia (505), from Afghanistan (109), from the American continent (173) and from Oceania (112).¹⁵

There haven't been any significant changes from 2014 onwards since the main groups of third-country nationals moving to Estonia have stayed the same.

- b) In which sectors are third-country nationals predominantly occupied (e.g. agriculture, services, manufacturing, construction, personal care, seasonal jobs)? Are there differences in the employment rates of foreign and national citizens? Are there any differences in the employment rates by sex?

The main sectors of where third-country nationals are predominantly occupied are:

- Construction
- Manufacturing
- Transportation
- Information and communication technologies
- Agriculture
- Manufacturing
- And also seasonal jobs.

There is no specific differentiation in the employment rates by sex, although statistics show that the majority of third-country nationals coming to Estonia for employment related reasons are males.¹⁶

- c) What are the main integration challenges your Member State focuses on? Describe briefly.

Some of the challenges in relation to the general integration process of third-country nationals and new arrivals¹⁷ in general highlighted in the reports of Ministry of the Interior and University of Tartu include **challenges faced while using public services**. People generally don't know the functions and tasks performed by the state and local governments, nor their own rights and obligations. Furthermore it is unclear what kind of data is required and the responsibility to provide it several times to different authorities. An extra difficulty is the lack or absence of documents translated to

¹⁵ Statistics Estonia

¹⁶ Statistics Estonia

¹⁷ New arrival – a foreign national having legally emigrated to Estonia who has lived in Estonia less than five years. Reasons for immigration vary and cover all grounds for issuing residence permits established in the Aliens Act of Estonia, grounds for residing in a country established in the Citizen of the European Union Act and the grounds for issuing residence permits established in the Act on Granting International Protection to Aliens.

English or Russian. Also it is difficult for a foreigner to make the distinction between public services provided by the state and local government and the possibilities of e-government (e-services). The following issues are associated with the availability and availability of public services:

- The procedural logic used in the paper world is transferred to information systems;
 - new arrivals are not given a precise view of the progress of the provision of services, intermediate stages or deadlines;
 - Possibilities for providing feedback about the services used by people differ from one institution to another;
 - The service portals of the state and local authorities are located in different parts of the website.
- Because of these problems, the provision of a public service may be slower, difficult to understand, more expensive, time-consuming and inaccessible to recipients of the service.

Another challenge is related to **information sharing issues**. For an immigrant, it is first of all important to get information about the country and the services offered there before and immediately after arrival in the country of destination.

Immigrants have found during discussions that there was little Russian and English information on legislation, regulations and general rights. Similarly, there is not enough practical English-language information on services or the info is obsolete or just fragmented.

In addition to the lack of information on public services, there are problems with accessibility, inadequacy or lack of information in other services for adaptation. The availability of English language information is especially important for new arrivals who have just arrived in Estonia and who need to adapt to information about various services and to mobile people who do not stay in Estonia for a long time, but create added value here.

Major challenges are also **issues related to applying for a residence permit**. One of the primary services to which the migrant is confronted is the application for a residence permit and a work permit. According to the Ministry of the Interior, it is difficult for third-country nationals to apply for a visa or residence permit because the Estonian consular offices have a sparse network in particular in Asia, Africa and Latin America.¹⁸ This makes the application for a visa or residence permit a costly and time-consuming one. The solution could be consular missions to those countries where one could expect a greater interest in coming to Estonia, or to electronically change their residence permits and visas. In addition, the Police and Border Guard Board has criticized the low customer orientation of the service - the language skills of the officials are loophole, it's website is complicated and the agency complies with the letters in Estonian, the information is complicated, and it is not easy to understand what documents are needed and which ones they have to submit them in some cases. Although the home page and sub-pages contain information in English, the information seeker will eventually come to sub-pages that are in Estonian. It is also not possible, after the submission of an application, to monitor the stage at which the submitter's request is.¹⁹ However, these problems have begun to be addressed. For example, the home and office of the Police and Border Guard Board can already monitor the status of the application for a residence permit.

Education-related challenges in providing educational services where the difficulty lies in the access to education, such as basic, basic and secondary education as well as higher education and the dissatisfaction of immigrants with the education system.²⁰ Higher education institutions should address the need for adaptation of foreign students, but in reality they have difficulties in doing so. Legally there are no obstacles for immigrant children to enter the general education system, as it is compulsory for all children (other than the children of diplomats), and the local governments must ensure that all children are able to attend school. However, there is a problem with the lack of suitable

¹⁸ Baltic Studies Institute, 2014

¹⁹ Baltic Studies Institute, 2014

²⁰ Praxis, IBS, 2013

study places in English-language general education schools and in kindergartens.²¹ Access to international primary and secondary education is, however, a prerequisite for the arrival of highly skilled workers in Estonia.²²

Challenges with language learning. For new arrivals, the opportunities for learning Estonian are not sufficient. Also, information about language learning opportunities is not readily available. Language skills are important to cope with in everyday situations, in finding work, while working, and in becoming a full member of society (Kriger and Tammaru 2011). At the same time, highly qualified staff have found that Estonian language proficiency is not essential in Estonia, insofar as their day-to-day working environment is mainly foreign-language (English or Russian). In general, it has been found that learning Estonian is very complicated, however, they also contend that proficiency in the Estonian language would be beneficial.²³

In recent years the situation in language learning has significantly improved due to the language training provided in the integration programs and NGOs. In 2016, the Estonian government assigned the Minister of Culture the task of drawing up a concept for an Estonian Language House in Narva. The house would become a centre of activity where people whose native language is not Estonian could learn and practice Estonian and participate in Estonian culture more broadly. Eventually, Estonian Language Houses will be established in Narva and Tallinn, which will organise free Estonian language courses, develop educational and methodological materials, etc. The target group for the language houses is the permanent adult residents of Estonia whose native language is not Estonian, and who require support for learning Estonian. The language houses will be opened during 2018.²⁴

Challenges related to the labour market integration. Adjustment in the new country is largely related to whether or not a job can be found. Finding a job can be difficult and is largely due to a lack of language skills and a lack of support groups (friends-acquaintances). The main problem in finding a job is the lack of knowledge of the Estonian language, which affects job search at the very beginning. The difficulty is the fact that diversity in the workplace cannot be valued or its benefits implemented, and the entrepreneurship of non-Estonian speaking people is not fully supported. There is a situation where the information about the needs and job offers of the labour market cannot be searched due to lack of Estonian language skills and in English the information is either missing or difficult to find.²⁵

Adaptation of migrant workers has been left to host companies in Estonia (Kriger and Tammaru 2011). The price of services offered outside the company is too expensive for potential customers.²⁶ An obstacle to the arrival of highly qualified foreign teaching staff and researchers in Estonia is the fact that salaries are not internationally competitive. Avoidance should be made of unreasonable language requirements and other restrictions on internationally open competitions for the filling of posts of research staff.²⁷

In addition to the above mentioned challenges, it is also important to mention the necessity to give foreign students an opportunity to stay in Estonia since they are considered highly skilled workforce and thus contribute to the labour market. For the past, the problem with foreign students was that the residence permit ceased at the same time as the study, resulting in a situation where it was

²¹ Baltic Studies Institute, 2014

²² Competitiveness Scheme, 2020

²³ Baltic Studies Institute, 2014

²⁴ Ministry of Culture

²⁵ Praxis, IBS 2013

²⁶ Ministry of Economic Affairs and Communications

²⁷ Competitiveness Program, 2020

difficult to find work in Estonia. However, it should be noted that the problem has been addressed in connection with the amendment of the Aliens Act. If the residence permit expires, it may be extended for a period of up to half a year in the last academic year and the student can continue to work with a residence permit issued for study, provided that this does not prevent or harm the studies.²⁸

Q2. Is the term “integration” defined in national legislation or strategic documents of your Member State? If so, please describe the definition and its context, also specify whether these definitions explicitly relate to employment.

Please specify how this definition relates to the Common Basic Principles for immigrant integration policy in the EU adopted by the Council in 2004 (http://www.eesc.europa.eu/resources/docs/common-basic-principles_en.pdf).

No definition of integration is currently provided by national legislation. The term is defined in the “Strategy of Integration and Social Cohesion in Estonia 2020” (also referred as *Integrating Estonia 2020*) which states that integration, is the increasing of the cultural, political and socio-economic cohesion of society. The process of integration is characterized by the formation of knowledge, skills and values, which are contributing to the development of society through cooperation and mutual openness. As a result, it decreases differences in the linguistic-cultural background and ethnic origin of members of society participating in the society. Integration makes it possible to develop and share a common Estonian national identity, increases people's attachment to the state and other members of society, supports the economy growth potential and stability of the state.²⁹

hQ3. Does your Member State have a specific policy/strategic document/model for the integration of third-country nationals within the scope of this study? YES/NO.

If YES please briefly describe, by providing the title, time frame, institutional framework for implementation and oversight (around 200 words) Please focus on general integration measures, as labour market integration will be addressed in the subsequent sections.

The Ministry of Culture has completed a development plan titled “Integrating Estonia 2020”, which formulates the forthcoming seven-year objectives of the integration policy of the Republic of Estonia and the activities needed to achieve them.

The development plan serves as a basis for the implementation and budgeting of the national integration policy for 2014–2020. The development plan is carried out through implementation plans, which describe the activities that are needed to achieve the objectives in greater detail.

The multidisciplinary strategic head of the integration plan is the steering committee of the development plan. The Ministry of Culture organises the work of the steering committee and the steering group both substantively and technically. The work of the development plan is managed by the steering group of the development plan. In addition to organisations of the public sector, field experts – especially from research organisations and civil society – are continuously included in the work of the steering group. The work of the steering group is coordinated by the Cultural Diversity Department of the Ministry of Culture. The Ministry of Culture is responsible for the implementation of the development plan. Other involved ministries and their implementing units have coordinated the activities under their responsibility specified in the development plan, and are responsible for the implementation of these activities.³⁰

²⁸ Developing a methodology for the development of services for new migrants

²⁹ The Strategy of Integration and Social Cohesion in Estonia 2020

³⁰ Ministry of the Interior

As stated in the “Integrating Estonia 2020 the general objective of the Estonian integration approach is that the Estonian society is integrated and socially cohesive; people with different linguistic and cultural backgrounds actively participate in society and share democratic values.³¹

Based on the strategy, the following aspects need to be earmarked for attention to achieve the objectives of integration:

- activities supporting active social participation and strengthening a common communication space, which take into account regional characteristics and also focus on the regions of Ida-Virumaa and Harjumaa, where many people with Russian as their main language of communication reside;
- activities which help to make society more tolerant and open, stressing the importance of cooperation between different ethnic groups in Estonia and creating open attitudes encouraging integration in society;
- activities supporting active participation on the labour market and ensuring equal opportunities;
- language learning activities, in addition to formal language learning, targeted at improving language skills through practical language use.
- activities introducing possibilities of practical participation in Estonian culture;
- activities supporting naturalisation;
- flexible activities promoting adaption targeted at new arrivals.

If NO, do you have a mainstream integration approach? Please very briefly describe (around 200 words)

N/A

If your Member State has a specific policy/strategic document/model for the integration of third-country nationals within the scope of this study:

Q4. What are the main fields/measures which are being actively implemented as part of the specific policy/ strategic document/model for the integration (e.g. knowledge of language, civic orientation, values, constitution, culture, history, recognition of qualifications, housing, education, support of joint activities between nationals and third-country nationals etc.)? Please briefly list (around 200 words)

Please focus on general integration measures, as labour market integration will be addressed in the subsequent sections.

The general objective of integration policy is to increase social cohesion and ensure the social inclusion of people with different linguistic and cultural backgrounds. The new development plan serves as the basis for integration policy that is carried out during 2014–2020, and it aims at:

- increasing the cohesion of the society;
- increasing the competitiveness of the Republic of Estonia;
- ensuring security;
- preserving the Estonian language and culture;
- preserving the culture and language of the ethnic minorities;
- ensuring increasing tolerance towards different groups of society;
- ensuring a stronger civic identity.³²

National integration activities of Estonia are covering both, underprivileged permanent residents and new arrivals, including TCNs.

Measures are financed from the state budget (e.g. Unemployment Insurance Fund's labour market services that are independent of the client's citizenship) and EU funds.

³¹ The Strategy of Integration and Social Cohesion in Estonia 2020

³² Ministry of the Interior

Some of the activities achieving the objectives of integration policy and that are being carried out to integrate new arrivals into Estonian society:

- The Government approved proposals that, in the future, people who have been legally residing in Estonia for at least five years and who wish to apply for Estonian citizenship, can apply for free Estonian language education to the level B1 (which is required for acquiring citizenship). This helps to reduce the possibility that applying for citizenship will be restrained by the fact that a person won't be able to pay Estonian language studies or find time for language learning.
- In 2017, the Ministry of the Interior, in co-operation with contractual partners, continued the implementation of the welcoming program for new arrivals launched in 2015 and the provision of training courses for new arrivals. Its purpose is to support the migration process of new arrivals settling in Estonia, their swift and convenient adaptation, and the acquisition of the knowledge and skills necessary for the initial mastery of independent living. From 2015 until the end of 2017, a total of 18,952 new arrivals was directed to participate in the Adaptation Program by the Estonian Police and Border Guard Board. Training was offered altogether 2,919 times.
- The Ministry of the Interior and the Police and Border Guard Board developed a migration counselling service for foreigners. The migration counselling service is provided as of March 2017 to both, aliens and representatives of public, private and third sector organizations and to those who invite aliens to Estonia (e.g. universities, employers). The aim of the service is to support the migration process of foreigners, including foreign specialists, foreign students and lecturers, migrants arriving within the framework of family migration, as well as the process of recruiting foreigners and universities, and providing the target group with personal and proactive legal advice on migration. In 2017, the service has been provided approximately in 10,000 cases.
- In January 2017, amendments to the Aliens Act came into force, making it easier for qualified foreign workers to settle in Estonia. Among other things, short-term work opportunities were extended by amendments and the rate of the wage criterion paid to foreigners was reduced. Benefits were also created for startup entrepreneurs and employees in the ICT sector, and a basis was created for the issuance of residence permits for a resident investor. The changes also expanded the possibilities for students to enter Estonia by extending existing benefits to vocational students. Specifications were also created for people who have received a doctoral degree in order to facilitate their arrival in Estonia.
- According to the sectoral development plan "Integrating Estonia 2020", the task of advisory service is to increase the coherence of society. The advisory service seeks to reduce social exclusion. In 2015, an information network consisting of the Estonian Unemployment Insurance Fund, the Police and Border Guard Board, the representatives of the Innove Center for Study Services (Rajaleidja) and local government education and social affairs officials (in particular from Tallinn, Narva and Sillamäe) were set up in the advisory centres to ensure the availability of relevant information. The aim of these activities is to support the adaptation of newcomers to Estonia by ensuring knowledge about the functioning of the state and society, daily life, work, study and family issues, and promoting the acquisition of Estonian language skills.

In addition to third-country nationals who have residence permit or a right of residence on the basis of living, are equally entitled to all the social services that are provided by the Unemployment Insurance Fund to others, which should help them integrate into the labour market):

- Learning Estonian as a labour market service for unemployed and working people. As of June 2018, subject to the Unemployment Insurance Fund new skills development policies, which are aiming, among other things, that people who are in the focus of the Unemployment Insurance Fund due to lack of knowledge of the state language, would acquire at least a B-level proficiency in Estonian. For this, the Unemployment Fund offers suitable training for clients with poor skills. Training is available to all unemployed people. From May 2017 - within the framework of preventive measures for unemployment, the opportunity to learn Estonian was also given to working people. There are two possibilities: 1) a person of his choice with a training card (up to 2500 euros) if the income of a

person is less than 800 euros per month; 2) training organized by the employer, which partially will be compensated by the Unemployment Insurance Fund directly to the employer (up to 80%, and the maximum of 2,000 euros), if language studies are necessary in the context of economic restructuring within the company or due to new national requirements for language proficiency. From June 2018, the circle of employees expanded, who, with the help of the Unemployment Fund, could learn Estonian. There were people working under different categories of underwriting contracts and those whose income is below the average salary of Estonia. In the case of employer's training allowance, support for Estonian language training is not limited by new requirements, but it is sufficient if the employer considers the development of the Estonian language skills necessary for the employees.³³

- New initiative: Work in Estonia in collaboration with Estonia Unemployment Insurance Fund offers foreign specialists spouse career counselling service (others who have arrived in Estonia within family migration context can also use the service). It is essentially the same career advice that the Unemployment Insurance Fund offers to everyone. Distinction lies in the fact that the aforementioned specific target group is serviced by six advisors (covering different parts of Estonia), who collect knowledge and receive further training on these issues, which is most important and relevant in the field of family migration.³⁴

1.2. LABOUR MARKET INTEGRATION POLICIES IN MEMBER STATES

Q5. Does your Member State have a specific policy/strategic document/model for labour market integration of third-country nationals within the scope of this study? YES/NO

No.

If YES: Please describe:

a) is it part of a general integration policy/strategy?

N/A

b) When was this strategy / policy document developed? Please briefly describe the rationale behind the strategy (considerable increase of incoming third-country nationals, labour market needs, social cohesion, fight against poverty, fight against discrimination etc.).

N/A

c) What is/are the target group(s) of the labour market integration strategy (e.g. all third-country nationals, family members, workers, or is there a specific focus, such as on recently arrived)?

N/A

d) Does your Member State provide labour market integration measures to all third-country nationals or only to those with a prospect of permanent residency? Please elaborate.

N/A

e) What are the main objectives of the labour market integration strategy?

Objectives:

N/A

If NO: does your MS have a mainstream approach with regard to labour market integration?

³³ Ministry of Social Affairs

³⁴ Ministry of Social Affairs. More information: <https://www.workinestonia.com/working-in-estonia/international-spouse-career-counselling/>

If so, please describe the mainstream approach focussing only on those measures for third-country nationals within the scope of this study.

-

Q6. Have the increased migration flows since 2015 had any influence on the current regulation and/or policy of integration of third-country nationals in the labour market (e.g. has there been an increase of cooperation between different stakeholders and services as a consequence of increased migration flows or some measures/activities/finances were stopped due to new identified priorities)? If so, please briefly describe the changes.

Please do not focus on measures for beneficiaries of international protection, but only on changes in integration measures for other third-country nationals as a result of the migration flows since 2015.

Increased migration flows have not had any significant influence on the current regulations nor policies of integration of third-country nationals in the labour market. The programs and measures implemented by the state as well as the increased cooperation between stakeholders in the field of labour market integration is not in direct connection with increasing migration flows (since 2015).

Q7. Have there been any debates in media/academia/NGOs on integration generally and integration in the labour market specifically, recently? Refer to the target group within the scope of this study. Please shortly describe the topics discussed.

There have not been very substantial debates in the media on integration in labour market specifically, however more debates are held on general integration and the issue of demographic change, which may result in bringing workforce from abroad (including highly skilled but also semi-skilled immigrants).

Q8. Is the labour market integration of third-country nationals within the scope of this study, seen as a political priority in your Member State and if so, by whom (national government, legislator, or other political actors)?

The labour market integration of third-country national is important and there are several measures to support it, however, the topic itself is not no. 1 political priority.³⁵

1.3. IMPLEMENTATION OF LABOUR MARKET INTEGRATION POLICY: INSTITUTIONAL FRAMEWORK, MONITORING AND EVALUATION

Q9. Please provide an organogram of the institutional framework for the labour market integration of third-country nationals within the scope of this study indicating responsibilities of the different governmental actors in implementing integration policies and measures. Please also include local level and central level governance structures.

Please also include any other stakeholders/major players (e.g. Public Employment Services, NGOs, chambers of commerce, trade unions), if they have a significant role. Local level initiatives should only be included, if i) they arise from a national level mandate, or ii) they are established / operating through national funding mechanisms.

Q10. Does your Member State produce periodic monitoring reports (e.g. annual reports) on labour market integration of third-country nationals within the scope of this study? If yes, what are the main integration indicators? How are they compiled and by whom? How do they relate to the Zaragoza indicators adopted in 2004³⁶?

³⁵ Ministry of the Interior

³⁶ Please also refer to the information provided in the FRA report: Together in the EU - Promoting the participation of migrants and their descendants <http://fra.europa.eu/en/publication/2017/migrant-participation>

Please briefly describe main trends observed, especially focusing on the indicators related to the labour market integration of third-country nationals. Please describe the methods (qualitative, quantitative) and data (census data, survey data, administrative data) used to produce such reports.

The activities of the development plan "Integration Estonia 2020" are regularly monitored, including with the help of expert opinions and evaluations, annual reports and monitoring carried out once every three years. The integration monitoring analyses the success of carrying out activities of the development plan in all target groups and areas specified in the development plan. Monitoring focusing on quantitative and qualitative data collection is carried out during 2014–2015, in 2017, and during 2020–2021.³⁷

Q11. Please describe the main challenges and obstacles in designing and implementing labour market integration policies for third-country nationals within the scope of this study in your Member State?

Please also mention which stakeholders face these challenges and obstacles.

Diverse target group requires targeted measures and there 's no one-size-fits-all approach that works. On one hand, there 's lack of comprehensive knowledge on the needs of the target group, on the other, there 's lack of knowledge about the possibilities and measures available among the target group.³⁸

³⁷ Ministry of the Interior

³⁸ Ministry of the Interior

2 Part II: Member States measures and practices facilitating labour market integration of third-country nationals

This part aims to provide an overview of the main integration approaches and identifying existing individual measures that have either been implemented recently (as of 2014) or that have been changed since 2014. The target group is third-country nationals across Member States, **excluding students/graduates, beneficiaries of international protection and asylum seekers.**

2.1 OVERVIEW OF MAIN INTEGRATION AREAS

Q12. Please indicate in the table below and describe the main areas/components of your policy for integration of third-country nationals into labour market.

If your Member State has a mainstream policy, please focus only on specific measures for third-country nationals' integration into the labour market within the scope of the study

Please focus on:

- The main objectives and approach in each relevant area, and actors involved.
- Briefly describe the implementation framework.

Please only refer to the general approach for each area without describing specific measure, which will be described in the section below.

Area/component	General overview Please describe the scope and aim under each area. If relevant, specify if measures are voluntary or compulsory and is they are provided free or charge.	Stakeholders Briefly describe who is responsible of planning, implementing, monitoring and for the oversight of the implementation of measures under each area.
1. Training and Qualification (including digital tools aiming to promote learning and foster integration into the labour market)	As of 2015, an adaptation program for newcomers is being offered to support the migration process of newly arrived immigrants in Estonia, their rapid and convenient adaptation and the acquisition of knowledge and skills necessary for independent living. Among other things, a separate module has been developed for foreigners who come to work in Estonia. In the period 2015-2017, 2 919 cases have been attended by the adaptation program training. LE2020 Measure 2.1. Creating Opportunities to Increase the Social Activities of Estonian Permanent Citizens and Support Inclusive Integration (KUM)	The adaptation program was developed by the Ministry of the Interior. Adaptation training courses are provided by the contractual partners of the Ministry of the Interior. Supervision is carried out by the Ministry of the Interior.
2. Enhancement of (soft) skills		
3. Provision of information and counselling	1) From March 2017, migration adviser service is offered to foreigners and their representatives in public, private and third-sector	1) Migration advice was developed by the Ministry of the Interior and the Police and Border Guard Board. Migration advice is

	<p>organizations, as well as to those who have invited aliens to Estonia (e.g. employers). The purpose of the migration advisory service is to support aliens and the recruitment process of foreigners, by employers and universities as well as to provide the target group with personalized and proactive legal advice on migration. In 2017, the migration advisory service has been provided in approximately 10,000 cases.</p> <p>2) Advisory services for long-term less integrated individuals and newcomers. According to the sectoral development plan "Integrating Estonia 2020", the task of advisory service is to increase the coherence of society. The advisory service seeks to reduce social exclusion. In 2015, an information network consisting of the Estonian Unemployment Insurance Fund, the Police and Border Guard Board, the Innove Center for Study Services (Rajaleidja) and local government education and social affairs officials (in particular from Tallinn, Narva and Sillamäe) were set up in the counselling centres to ensure the availability of relevant information.</p>	<p>provided by the Police and Border Guard Board in Estonian, English and Russian. Supervision is carried out by the Ministry of the Interior.</p> <p>2) Integration Foundation is responsible for the implementation of the counselling service for long-term residents who have not yet integrated and for new immigrants. Ministry of Culture is responsible for monitoring.</p>
<p>4. Enhancement of intercultural/civic relations in the workplace</p>	<p>Integrating Estonia 2020 action plan measure 2.3 Implementation of equal treatment in the labour market includes two activities:</p> <ol style="list-style-type: none"> 1. Co-financing of projects related to the promotion of equal treatment in work collectives 2. Advise public and private sector organizations in applying for a diversified workplace label and implementing related activities 	

<p>5. Tailor-made comprehensive programmes/plans/contracts targeting specific and/or vulnerable groups</p>	<p>As of 2019, all foreign nationals who have resided in Estonia at least 5 years and wish to apply for Estonian citizenship, can conclude a one-time language study contract offering free language training necessary for obtaining the citizenship (B1 level) and also providing a paid study leave for this language training.</p>	<p>Estonian Academy of Security Sciences</p>
<p>6. Incentive measures for migrants or employers</p>	<p>In 2013, in co-operation with other ministries and social partners, the Ministry of the Interior initiated the amendment of the Aliens Act (hereinafter VMS), in order to attract workforce which would add value to the Estonian society and economy.</p> <p>On 1 September 2013, amendments to the Aliens Act first stage entered into force, changes to the second and third phase came into force in January 2016 and in January 2017. The changes that were introduced made it easier for top specialists, researchers, startup founders, ICT sector employees and major investors to settle in Estonia. Due to the changing environment and, as a consequence, new needs, and in the light of the goals set out in the national development plans, fourth stage of the amendments to the Aliens Act was launched in 2017. The aim is to create more flexible conditions for working in Estonia, provide better access to public services for foreigners temporary staying in Estonia and create opportunities for applying for a visa for teleworking purposes.</p>	<p>The changes are being developed by the Ministry of the Interior and are applied by the Police and Border Guard Board, Estonian foreign representations and local governments.</p>
<p>7. Support for self-employment</p>		

2.2 PROMISING EXAMPLES OF INTEGRATION MEASURES IMPLEMENTED BY MEMBER STATES

This section focuses on selected measures initiated and at the same time implemented and/or financed by the Member States. Please note that any support measure provided by civil society organisations without any (financial) involvement of the Member State is beyond the scope of the study. Only those measures by civil society organisations that receive public support are included.

The focus is on labour integration measures for regularly staying third-country nationals with a right to work. The target group also includes third-country national family members of EU nationals and of third-country nationals. Measures specifically targeting students/graduates and beneficiary of international protection should not be included.

Please describe 1 -2 measures across integration areas for a total of up to 6 measures per MS.

Please prioritise specific measures developed with the aim to support third-country nationals' labour market integration and which are considered a good or promising practice by relevant actors.

Please also include measures (if available) that address the labour market integration of vulnerable or specific groups (vulnerable third-country nationals, women, etc.).

Please do not mention measures focussing on (EU) nationals, beneficiaries of international protection, asylum seekers and students/graduates only. Mainstream measures which are accessible also for (EU) nationals and beneficiaries of international protection should be listed below only in case they represent examples of good or promising practices regarding the integration of third-country nationals (i.e. the measure is frequently used by third-country nationals, there is a positive feedback from third-country nationals etc.).

Labour integration areas

1. **Training and Qualification** (e.g. vocational/job training, recognition of qualification/skill assessment (not to map legal procedures), combating over-qualification (matching skills/qualification with labour market needs), measures to accelerate insertion of third-country nationals into the labour market, digital tools)
2. **Enhancement of (soft) skills** (e.g. work-based language courses, or other language courses for improvement of chances on the labour market, computer literacy, self-development)
3. **Provision of information and counselling** (e.g. enhancement of knowledge about the labour market, career guidance, counselling, mentoring, coaching, website, leaflets, IT programmes/applications)
4. **Enhancement of intercultural/civic relations in the work place inclusion** (e.g. prevention of discrimination and awareness raising about diversity in the workplace, civic/ social-cultural orientation courses provided as a part of inclusion in the workplace)
5. **Tailor made measures** to specific group of third-country nationals (e.g. programmes/plans/contracts containing different elements of labour market integration for e.g. women, vulnerable persons)
6. **Incentive measures for migrants or employers** (e.g. measures to encourage employers to hire migrants or migrants to take a job)
7. **Support for self-employment** (e.g. entrepreneurship courses, courses on how to set up a company)

Type of measures

1. Programme and systematic measures (multi-year / long term)
2. Projects (ad-hoc)
3. Legislative/policy (structural) measure

Please fill out the table describing the measures and please copy the table below for further measures.

Measure 1	
Overview	
Name	Migration Counselling Service
Type	Programme and systematic measures (multi-year / long term)
Area	Provision of information and counselling
Access	All third-country nationals, as well as EU nationals.
Target group	<input type="checkbox"/> Tailor-made labour market integration measure (only third-country nationals) <input checked="" type="checkbox"/> Mainstream labour market integration measure (for all) Migration counselling/advisory service is for all third TCNs and EU nationals as well as to the employers, universities and organisations that have migration related questions.
Coverage	National <i>If "other", please add further information here</i>
Budget	The budget is approx. 750 000 euros. It is provided by EU and State funds
Link	https://www2.politsei.ee/en/teenused/migratsiooninoustajad/
Description	
<p>M1.Q1. Please describe how third-country nationals can access the measure, notably:</p> <p>a) <i>Elaborate in brief on the conditions and process of accessing for third-country nationals</i> Migration advice is given via phone, email, Skype call or by appointment. Also, advisors can be asked to participate in seminars or trainings. Advisors work in in Estonian, English and Russian.</p> <p>b) <i>Is the measure voluntary or compulsory? Is it provided free of charge?</i> Migration advice service is voluntary and free of charge.</p> <p>c) <i>If applicable, indicate if there are any differences in conditions for third-country nationals and (EU) nationals</i> N/A</p> <p>d) <i>Are there any reasons for a third-country national to be excluded/to lose access to the measure? If so, which ones?</i> N/A</p> <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 10px;"></div>	
<p>M1.Q2. Please describe briefly the context in which the measure has started:</p> <p>a) <i>When was the measure introduced and what was/is its duration?</i> Migration advice is offered since March 2017.</p>	

b) Any link with the increase of the migration flow starting in 2015 (e.g. the measure was stopped due to changed priorities, conditions to access the measure changed?)

N/A

c) What was the need/purpose to start/implement such measure (e.g. labour market needs in the Member State, need for integration of third-country nationals, changes in integration policies, incentive for a migrant/for an employee)

Labour market needs, increase in the number of third-country nationals entering Estonia, the need in practice to have advice about the entry, residence and work regulations.

d) When is the measure provided (e.g. upon arrival, upon arrival until (please add till when) , no determined time limitation)

No determined time limitation.

e) Key activities

- Migration advice to foreigners settling in Estonia as well as to entrepreneurs, educational institutions and to others who invite foreigners to Estonia.
- Training and seminars.
- Support to Police and Border Guard Board

M1.Q3. Please briefly describe the implementation modalities, notably:

a) By whom is it implemented (agency, government institution, NGOs, private sectors etc.), and what are the coordination structures?

Police and Border Guard Board

b) If applicable, are there any reimbursement (totally or partially)/cost sharing possibilities for a third-country national?

N/A. The service is free of charge.

c) How and by whom is it promoted to third-country nationals?

Press release, information offered by PBGB and embassies, information provided in conferences, seminars etc.

M1.Q4. Please briefly describe the impact of the measure and notably:

a) Did it meet the anticipated objectives? YES/NO/Partly

Yes.

b) What are the main outcomes

Information and advice about migration regulations provided.

c) Monitoring and evaluation of impact (please describe the evaluation tools and methodology, if possible specify what indicators have been adopted and how those were measured)

The number of contacts to migration advisers, number of trainings/seminars provided by migration advisers.

d) Challenges during implementation and remedies applied

The challenge is to distinguish between inquiries to which qualified advisers must respond and which PBGB's general helpline may answer - that is, load advisers is too large. This challenge is being tackled with.

e) Likelihood of continuation of the measure. If discontinued, please explain why

Depends of financing possibilities after EU funding however it is likely that the measure will continue.

Measure 2	
Overview	
Name	Welcoming Program

Type	Programme and systematic measures (multi-year / long term)
Area	Training and qualification
Access	The Welcoming program is aimed at foreign nationals who have legally resided in Estonia for less than 5 years and are one of the following: - foreign nationals who have been granted temporary residence permit in Estonia on the basis of the Aliens Act or the Act on Granting International Protection to Aliens; - citizens of the European Union who have acquired the temporary right of residence in Estonia on the basis stipulated in the Citizen of the European Union Act; - family members of citizens of the European Union who have been granted the temporary right of residence in Estonia on the basis stipulated in the Citizen of the European Union Act.
Target group	<input type="checkbox"/> Tailor-made labour market integration measure (only third-country nationals) <input checked="" type="checkbox"/> Mainstream labour market integration measure (for all) <i>If the measure is for all, please describe here how third-country nationals are specifically targeted in the measure</i>
Coverage	Local (region, province, municipality) <i>If "other", please add further information here</i>
Budget	The budget is approx. 6 789 200€. It is provided by EU and State funds.
Link	www.settleinestonia.ee
Description	
<p>M1.Q1. Please describe how third-country nationals can access the measure, notably:</p> <p>e) <i>Elaborate in brief on the conditions and process of accessing for third-country nationals</i> A precondition to participating in the trainings is a referral to the program. Foreigners are referred to Welcoming program by the Police and Border Guard Board (PBGB). The PBGB issues a notification of enrolment into the Welcoming program if the person meets the requirements of participation.</p> <p>f) <i>Is the measure voluntary or compulsory? Is it provided free of charge?</i> Voluntary (except the international protection module, which is compulsory to BIP 's) and free of charge.</p> <p>g) <i>If applicable, indicate if there are any differences in conditions for third-country nationals and (EU) nationals</i> N/A</p> <p>h) <i>Are there any reasons for a third-country national to be excluded/to lose access to the measure? If so, which ones?</i> N/A</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
<p>M1.Q2. Please describe briefly the context in which the measure has started:</p> <p>f) <i>When was the measure introduced and what was/is its duration?</i> Start 2015 End 2023</p>	

g) Any link with the increase of the migration flow starting in 2015 (e.g. the measure was stopped due to changed priorities, conditions to access the measure changed?)

N/A

h) What was the need/purpose to start/implement such measure (e.g. labour market needs in the Member State, need for integration of third-country nationals, changes in integration policies, incentive for a migrant/for an employee)

Labour market needs.

i) When is the measure provided (e.g. upon arrival, upon arrival until (please add till when) , no determined time limitation)

Upon arrival until 5 years residency.

j) Key activities

7 thematic training courses and A1 level Estonian language course. See more www.settleinestonia.ee

M1.Q3. Please briefly describe the implementation modalities, notably:

d) By whom is it implemented (agency, government institution, NGOs, private sectors etc.), and what are the coordination structures?

Responsible authority: Ministry of the Interior.

Partners: IOM and through public procurement.

e) If applicable, are there any reimbursement (totally or partially)/cost sharing possibilities for a third-country national?

N/A

f) How and by whom is it promoted to third-country nationals?

Website, FB channel, information materials.

M1.Q4. Please briefly describe the impact of the measure and notably:

f) Did it meet the anticipated objectives? YES/NO/Partly

Being measured.

g) What are the main outcomes

Being measured.

h) Monitoring and evaluation of impact (please describe the evaluation tools and methodology, if possible specify what indicators have been adopted and how those were measured)

Being measured.

i) Challenges during implementation and remedies applied

Being measured.

j) Likelihood of continuation of the measure. If discontinued, please explain why

Continues in case of funding.

Measure 3	
Overview	
Name	International Spouse Career Counselling
Type	Projects (ad-hoc)
Area	Provision of information and counselling
Access	The counselling service is aimed towards the spouses/partners of all EU and non-EU specialists that arrive to Estonia for working purposes.

Target group	<input checked="" type="checkbox"/> Mainstream labour market integration measure (for all) The career counselling is a measure that is open for everyone in Estonia, but there is a specific and dedicated group of counsellors within the structure which aim at dealing with the main target group: spouses/partners of foreign specialists in Estonia Marketing materials and efforts are as well aimed at this specific group, separately from the general marketing and dissemination materials used for career counselling.
Coverage	National The service is also provided via Skype, which means that the Target Audience can also receive the counselling even though they have not yet arrived to Estonia.
Budget	The service is provided by the Estonian Unemployment Insurance Fund, which receives funding from the state budget. Work in Estonia (Enterprise Estonia) helps with promotion, dissemination and coordination of the project, who's financing comes from the state budget as well.
Link	Work in Estonia website info: https://www.workinestonia.com/working-in-estonia/international-spouse-career-counselling/
Description	
<p>M1.Q1. Please describe how third-country nationals can access the measure, notably:</p> <p><i>i) Elaborate in brief on the conditions and process of accessing for third-country nationals</i> The process is very simple. If a spouse/partner of a foreign specialist in Estonia would like to receive counselling, then they can register for the service online, via phone or at the Service Office of the Public Employment Service. If the person has not yet receive residence permit, the person will be registered as anonymous but service will still be given. Once registered, the person has to show up at the agreed time and date in the location of the counselling to receive it. As well, if the person is not yet in Estonia but already has plans to come, then they can receive the counselling via Skype.</p> <p><i>j) Is the measure voluntary or compulsory? Is it provided free of charge?</i> The measure is on a voluntary basis and free of charge.</p> <p><i>k) If applicable, indicate if there are any differences in conditions for third-country nationals and (EU) nationals</i> There are no differences whatsoever between TCN and EU citizens.</p> <p><i>l) Are there any reasons for a third-country national to be excluded/to lose access to the measure? If so, which ones?</i> N/A</p> <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <p>M1.Q2. Please describe briefly the context in which the measure has started:</p> <p><i>k) When was the measure introduced and what was/is its duration?</i> The measure was introduced around march of 2018. While counselling already existed, there was no specialized service for the specific Target Audience of spouses/partners of foreign specialists?</p> <p><i>l) Any link with the increase of the migration flow starting in 2015 (e.g. the measure was stopped due to changed priorities, conditions to access the measure changed?)</i> In general, there has been an increase of newly arrived immigrants in Estonia, in particular for the purposes of employment. Because of this and the growing need of highly skilled specialist</p>	

in Estonia, a service that would allow the spouses/partners of these specialists to better integrate into the labour market was implemented.

m) What was the need/purpose to start/implement such measure (e.g. labour market needs in the Member State, need for integration of third-country nationals, changes in integration policies, incentive for a migrant/for an employee)

Constant communication with the private sector, foreign specialists and other MS institutions dealing with migration, one of the major issues that slows down the mobility of talent into a country is the fact that the spouse/partner does not want to move, and one of the reasons for this might be the lack of a job or remunerated activity. Same thing, when a foreign specialist has already been living in the destination country but spouse/partner has not found yet a job, then it is more likely the family will leave.

n) When is the measure provided (e.g. upon arrival, upon arrival until (please add till when) , no determined time limitation)

In general, the measure was implemented to provide an additional argument in terms of talent attraction for Estonia. This helps the companies in also being able to provide a potential solution to the issue of a hesitating spouse/partner of a specialist.

o) Key activities

The service can be used during the whole stay of the spouse/partner in Estonia. Even pre-arrival counselling service (via Skype) can be given. This is in order to provide the service when the person most needed, and this might vary from person to person. Some might want to take some time and then enter labour market, while some might want to start working in Estonia right away.

The service is provided by 7 dedicated career counsellors in three different languages: Estonian, English and Russian. The service is provided in the main cities in Estonia: Tallinn, Tartu and Narva, but also it is possible to receive it via Skype from any other destination. The activities start with counselling, but if it is fit then other activities (workshops, training, language courses) might derive from this counselling.

M1.Q3. Please briefly describe the implementation modalities, notably:

g) By whom is it implemented (agency, government institution, NGOs, private sectors etc.), and what are the coordination structures?

The service is provided by the Estonian Unemployment Insurance Fund in coordination with the Work in Estonia program (part of Enterprise Estonia, a government organization under the Ministry of Economic and Communication Affairs)

h) If applicable, are there any reimbursement (totally or partially)/cost sharing possibilities for a third-country national?

There are no cost for any of the participants.

i) How and by whom is it promoted to third-country nationals?

Communication and dissemination activities are done by the two institutions provided above, through contacting companies directly, groups of foreigners in Estonia and digital channels (social media, websites of government, etc).

M1.Q4. Please briefly describe the impact of the measure and notably:

k) Did it meet the anticipated objectives? YES/NO/Partly

The service has been launched this year, so it is early to draw any conclusions just yet.

l) What are the main outcomes

The service is being monitored, but no specific methodology has been yet chosen. At this piloting stage there is not yet data for assessing the impact of the measure.

m) *Monitoring and evaluation of impact (please describe the evaluation tools and methodology, if possible specify what indicators have been adopted and how those were measured)*
N/A

n) *Challenges during implementation and remedies applied*
N/A

o) *Likelihood of continuation of the measure. If discontinued, please explain why*
N/A

2.3 PRIVATE SECTOR INITIATIVES TO FACILITATE LABOUR MARKET INTEGRATION OF THIRD-COUNTRY NATIONALS

This section aims to produce a first insight from across a number of Member States and private sector contexts in the form of case studies to identify examples of good or promising practices in private sector initiatives for facilitating access and/or retention of third-country nationals in employment.

Case studies should include initiatives **initiated** by the private sector regardless of whether funding is fully or only partly provided by the private sector (i.e. supported by contributions from external funds including public funds) to third-country nationals within the scope of this study. Measures may include initiatives implemented by private actors alone or in cooperation with third parties as for instance employee or employer organisations, chambers of commerce, NGOs, etc.

The questions should be answered by each NCP and limited to examples from **two industry sectors** (in-exhaustive list below) and for each industry sector chosen NCPs should report on **up to three case studies (total of maximum 6 case studies per Member State)**. You may want to select measures across the different **labour integration areas** (1-7) and the **types of measures** (1-3) summarised in Section 2.2.

Please aim to have a **'representative' group of measures** from small/medium/ large enterprises. Notably, identify examples focussing on **different target groups** (low-medium-skilled, seasonal workers, etc.) as well as on **different sizes of enterprises** from the selected sectors.

Case studies should be based on desk research, secondary data and where appropriate consultation with relevant stakeholders, for example national or European chambers of commerce, employer and employee organisations, etc.³⁹

³⁹ The Signature of the European Partnership on integration between the European Commission and representatives of Economic and Social partners at EU level, can be a useful reference for taking contact with national representatives of Economic and social partners: https://ec.europa.eu/home-affairs/sites/homeaffairs/files/e-library/documents/policies/legal-migration/integration/docs/20171220_european_partnership_for_integration_en.pdf; it has been translated into all EU languages.

Size of Private Sector Organisation

- 1. Micro: <10 Employees
- 2. Small: 10 – 49 Employees
- 3. Medium: 50 - 249 Employees
- 4. Large: >250 Employees

Example Categories

- 1. Low-skilled workers
- 2. Medium-skilled workers
- 3. High qualified workers
- 4. Seasonal workers
- 5. Family members of nationals and third-country nationals
- 6. Domestic workers

Type of Private Sector Organisation

- 1. National
- 2. International (e.g. with subsidiaries in the Member State)

Industry Sectors

- 1. Agriculture, forestry and fishing
- 2. Energy and water
- 3. Manufacturing
- 4. Construction
- 5. Wholesale and retail trade, hotels and restaurants
- 6. Transport and communication
- 7. Financial and business services
- 8. Public admin, education and health
- 9. Domestic work sector
- 10. Other services

Q13. Based on brief desk research of secondary resources and consultations with relevant stakeholders, are you aware of any private sector initiatives supporting or facilitating the labour market integration of third-country nationals in the scope of this study, within your MS? (YES/NO).

-

Q14. Which industry sectors were the case studies selected from and on what grounds has the selection taken place? Please indicate a maximum of two sectors.

The case studies were taken from manufacturing and transport and communication sectors with the aim to give a wider overview of different measures in place in sectors with the highest rate of employees from other EU (Member) States as well as from countries outside of EU. Those sectors are considered to have the highest rate of highly skilled TCN workers.

Please fill out the table describing private sector measures and please copy the table below for further measures.

Private Sector - Measure 1 ⁴⁰	
Overview	
Name	N/A

⁴⁰ AS Saku Metall (AS Saku Metall Allhanke Tehas & AS Saku Metall Uksetehas)

Company size	Large: >250 Employees
Company type	National
Sector	Manufacturing
Area	Provision of information and counselling
Access	All third-country and EU nationals
Target group	<input type="checkbox"/> Low skilled, <input checked="" type="checkbox"/> Medium skilled, <input type="checkbox"/> High skilled <input type="checkbox"/> Specific group such as vulnerable, young, female, seasonal workers, etc.
Coverage	Local (region, province, municipality) If "other", please add further information here
Budget	No specific budget, counselling and provision of information is a part Company's HR Department job.
Link	Please provide hyperlink to source/project here, if available
Description	
<p>PSM1.Q1. Please briefly describe the main feature of the measure, notably:</p> <ul style="list-style-type: none"> a) Targeted phase of employment (attracting/hiring third-country nationals, early career support, continual development, facilitating access to national professional networks) b) Objective and main activities c) Cooperation framework (for instance if the measure is implemented in cooperation with third parties, including employees or employers' organisations, chambers of commerce, NGOs etc. d) How can third-country nationals access the measure? Are they selected? <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p>Interactive communication by e-mail and via Viber or Skype before the hiring process. On the one hand, during this stage skills and knowledges of potential employees are specified. On the other hand, brief information about Estonia is given to the third country citizen. This brief information covers such topics as legal documentation needed to be able to work in Estonia, prices on goods and services, accommodation possibilities etc. The main objective of this measure is to prepare people for working in Estonia and give them as much confidence as possible. We do not use specific organizations for cooperation, but we get help from the Police and Board Guard Department on legal issues, especially helpful and useful service provided by the Board is the Migration Advisory service.</p> </div> <p>PSM1.Q2. Please briefly assess the impact of the initiative, namely:</p>	

- a) Describe if the measure has been evaluated and if so what were the findings, what monitoring and evaluation tools (self-evaluation, external evaluation...) have been used (please specify indicators used if possible)
- b) Elaborate on achievements of set objectives and main outcomes
- c) Elaborate on challenges and remedies adopted (e.g. structural barriers/facilitators, levy schemes-grants to compensate funding gaps, taxation incentives etc.)

We do not evaluate our communication efficiency, but as none of our foreign employees had left the country due to misleading information given by us or had not any problems with applications of long-term D-Visas or Temporary Residence Permit, we can say, that this measure is working properly.

Private Sector - Measure 2 ⁴¹	
Overview	
Name	Relocation package.
Company size	Small: 10 - 49 Employees
Company type	National
Sector	Transport and communication
Area	Provision of information and counselling
Access	Third-country nationals and EU citizens
Target group	<input type="checkbox"/> Low skilled, <input type="checkbox"/> Medium skilled, <input checked="" type="checkbox"/> High skilled <input type="checkbox"/> Specific group such us vulnerable, young, female, seasonal workers, etc.
Coverage	International If "other", please add further information here
Budget	There is no fixed budget for the package and thus the cost of the relocation package is not directly calculated, however the estimated amount per person is 4000 euros. It is provided by private funding.
Link	N/A
Description	

⁴¹ Jobbatical OÜ

PSM1.Q1. Please briefly describe the main feature of the measure, notably:

- e) Targeted phase of employment (attracting/hiring third-country nationals, early career support, continual development, facilitating access to national professional networks)
- f) Objective and main activities
- g) Cooperation framework (for instance if the measure is implemented in cooperation with third parties, including employees or employers' organisations, chambers of commerce, NGOs etc.)
- h) How can third-country nationals access the measure? Are they selected?

The support to third-country national employee already starts at the hiring period and continues while arriving in Estonia.

The main objective of this measure is to help a new employee (regardless if he is a third-country national or EU citizen) to get settled in in Estonia and make his integration to the new company and Estonian labour market as swift as possible. When a new employee comes to Estonia, then the transportation costs and initial housing is covered by the company. The contact person from Jobbatical helps the new employee with finding an apartment before the arrival and getting to the address after arrival, finding a general practitioner who would help with medical issues and explaining how and which state or local government services can be found in e-environment. When the new employee comes with a family, the contact person also helps to find a suitable school for the children and apply for social benefits.

There is active cooperation with the general practitioners centre, which is also considered to be the most problematic issue for new employee. It is very difficult for a new arrival to find a suitable general practitioner who would have the necessary language skills and is willing to take a new patient.

The services provided in the context of this measure are also listed in the employment contract.

PSM1.Q2. Please briefly assess the impact of the initiative, namely:

- d) Describe if the measure has been evaluated and if so what were the findings, what monitoring and evaluation tools (self-evaluation, external evaluation...) have been used (please specify indicators used if possible)
- e) Elaborate on achievements of set objectives and main outcomes
- f) Elaborate on challenges and remedies adopted (e.g. structural barriers/facilitators, levy schemes-grants to compensate funding gaps, taxation incentives etc.)

The measure has not been evaluated but so far the feedback from the employees has been positive. The company offers the same service to it's clients who are also recruiting from abroad. Major challenges are related to general practitioners and education. As mentioned before, there are few general practitioners who are ready to service foreign patients. Also it is difficult to find a suitable kindergartens and schools since private kindergartens and schools providing service in English are expensive.

There are no considerable challenges in funding the measure since the state fees are quite low and the measure is provided mostly in the first month after arrival (or longer considering individual circumstances).

Private Sector - Measure 3 ⁴²	
Overview	
Name	N/A

⁴² Transferwise

Company size	Large: >250 Employees
Company type	International (e.g. with subsidiaries in the Member State)
Sector	Other services
Area	Provision of information and counselling
Access	All third-country nationals and EU nationals
Target group	<input type="checkbox"/> Low skilled, <input type="checkbox"/> Medium skilled, <input checked="" type="checkbox"/> High skilled <input type="checkbox"/> Specific group such as vulnerable, young, female, seasonal workers, etc.
Coverage	National If "other", please add further information here
Budget	The budget is approx. No specific budget. It is provided by <i>Please provide funding body here (i.e. State, EU funds, donations/private funding, other)</i>
Link	N/A
Description	
<p>PSM1.Q1. Please briefly describe the main feature of the measure, notably:</p> <ul style="list-style-type: none"> i) Targeted phase of employment (attracting/hiring third-country nationals, early career support, continual development, facilitating access to national professional networks) j) Objective and main activities k) Cooperation framework (for instance if the measure is implemented in cooperation with third parties, including employees or employers' organisations, chambers of commerce, NGOs etc. l) How can third-country nationals access the measure? Are they selected? <div style="border: 1px solid black; padding: 5px;"> <p>The program is primarily intended for specialists from third-countries or EU Member States coming to work in Estonia. It focuses mainly on developers and also with slight variations to customer service representatives. The program helps new employees in pre-departure phase mostly with acquiring the visa, work permits (judicial counselling) and giving general information about Estonia. It also helps to settle them in Estonia mostly concentrating on the first month after arrival, which is considered most difficult for a new employee. The help includes explaining new employees how the state works, to which state funded programs it is possible to apply to, how to find suitable housing and get medical care. The employer usually finds and compensates housing for the first month and also helps to find a general practitioner. Such help is also provided to the family members of highly skilled developers. The measure/program is offered in cooperation with Jobbatical and also Estravel, who helps with issues concerning travelling. The measure/program is accessible to all TCNs and EU citizens who successfully apply for a job. There are some differences in the scope of services provided to highly skilled developers and less skilled customer service representatives. There is also a guideline that helps to provide more coordinated help for new employees.</p> </div>	

PSM1.Q2. Please briefly assess the impact of the initiative, namely:

- g) Describe if the measure has been evaluated and if so what were the findings, what monitoring and evaluation tools (self-evaluation, external evaluation...) have been used (please specify indicators used if possible)
- h) Elaborate on achievements of set objectives and main outcomes
- i) Elaborate on challenges and remedies adopted (e.g. structural barriers/facilitators, levy schemes-grants to compensate funding gaps, taxation incentives etc.)

So far there has been no official evaluation of the program although positive effects to the new employees and the overall working environment are already visible. The initial support in finding housing and dealing with day to day issues as well as financial support helps the new employees to reduce stress and concentrate on work, thus raising the efficiency and contribution of the new employee. So it can be said that the set objectives are already met. The main challenges highlighted so far are not related to numbers but rather in the context of bureaucracy. One major challenge would also be finding general practitioner who would know sufficient English and is willing to take English (or other) speaking patients.

Private Sector - Measure 4 ⁴³	
Overview	
Name	Pipedrive relocation package
Company size	Large: >250 Employees
Company type	International (e.g. with subsidiaries in the Member State)
Sector	Other services
Area	Provision of information and counselling
Access	All third-country and EU nationals
Target group	<input type="checkbox"/> Low skilled, <input checked="" type="checkbox"/> Medium skilled, <input checked="" type="checkbox"/> High skilled <input type="checkbox"/> Specific group such as vulnerable, young, female, seasonal workers, etc.
Coverage	Other (e.g. within the company, labour office) Within the company
Budget	The budget is approx. 3500 euros It is provided by the company.

⁴³ Pipedrive

Link	N/A
Description	
<p>PSM1.Q1. Please briefly describe the main feature of the measure, notably:</p> <p><i>m) Targeted phase of employment (attracting/hiring third-country nationals, early career support, continual development, facilitating access to national professional networks)</i></p> <p>Attracting candidates and supporting new employees, so in the beginning of the employment.</p> <p><i>n) Objective and main activities:</i></p> <p>Before hire: 1) Flying candidates to final interviews on company’s cost. Flight and accommodation compensated. 2) Composed relocation guideline sent out to provide information After hire: 1) Relocation bonus to cover accommodation and flight costs but people can choose for what they use it. 2) Full support for applying for D-visa and/or residence permit. 3) Supporting place of residence registration and finding a general practitioner 4) Providing buddy from inside the company who has already relocated and can help with specific questions. 5) External tax consultation with qualified tax consultant 6) Informative session with HR specialist about important parts of life in Estonia to settle in easily 7) Informative session provided by external consultant about life in Estonia (covers a bit more areas, including psychological side). 8) Estonian language courses. 9) Help with documents for employee’s family. 10) Help with opening a bank account for free (usual cost 200-250 euros)</p> <p><i>o) Cooperation framework (for instance if the measure is implemented in cooperation with third parties, including employees or employers’ organisations, chambers of commerce, NGOs etc.)</i></p> <p>Jobbatical, Nosmada OÜ, MoveMyTalent</p> <p><i>p) How can third-country nationals access the measure? Are they selected?</i></p> <p>If they pass the interview phase and accept our offer, they will receive the support we offer (measure).</p> <p>PSM1.Q2. Please briefly assess the impact of the initiative, namely:</p> <p><i>j) Describe if the measure has been evaluated and if so what were the findings, what monitoring and evaluation tools (self-evaluation, external evaluation...) have been used (please specify indicators used if possible)</i></p> <p>We ask for feedback in free format. We have made improvements (the first day session to share information, created relocation guideline, buddy system etc) based on the feedback we have received over a time. We conducted group interviews with relocated employees to hear their feedback on most critical topics and understand their needs.</p> <p><i>k) Elaborate on achievements of set objectives and main outcomes</i></p> <p>We have had cases in history where people have had to leave the country for some period due to some misunderstandings. Now it has been approx. 3 years since the last this kind of situation. We try to make the relocation’s administrative side as easy as possible to the employee.</p> <p><i>l) Elaborate on challenges and remedies adopted (e.g. structural barriers/facilitators, levy schemes-grants to compensate funding gaps, taxation incentives etc.)</i></p> <p>Too few English-speaking doctors in Estonia and no good place to see available places to these doctors. Apartments are rather expensive and landlords often do not offer rental agreement in</p>	

English. Some of the governmental information is still not accessible in English and some officials do not speak English.

Conclusions (optional)

Q15. With regard to the aims of this study, what conclusions would you draw from your findings?

Note: The text in this part will serve as a source when compiling the synthesis report.

For the successful integration of third-country nationals and EU citizens to the Estonian labour market, there are several state lead measures that fit within the scope of this study. Migration counselling service focuses on the provision of migration related information not only to TCNs and EU citizens but also to the employers and third parties that deal with migration related issues. Welcoming program is aimed at foreign nationals who have been staying in Estonia for less than 5 years and it provides them with information about how the state and society works, language learning programs among with various modules, including employment in Estonia are offered. The participation in this program is on voluntary basis and free of charge. International Spouse Career Counselling focuses mainly on the spouses of foreign nationals working in Estonia. The measure gives the opportunity for the spouses of highly qualified third-country nationals or EU citizens to find more quickly a suitable job or to start a business in Estonia. The measure is also free of charge and can be offered via Skype or phone, which means that the client does not have to reside in Estonia.

Private sector companies who decided to participate in the study mostly did not have any specific measures in place. The integration of employees from either third-countries or EU Member States was mostly connected with "onboarding" program for new employees. Companies also indicated that they do not have a separate fixed budget for the integration of new foreign workers. For ICT companies each new foreign specialist is a new case and costs (regarding plain tickets, initial housing, medical support and paperwork) differ with each employee. Also the fact that most of the companies did not have many foreign employees played a part in the absence of specific measures for the integration of third-country national workers. The companies admitted, that if the number of foreign workers would rise significantly, they would also start developing more specific measures for such employees. So far it is done on an *ad-hoc* basis or part of the general onboarding program. The biggest common challenges that companies highlighted were connected with coping with the state bureaucracy and dealing with legal documentation, but also assuring medical care (private practitioners) to the foreign employee. In order to reduce stress and increase work productivity, tackling those challenges as soon as possible (within the first month after arrival) was considered vital in the successful integration of a foreign specialist. Also considering the possibilities for spouses of foreign specialist was considered as one of the key motivating factors and part of successful integration agenda.

In general, although companies indicated to the challenges related to state bureaucracy, they also referred to the good cooperation between different public and private sector stakeholders as well as the states willingness to address the issue of providing good opportunities for highly skilled foreign nationals working and settling in Estonia.