



Home Office

Labour Market Integration of Third-Country Nationals in the European Union

National Contribution from the United Kingdom

Home Office Analysis & Insight

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Disclaimer: The following responses have been provided primarily for the purpose of completing a Synthesis Report for the above-titled European Migration Network (EMN) Focused Study. The contributing EMN National Contact Points 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 National Contact Point's Member State.



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Executive summary

The overall aim of this 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.

Third-country nationals in the United Kingdom

In 2017, 246,000 third-country nationals arrived in the UK, an increase of 35,000 people since 2016. Of those who arrived in 2017:

- 46% came to study;
- 31% came for work-related reasons; and
- 20% to accompany/join family members.

Between 2016 and 2017 the largest three sectors occupied by working non-EU nationals were:

- public administration, education and health 28%;
- banking and finance 21%; and
- distribution, hotels and restaurants 21%.

In 2016 the first set of changes proposed to Tier 2 visas were implemented including raising the salary threshold and changes to intra-company transfers. In addition, the UK Government in 2018 announced that restrictions on medical staff employed through the Tier 2 visa route were to be lifted. This was in part a response to the growing demand for doctors and nurses from the National Health Service (NHS). For third-country nationals undertaking skilled work through the Tier 2 visa route it is usually on the basis that they have been selected to fill a specific job.

Integration in the context of the United Kingdom

The UK adopts a multifaceted government department approach to integration. Due to the UK Localism Act, the devolved administrations are responsible for integration policy and programme implementation in Northern Ireland, Scotland and Wales. People with the right to work in the UK have access to integration measures and programmes of work that support employability (which are inclusive of, but not exclusive to third-country nationals). In addition, although outside the scope of this study, it should be noted that the UK has a number of active integration measures that support specific groups of people (such as beneficiaries of international protection).

There have been various recent strategic developments in England, including the publication of the Ministry of Housing, Communities and Local Government (MHCLG, previously the Department for Communities and Local Government) Green Paper on the Government's *Integrated Communities Strategy* in March 2018. The paper draws, in part, on evidence from

the Casey Review, jointly commissioned by the then Prime Minister and Home Secretary in July 2015 to review integration and opportunity in isolated communities.

Measures supporting labour market integration

English for Speakers of Other Languages (ESOL) is prioritised for the unemployed on benefits whose English comprehension level is a barrier to integrating into the labour market. Between 2013 and March 2017 the MHCLG invested £12 million to support 54,000 isolated adults to learn pre-entry and entry level English in community settings in England.

The UK Government has proposed the introduction of an Integrated Communities Innovation Fund to allow organisations to bid to test out new approaches that bring people from different backgrounds together. Furthermore a new English language strategy has been proposed to create clear pathways for participants and improve learning outcomes.

Promising examples of integration measures implemented by public and private sectors

A number of promising examples of integration measures from the public and private sectors were identified for the purpose of this study.

Public sector measures showcasing good practices include:

- the use of public libraries to provide business services that support self-employment; and
- a specialist agency supporting the social, educational and economic integration of refugees, asylum seekers, migrants, and anyone for whom English is a second language.

With reference to private sector measures, examples of good practice include:

- the development of employee networks to support cohesion;
- the delivery of unconscious bias training; and
- relocation support including information packages to facilitate integration.

This national report is largely based on desk analysis of existing legislation and policy documents, reports, academic literature, internet resources and information from public sector organisations and private companies. Statistics were sourced from Eurostat, national authorities and other (national) databases.

Part 1: General and labour market integration policies

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.

- 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?**

Long-term migration

The most recent International Passenger Survey¹ data for September 2017 indicates that 46% of non-EU citizens who arrived in the UK with the intention of staying long-term did so to undertake formal study. Just less than a third (31%) of non-EU citizens came for work-related reasons and the majority of those arrived with a definite job offer. As of September 2017, a fifth (20%) of non-EU citizens arrived to accompany or join family members already residing in the UK.

Table 1 provides estimates for the total number of non-EU citizens arriving in the UK between the year ending (YE) September 2014 and YE September 2017 broken down by the main reasons for long-term migration. YE September 2016 saw a decrease in the number of non-EU citizens arriving to study 87,000 (41%). However, September 2017 represented a return to levels before this decrease with 46% (113,000) of all non-EU citizens arriving in the UK to undertake study. There was a statistically significant increase in non-EU citizens arriving to study between 2016 and 2017 and this was mainly due to the influx of students from Asia, predominantly East Asia.²

¹ The International Passenger Survey (IPS) collects information about passengers entering and leaving the UK. The IPS conducts between 700,000 and 800,000 interviews a year, of which over 250,000 are used to produce estimates of overseas travel and tourism. It provides data on the reasons for long-term migration to the UK as specified at the point of arrival. Data are available up until the year ending (YE) September 2017.

² IPS provisional estimates of long-term international migration YE September 2017 TABLE 3 <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/internationalmigration/dataset/migrationstatisticsquarterlyreportprovisionallongterminternationalmigrationltimeestimatesmates> [accessed 02/10/2018]

Table 1: Long-term migration estimates: Composition of non-EU citizens arriving in the UK between the years ending September 2014 and September 2017, by main reason for migration³

	September 2014	September 2015	September 2016	September 2017
TOTAL NON-EU CITIZENS	263,000	239,000 (-24,000 since 2014)	211,000 (-28,000 since 2015)	246,000 (+35,000 since 2016)
Study	132,000 (50%)	118,000 (49%)	87,000 (41%)	113,000 (46%)
All work-related reasons	66,000 (25%)	68,000 (28%)	68,000 (32%)	76,000 (31%)
Definite job	52,000 (20%)	50,000 (21%)	49,000 (23%)	54,000 (22%)
Looking for work	13,000 (5%)	18,000 (8%)	18,000 (9%)	22,000 (9%)
Accompany/join family members	54,000 (21%)	43,000 (18%)	45,000 (21%)	48,000 (20%)
Other	9,000 (3%)	8,000 (3%)	8,000 (4%)	7,000 (3%)
No reason stated	2,000 (1%)	3,000 (1%)	4,000 (2%)	2,000 (1%)

Table note 1: Taken from International Passenger Survey (IPS) estimates of long-term international migration, focusing on information for non-EU citizens only,

Table note 2: The data in Table 1 for non-EU citizens have been taken from International Passenger Survey (IPS) estimates of long-term international migration⁴.

Asylum and resettlement

⁴ IPS provisional estimates of long-term international migration YE September 2017 TABLE 3

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/internationalmigration/datasets/migrationstatisticsquarterlyreportprovisionallongterminternationalmigrationltimeestimates> [accessed 02/10/2018]

Table 2 provides asylum immigration statistics from 2014 to 2017. In 2015 there was a spike in the number of non-EU asylum applications received with an increase of 7,597 in comparison with the previous year. Since then application numbers have declined with 33,439 asylum applications received in 2017 (5,804 less than in the previous year).

Table 2: Non-EU asylum applications and grants of asylum⁵

	2014	2015	2016	2017
Total number of applications submitted by non-EU nationals	32,121	39,718 (+7,597 since 2014)	39,243 (-475 since 2015)	33,439 (-5,804 since 2016)
Total grants of asylum to non-EU nationals	8,993	12,171 (+3,177 since 2014)	8,419 (-3,752 since 2015)	7,469 (-950 since 2016)

From 2014 to 2017 the UK received 144,521 applications for asylum from non-EU nationals. During the same period, the UK Government issued 37,052 grants of asylum (26% of applications).

Between 2014 and 2017 the UK also resettled 14,075 refugees and others, the majority of them (75%) under the Syrian Vulnerable Persons Resettlement Scheme (VPRS).

Table 3: Refugees (and others) resettled, including dependants⁶

	2014	2015	2016	2017
Refugees (and others) resettled under the Syrian VPRS, including dependants	143	1,194 (+1,051 since 2014)	4,369 (+3,175 since 2015)	4,832 (+463 since 2016)
Vulnerable Children	0	0	31 (+31 since 2015)	539 (+508 since 2016)

⁵ For more information please visit:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/709302/asylum2-mar-2018-tables.ods [accessed 02/10/2018]

Resettlement Scheme			2015)	since 2016)
Gateway Protection Programme	630	652 (+22 since 2014)	804 (+152 since 2015)	813 (+9 since 2016)
Mandate Scheme	13	19 (+6 since 2014)	8 (-8 since 2015)	28 (+20 since 2016)
TOTAL	786	1,865 (+1,079 since 2014)	5,212 (+3,347 since 2015)	6,212 (+1,000 since 2016)

Table note 3: For more information please visit:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/709305/asylum4-mar-2018-tables.ods [accessed 02/10/2018]

b) In which sectors are third-country nationals predominantly occupied (e.g. agriculture, services, manufacturing, construction, personal care, seasonal jobs)?

Sectors of employment

Figures from April 2016 to March 2017 indicate that of the estimated 1,215,000 non-EU nationals working in the UK, the greatest proportion were employed within the 'public administration, education and health' sector (343,000, 28%). This was followed by 'banking and finance' (253,000, 21%) and 'distribution, hotels and restaurants' (249,000, 21%).⁷ A smaller proportion worked in 'transport and communication' (158,000, 13%) and a minority of non-EU nationals worked in 'manufacturing' (73,000, 6%), 'construction' (50,000, 4%) and 'energy and water' (12,000, 1%). A total of 68,000 (6%) worked in 'other services'.⁸

Employment and unemployment rates

In the UK employment rates are lower for non-EU nationals compared with UK nationals and EU nationals. Between January and March 2018, nearly 2 in 3 (63%) of non-EU nationals of working age (aged 16 to 64 years) were employed compared with 3 in 4 (76%) of UK nationals and 82% of EU nationals.⁹

⁷ **Office for National Statistics** (July 2017) Number of UK nationals, EU nationals, and non-EU nationals in employment, by industry and region, April 2016 to March 2017.

⁸ **Office for National Statistics** (May 2018) UK and non-UK people in the labour market. Available at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/adhocs/007215employmentbyindustryandnationalityforeuandnoneuworkersapril2016tomarch2017> [accessed 02/10/2018]

⁹ Ibid: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/ukandnonukpeopleinthelabourmarket/may2018> [accessed 02/10/2018]

The employment rate for non-EU nationals in the UK has been consistently lower than that of other nationals. This, in part, is due to traditionally lower participation in the labour market from some population groups, for instance Pakistani and Bangladeshi nationals (53%).¹⁰ Of all non-EU nationals, employment rates were highest among South African nationals; January to March 2018 figures indicated that 87% were employed.¹¹

Between January and March 2018, 7% of non-EU nationals of working age were unemployed compared with the national average¹² of 4%. During the same period 32% of non-EU nationals were inactive compared with the national average¹³ of 21%.

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

In March 2018 the Ministry of Housing, Communities and Local Government (MHCLG) published a Green Paper on the Government's *Integrated Communities Strategy* for England.

This sets out current thinking on the key challenges to integration as identified in England, as follows.

- *“Level and pace of migration: Net migration to the UK increased from -13,000 in 1992 to +163,000 in 1999, with significant further increases in the 2000s coinciding with the 2004 EU enlargement, with the highest level of net migration being recorded in 2015.¹⁴ High levels of migration or sudden, very concentrated migration can put a strain on local communities particularly in deprived areas. The pressure on local services and differences between cultural and social norms can lead to tension and, in some cases, prejudice, discrimination and hate crime.*
- *School segregation: In some areas, there is a relatively high degree of separation of pupils of different ethnicities across schools. This reduces opportunities for young people to form lasting relationships with those from other backgrounds and can restrict pupils’ outlook and education.*
- *Residential segregation: There are town and city neighbourhoods where ethnic minority communities are increasing in concentration with growing isolation from White British communities. This residential segregation impacts on*

¹⁰ **Office for National Statistics** (May 2018) *UK and non-UK people in the labour market*, p 19. Available at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/ukandnonukpeopleinthelabourmarket/may2018> [accessed 02/10/2018]

¹¹ *Ibid.*, p 19, 2018. Available at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/ukandnonukpeopleinthelabourmarket/may2018> [accessed 02/10/2018]

¹² All workers in the UK (i.e. UK/EU and non-EU nationals).

¹³ All workers in the UK (i.e. UK/EU and non-EU nationals).

¹⁴ **Vargas-Silva, C.** (2017). Long-Term International Migration Flows to and from the UK. The Migration Observatory. Available from: http://www.migrationobservatory.ox.ac.uk/wp-content/uploads/2016/04/Briefing-LTIM_Flows_UK-2.pdf [accessed 02/10/2018]

opportunities for social mixing and may lead to higher levels of mistrust between people of different backgrounds.

- *Labour market disadvantage: The Casey Review¹⁵ concluded that problems of social exclusion have persisted for some ethnic minority groups and poorer White British communities. There are disproportionately high levels of un- or under-employment and economic inactivity and more limited progression in work for some. These disparities can generate disaffection, isolation and a sense of grievance.*
- *Lack of English language proficiency: 770,000 people in England aged 16 and over say they cannot speak English well or at all; and women are disproportionately affected. Poor English language skills limit an individual's employment opportunities, their ability to mix, their civic participation and their access to services, hindering independence, confidence and self-determination.*
- *Personal, religious and cultural norms, values and attitudes: People can be held back from integrating by cultural practices and attitudes or by their personal choice or fear of facing discrimination or prejudice. This often disproportionately affects women and girls.*
- *Lack of meaningful social mixing: Low levels of meaningful contact¹⁶ between people from different backgrounds can increase levels of mistrust and anxiety, damaging people's health and well-being and limiting their ability to make the most of the opportunities Britain offers. Negative cultural norms can take hold, including prejudice, anti-social behaviour and oppression of women, and can be exploited by extremists."¹⁷*

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.

In the UK, and under the UK Localism Act, responsibility for integration is devolved to the MHCLG in England and to the devolved administrations in Northern Ireland, Scotland and Wales.

The Government previously published a strategy for achieving a more integrated society in 2011. A new ambitious strategy for building integrated communities in England, the *Integrated Communities Strategy* Green Paper, was published in March

¹⁵ For more information please visit:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/575973/The_Casey_Review_Report.pdf [accessed 02/10/2018]

¹⁶ These principles are drawn in part from the work of Gordon Allport and others in establishing criteria for positive and meaningful contact across difference. **Allport, G.** (1954) *The Nature of Prejudice*. Cambridge, MA: Addison-Wesley.

¹⁷ **MHCLG, UK** (2018) *Integrated Communities Strategy*. Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696993/Integrated_Communities_Strategy.pdf [accessed 27/03/2018]

2018. This Green Paper refers to integration as “communities where people – whatever their background – live, work, learn and socialise together, based on shared rights, responsibilities and opportunities”. Green papers are consultation documents published by the Government to provoke and inform debate. For more information please visit:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696993/Integrated_Communities_Strategy.pdf [accessed 02/10/2018]

The 2018 Green paper underlines the point that ‘integration is not assimilation’.

“We want everyone to feel confident and proud of their identity and heritage. We want everyone to take advantage of the opportunities that Britain offers – especially women and girls who are too often denied these chances – while recognising and valuing their relationship with, and responsibility to, other groups and to our wider society.

This is what true integration looks like – communities where people, whatever their background, live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. Communities where many religions, cultures and opinions are celebrated, underpinned by a shared set of British values that champion tolerance, freedom and equality of opportunity. A society in which everyone is a potential friend.”¹⁸

Although outside of the scope of this study, the Scottish Government published the *New Scots Refugee Integration Strategy 2018–2022* with the aim of coordinating organisations and community groups involved in supporting refugees, asylum seekers and communities. The strategy also outlines the initial actions that will be taken by the Scottish Government in relation to employability and welfare rights. For more information please visit: <http://www.gov.scot/Publications/2018/01/7281> [accessed 02/10/2018]

Q3. 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 *Please focus on general integration measures, as labour market integration will be addressed in the subsequent sections.*

The UK Government has a complex cross-government approach to integration. All those who have the right to work in the UK have equal access to measures that support integration, which are inclusive of (but not exclusive to) third-country nationals.

If NO, do you have a mainstream integration approach? Please very briefly describe.

¹⁸ MHCLG, UK (2018) *Integrated Communities Strategy*. Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696993/Integrated_Communities_Strategy.pdf. [accessed 27/03/2018]

The model of integration in the UK is context-focused and malleable to allow communities to meet localised challenges. It is important to note that integration is a devolved matter and programmes of integration can differ between devolved administrations in England, Northern Ireland, Scotland and Wales.

The Government is in the process of analysing responses to the recent *Integrated Communities Strategy* Green Paper and is due to publish its response later this year. Although not exclusively about the integration of third-country nationals it does consider integration of communities in England more broadly, which is inclusive of third-country nationals.

Key policy areas identified in the Green Paper include the following:

- *“strengthen leadership to drive integration in policy development and service delivery;*
- *challenge the practices that can hinder integration and equal rights;*
- *learn what works in building integrated communities to share that learning;*
- *increase economic opportunity;*
- *mitigate residential segregation and support people to build strong and integrated communities;*
- *ensure all children and young people are prepared for life in modern Britain and have the opportunity for meaningful social mixing with those from different backgrounds;*
- *boost English language skills – which are fundamental to being able to take advantage of the opportunities of living in modern Britain – such as getting a job, mixing with people and playing a full part in community life;*
- *support newly arrived migrants to integrate and improve communities’ ability to adapt to migration.”¹⁹*

Q4. What are the main fields/measures that 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)?

There are a number of measures and programmes implemented in the UK to facilitate integration.

¹⁹ MHCLG, UK (2018) *Integrated Communities Strategy*. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696993/Integrated_Communities_Strategy.pdf. [accessed 27/03/2018]

In the first instance when applying for a visa as a Tier 1 or Tier 2 migrant applicants must score ten points for English language.²⁰ In order to meet the ten-point criteria applicants must either:

- be a national of a majority English speaking country;
- possess a degree taught in English;
- have passed an English language test;
- met the requirement in a previous grant of leave to remain in the UK; or
- have transitional arrangements.²¹

For those relying on an English language test, applicants are required to take the test and pass before submitting their visa application. In addition, when applying for UK citizenship applicants are required to meet set criteria, which include knowledge of English and passing the 'Life in the UK' test²².

English for Speakers of Other Languages (ESOL) provision is funded through the Adult Education Budget. Full funding for this provision is prioritised for the unemployed on benefits, whose poor command of English is a barrier to getting a job. Furthermore, between 2013 and March 2017, the MHCLG invested £12 million to support 54,000 isolated adults to learn pre-entry and entry level English in community settings in England, with a specific focus on economically inactive women with the lowest levels of English. The MHCLG has provided a further £4.6 million in 2017/18 to support over 19,000 new learners by March 2018. The programme is aimed at people, mainly women, aged 19 or over who:

- have little or no English language skills;
- are not on work-related benefits; and
- have been resident in the UK for a minimum of 12 months.

In May 2016 the MHCLG evaluated the impact of a trial of community-based English language classes aimed at improving language proficiency and social integration outcomes. The trial involved over 500 participants in five different areas in England. The trial highlighted the effectiveness of community-based English language provision: participants in the intervention group scored significantly higher on both language proficiency and social integration outcomes than those who had not

²⁰ Unless applying for entry clearance or leave to remain in the UK: (i) as a Tier 1 (Exceptional Talent) migrant, (ii) as a Tier 1 (Investor) migrant, or (iii) as a Tier 2 (Intra-Company Transfer) migrant. Available at: <https://www.gov.uk/guidance/immigration-rules/immigration-rules-appendix-b-english-language> [accessed 02/10/2018]

²¹ For more information please visit: <https://www.gov.uk/guidance/immigration-rules/immigration-rules-appendix-b-english-language> [accessed 02/10/2018]

²² For more information please visit: <https://www.gov.uk/browse/citizenship/citizenship> [accessed 02/10/2018]

attended classes.

With reference to the recognition of qualifications, UK NARIC is the national agency responsible for providing information, advice and opinion on academic, vocational and professional qualifications and skills from all over the world. The agency is under contract to the Department of Education (DfE) and provides official information on international education and training systems as well as skills attained from outside the UK. The recognition of international qualifications is an important component of integration as it supports people who wish to study or work in the UK. It was one of the first organisations in the world to provide online solutions enabling users to compare international qualifications and apply for qualification comparisons via online portals.²³

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

The UK operates a cross-government approach to integration, which includes policies across several departments that support labour market integration accessible to everyone with the right to work.

In addition, the UK Government notes a broader equality objective that businesses should:

“Ensure policies and practices promote the recruitment, retention and progression of employees which better reflects the makeup of the workforce.

Consider their wider role in promoting integration to help build strong, integrated communities, promoting the English language skills of employees, and encouraging mixed environments.”²⁴

In 2016 the Scottish Government published *Creating a Fairer Scotland: A New Future for Employability Support in Scotland*²⁵ outlining its vision of future employability services. Employability support is considered an important tool in tackling poverty and inequality. Services are available to everyone with the right to work (including but not exclusive to third-country nationals).

If YES: Please describe.

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

²³ For more information please visit: <https://www.naric.org.uk/naric/documents/FirstClassCredentials.pdf> [accessed 02/10/2018]

²⁴ **MHCLG, UK** (2018, p 16) *Integrated Communities Strategy*. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696993/Integrated_Communities_Strategy.pdf [accessed 27/03/2018]

²⁵ <https://www.gov.scot/Resource/0049/00498123.pdf> [accessed 02/10/2018]

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?**

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

The UK operates a complex cross-government approach to integration, which includes measures that support employability and therefore labour market integration including (but not exclusive to) third-country nationals. Measures include:

- Jobcentre Plus (JCP);
- Universal Credit;
- pilot projects on the recognition of skills, learning and qualifications of migrant workers and refugees; and
- visa reforms: Tier 2.

Jobcentre Plus

JCP is a government-funded employment agency and social security office that can be found in cities and most large towns. Its aim is to help people of working age find employment in the UK.

JCP tailors support to the individual. Jobcentre work coaches are expected to apply this approach to all claimants to provide effective support that addresses their individual needs. JCP is using a new approach to address the disparity in the rate of Black, Asian and minority ethnic (BME) employment (who include some third-country nationals, but not exclusively) compared with White employment. Specifically, it is

taking a three-tiered approach:

- maximising the effectiveness of JCPs in supporting BME jobseekers into employment;
- building labour market knowledge and influencing the behaviour of BME jobseekers; and
- influencing the behaviour of employers.

For example, where the lack of English is a serious barrier to finding employment and also integrating into society claimants are mandated to undertake free ESOL training. This provides a more cohesive supportive offer that can lead to employment.

Universal Credit

The national roll out of Universal Credit in 2015 allows for:

- the movement of individuals into employment from unemployment; and
- the support of individuals in work on low pay, through provision of linked in-work benefits.

The policy is designed to simplify the benefits system and encourage people to see work as the best route out of poverty. This is achieved by providing personalised support linked to the needs of the individual, and their circumstances.

An impact analysis carried out in 2017 by the Department for Work and Pensions (DWP) measured the impact of Universal Credit on employment outcomes.²⁶ Results show *"the UC [Universal Credit] claimants (63%) are four percentage points more likely to have been in work at any point within six months of starting their claim than the matched sample of Job Seekers Allowance (JSA) claimants (59%)."*²⁷

Pilot studies – Scottish Government

In 2010 the Scottish Government published a scoping study *Support Mechanisms for the Recognition of the Skills, Learning and Qualifications of Migrant Workers and Refugees*.

<http://www.scof.org.uk/content/files/SCQF%20migrant%20scoping%20study%20low%20res%20for%20website.pdf>

[accessed 02/10/2018]

The Scottish Government commissioned the Training and Employment Research Unit (TERU) at Glasgow University to revisit this study and proposed further

²⁶ Due to the availability of data, employment outcomes within six months have been estimated.

²⁷ **DWP, UK** (2017, p 10) *Universal Credit Employment Impact Analysis*. Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/644541/universal-credit-employment-impact-analysis-update.pdf [accessed 14/05/2018].

recommendations. As a result, the Scottish Government made a commitment in the *New Scots 2 Refugee Integration Strategy (2018–22)* to support development of a recognition and accreditation process to identify prior qualifications, skills and learning, and develop sector-specific employment pathways.

The Scottish Government is now funding a 'Recognition of prior qualifications, skills and learning' pilot project (January 2018 – March 2019). This aims to overcome the significant issues of unemployment and under-employment by developing structures and implementing processes for migrants and refugees to gain recognition and validation for the qualifications, skills and learning gained outside the UK.

Visa reforms: Tier 2

Tier 2 is the migration route for those undertaking skilled work in the UK. When admitting third-country nationals specifically for the purpose of work it is usually on the basis that they have been selected to fill a specific vacancy by a UK employer and are being recruited or transferred to the UK on the basis that they already have the skills required for the role. Where in the past the UK has admitted third-country nationals for the purpose of low-skilled work, this has been under programmes that provide only temporary entry for specific work, so labour market integration was not an object of the policy.

In November 2016 the first of two phases of changes to Tier 2 announced in March 2016 was implemented. This included raising the Tier 2 (General) salary threshold to £35,000 (with some exceptions) and changes to intra-company transfers. The changes were in response to a government-commissioned independent review conducted by the Migration Advisory Committee (MAC) to advise on reducing economic migration from outside Europe. For more information please visit:

<https://www.parliament.uk/business/publications/written-questions-answers-statements/written-statement/Commons/2016-03-24/HCWS660/> [accessed 02/10/2018]

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.

Integration is a devolved matter and decisions are made for localised initiatives. As a result, all changes made from 2014 to 2017 by each administration cannot be captured for the purpose of this study.

The Controlling Migration Fund (CMF)²⁸ 2016–2020 was launched in 2016 in response to recognised changes in local communities, including where there is increased inward migration. The measure is set up to allow local authorities to bid for funding for community-specific resource requirements. While not a specific labour market

²⁸https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/566951/Controlling_Migration_Fund_Prospectus.pdf [accessed 02/10/2018]

integration programme, labour integration measures might be one of the outcomes where they are locally necessary.

“The CMF will be available over the four years from 2016–17 to 2019–20. Unlike previous similar funds the CMF focuses on responding to the problems caused by high migration into localities as identified by local authorities and will deliver benefits to the established resident population”. The Fund has two parts.

- **Local service impacts:** £100 million over four years, *“to help English local authorities and their communities experiencing high and unexpected volumes of immigration to ease pressures on local services”.* This part is funded and administered by the MHCLG and consequently is only available to English local authorities.
- **Immigration compliance and enforcement:** *“£40m over four years, to direct enforcement action against people in the UK illegally in order to reduce the pressure on local areas”*²⁹ This part of the Fund is managed by the Home Office.

An initial review in 2016 to 2018 indicates that successful bids from 16 English local authorities included integration initiatives with an element that aims to support migrant employment. In each case, the employment-related initiative featured as part of a local authority’s broader programme of integration activity. This activity is still being delivered, so no evaluation of the impact is yet available.

In June 2018 the UK Government announced that *“there will be no restriction on the numbers of doctors and nurses who can be employed through the Tier 2 visa route”*³⁰. This will allow services to recruit more non-European Economic Area (EEA) medical staff, driven largely by the demand from the National Health Service (NHS).

²⁹ MHCLG, UK (2017) *The new Controlling Migration Fund for England*. Available at:

<http://researchbriefings.files.parliament.uk/documents/CBP-7673/CBP-7673.pdf> [accessed 04/04/2018]

³⁰ <https://www.gov.uk/government/news/doctors-and-nurses-to-be-taken-out-of-tier-2-visa-cap> [accessed 25/06/2018]

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 been a number of academic debates, research and media coverage in the UK regarding various integration topics.

Discussions³¹ include:

- the impact of the UK's changing population composition and the impact of immigration on social integration and local communities;
- improving the labour market integration of migrants and refugees;
- immigration, diversity and social cohesion – discussing the meanings, dimensions, measurement and determinants of social cohesion;
- evaluating the labour market integration of new immigrants in the UK; and
- analysis of labour market integration of newly arrived immigrants in the UK using UK Labour Force Survey data.

The publication of the *Integrated Communities Strategy* Green Paper (2018) set out key policy proposals from the UK Government. Coverage of the paper's publication stimulated debate discussing the need for:

- tackling segregation;
- expanding the teaching of English for immigrants; and

³¹ For more information please visit:

<http://www.migrationobservatory.ox.ac.uk/wp-content/uploads/2016/04/Briefing-Immigration-Diversity-and-Social-Cohesion.pdf> [accessed 02/10/2018]

<https://www.theguardian.com/politics/2018/mar/14/sajid-javid-770000-people-in-england-not-able-to-speak-english> [accessed 02/10/2018]

https://www.huffingtonpost.co.uk/entry/integration-strategy_uk_5ab27299e4b054d118def0ac [accessed 02/10/2018]

<https://www.fenews.co.uk/press-releases/16525-integrated-communities-strategy-green-paper> [accessed 02/10/2018]

<https://www.lgcplus.com/services/community-cohesion/casey-urges-action-we-need-a-country-that-is-knitted-together/7022648.article> [accessed 02/10/2018]

<https://www.theguardian.com/commentisfree/2018/mar/14/uk-learn-english-free-classes-government-funding> [accessed 02/10/2018]

<https://www.theguardian.com/world/2016/dec/04/social-integration-louise-casey-uk-report-condemns-failings> [accessed 02/10/2018]

- defending the rights of marginalised women.

One such example can be found at: https://www.huffingtonpost.co.uk/entry/integration-strategy_uk_5ab27299e4b054d118def0ac [accessed 02/10/2018]

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)?

Integration initiatives that contribute to employability are considered a political priority at the national and regional government level. This is reflected in the MHCLG's *Integrated Communities Strategy* Green Paper (2018), which sets out key policy priorities (referenced in Q3) to tackle the root causes of poor integration.

In a broader context the Migration Advisory Committee (MAC) was established by the Home Office in 2007. The MAC is responsible for providing transparent, independent and evidence-based advice to the Government on migration issues, which feeds into strategy and policy imperatives. It continues to advise the Government on migration issues, with a series of periodic reports on the impacts of immigration as well as skills shortages within occupations.

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.

Social integration policy is led overall by the MHCLG. However, the issues and challenges are complex and the Ministry works closely with a variety of other government departments (OGDs) to identify and tackle challenges and promote integrated communities. The cross-government nature of integration work is outlined in the approach taken to the *Integrated Communities Strategy* Green Paper, which includes policy proposals from a number of key departments aimed at promoting greater social integration in communities. For example:

- the Home Office is responsible for refugee integration and resettlement schemes, as part of its broader responsibility for the immigration and asylum systems;
- the Department for Education is responsible for education and skills policy; and
- the Department for Work and Pensions is responsible for employment-related measures.

The Green Paper also sets out the Government's ambition to improve its understanding and share learning about what works to support integration in different communities. To do this, the Government will support the five local

authorities it is working with initially, as the first Integration Areas, to gather new and strong evidence and share lessons more widely. The MHCLG will also strengthen the local and national evidence base by encouraging knowledge exchange, so that any new evidence is accessible and available to practitioners, policy makers and communities, enabling them to build on existing successes. Over the coming months the MHCLG will be working with stakeholders to identify the most effective ways to do this. The MHCLG will also continue to work across government and with external bodies (e.g. the Migration Observatory) to explore how the Government can improve the data collected to measure migration patterns at the local level, enabling local services to have access to the kinds of data they need to help them to plan services for the changing demographic profile of their residents.

The UK Government will also support the new Cohesion and Integration Network, to be launched shortly. This will build the capacity of leaders and practitioners in the public, private and voluntary sectors through access to evidence of what works, training, and sharing learning.

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 2004?³²

In the UK different structures and reporting mechanisms are used by government departments to evaluate various integration initiatives. These include measures that aim to lead to employability.

The Labour Force Survey (LFS)³³ *“is a study of the employment circumstances of the UK population. It is the largest household study in the UK and provides the official measures of employment and unemployment. Its purpose is to provide information on the UK labour market which can then be used to develop, manage, evaluate and report on labour market policies. Interviewing takes place in approximately 37,000 households a quarter, yielding labour market and demographic information about some 90,000 individuals.”*³⁴

The UK Office for National Statistics (ONS) publishes regular data on social capital in the UK as part of the Measuring National Well-being (MNW) Programme. The programme comprises quantitative survey and administrative data. For more information please visit:

<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/socialcapitalintheuk/may2017> [accessed 02/10/2018]

³² Please also refer to the information provided in the European Union Agency for Fundamental Rights report:

Together in the EU – Promoting the participation of migrants and their descendants

<http://fra.europa.eu/en/publication/2017/migrant-participation> [accessed 02/10/2018]

³³ For more information please visit:

<https://www.ons.gov.uk/file?uri=/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/methodologies/labourforcesurveyuserguidance/volume12016.pdf> [accessed 02/10/2018]

³⁴ **Labour Force Survey.** Available at:

<https://www.ons.gov.uk/surveys/informationforhouseholdsandindividuals/householdandindividualsurveys/labourforce surveyslfs> [accessed 12/07/2018]

Since its publication in 2004 the **Home Office *Indicators of Integration* framework** has been used extensively by policy officials, practitioners and academics to monitor and evaluate national and international integration strategies:³⁵

<http://webarchive.nationalarchives.gov.uk/20110218135832/http://rds.homeoffice.gov.uk/rds/pdfs04/dpr28.pdf>

[accessed 02/10/2018]

Consideration is currently [2018] being given to updating this framework so it better reflects more recent learning and evidence, and speaks to the realities of integration in the current time.

The Race Disparity Audit³⁶ was conducted as a stand-alone review in 2016 to help understand how people from different ethnicities are treated across public services. The audit took place across government departments and resulted in the publication of data from the Census, a range of government surveys and several administrative datasets.

With reference to JCP, the DWP is using data from the Race Disparity Audit to identify where there is a need to do things differently. The DWP then works with partners to provide targeted support and develop local solutions, in line with the Government's aim to build a country that works for everyone.

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.

N/A

³⁵ **Ager and Strang** (2004) *Indicators of Integration*.

³⁶ For more information please visit: <https://www.gov.uk/government/publications/race-disparity-audit> [accessed 02/10/2018]

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

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 the labour market.

Some of the following policy measures drawn from the 2018 *Integrated Communities Strategy* Green Paper are currently [as at August 2018] not implemented and are subject to consultation. The strategy builds on previous and current integration activity across government departments.

Area/component	General overview	Stakeholders
Training and qualifications (including digital tools aiming to promote learning and foster integration into the labour market)	<p>Jobcentre Plus will trial new approaches to support people from some of the most isolated communities into work through personalised skills training to address their individual needs.</p> <p>An ambitious target has been set to increase the proportion of apprenticeships started by people from ethnic minorities by 20% by 2020. The UK Government will work with employers and training providers to ensure that they are aware of diversity issues and knowledge to take action.</p>	<p>Department for Work and Pensions</p> <p>Ministry of Housing, Communities and Local Government</p>

Enhancement of (soft) skills	N/A	
Provision of information and counselling	Although not directly in the scope of this study, it is worth noting that the UK Government has recently launched a new initiative to trial the use of Local Authority Asylum Support Liaison Officers in England. A total of 35 officers in around 20 local authorities will work with those granted refugee status to provide them with information and advice on how to access essential mainstream services such as housing, health, employment and language skills. This is intended to assist new refugees towards self-sufficiency and integration in a way that benefits the whole community.	Ministry of Housing, Communities and Local Government
Enhancement of intercultural/civic relations in the workplace	An Integrated Communities Innovation Fund will be introduced to allow organisations to bid to test out new approaches to bring people from different backgrounds together.	Ministry of Housing, Communities and Local Government
Tailor-made comprehensive programmes/plans/contracts targeting specific and/or vulnerable groups	<p>The UK Government has proposed a new strategy for English language in England, to create clearer pathways for learners, improve outcomes and secure better value and best use of existing funding. The <i>Integrated Communities Strategy</i> Green Paper also proposed:</p> <ul style="list-style-type: none"> • a new community-based English language programme, building on existing provision; • a new network of conversation clubs; and • support for local authorities to improve the provision of English 	<p>Department for Education and</p> <p>Ministry of Housing, Communities and Local Government</p>

	language tuition for those who need it most. ³⁷	
Incentive measures for migrants or employers	N/A	
Support for self-employment	<p>The UK Government has recognised the potential key role libraries can play in supporting integration. This is recognised the Libraries' Taskforce 2016–2021 strategy.</p> <p>The Enterprising Libraries project turns library spaces into incubators for business ideas, providing coaching, advice, meeting rooms and desk space, mentoring and IT support to people interested in developing a proposal and taking it to the market. The individual projects vary, to some degree, but the overall aim of the scheme is to improve social mobility through business start-up and support.</p>	<p>Ministry of Housing, Communities and Local Government,</p> <p>The Arts Council England,</p> <p>British Library</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 Member States. 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 beneficiaries of international protection should not be included.

Please describe 1 -2 measures across integration areas for a total of up to six measures per Member State.

³⁷ For more information please visit: <https://www.gov.uk/government/news/new-government-action-to-create-stronger-more-integrated-britain> [accessed 02/10/2018]

Labour integration areas	Type of measures
<p>1. Training and qualifications (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)</p> <p>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)</p> <p>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)</p> <p>4. Enhancement of intercultural/civic relations in workplace 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)</p> <p>5. Tailor-made measures to specific group of third-country nationals (e.g. programmes/plans/contracts containing different elements of labour market integration e.g. for women, vulnerable persons)</p> <p>6. Incentive measures for migrants or employers (e.g. measures to encourage employers to hire migrants or migrants to take a job)</p> <p>7. Support for self-employment (e.g. entrepreneurship courses, courses on how to set up a company)</p>	<p>1. Programme and systematic measures (multi-year/long term)</p> <p>2. Projects (ad-hoc)</p> <p>3. Legislative/policy (structural) measure</p>

Overview: Business support services available in libraries

Name	Enterprising Libraries
Type	Projects (ad-hoc)
Area	Support for self-employment
Access	Third-country nationals, EU nationals and UK nationals
Target group	Mainstream labour market integration measure (for all) Community campaigns and advertising are used to target specific groups that include, but are not exclusive to, third-country nationals
Coverage	National
Budget	The budget was approximately £1.3 million between April 2013 and March 2015. An additional £653,000 was provided from March 2015 to March 2016
Link	https://www.artscouncil.org.uk/funding/enterprising-libraries [accessed 02/10/2018] https://www.gov.uk/government/case-studies/enterprising-libraries [accessed 02/10/2018]

³⁸ The following methodology was used to identify promising examples of labour market integration measures implemented by public sector organisations and private sector companies:
preliminary desk research (including key word searches, literature review, examining diversity and inclusion ward programmes) to assess case study feasibility based on publicly available information;
review and analyse organisation/company documents, published reports, example case studies and independent business networks;
identify suitable case studies based on study requirements;
draft case study template using publicly available information and approach organisations/companies to provide further details as required.

M1.Q1. Please describe how third-country nationals can access the measure, notably in the following ways.

Elaborate in brief on the conditions and process of access for third-country nationals

The business support services are provided in public libraries, which also facilitate interactions with other library users and offer an added value beyond entrepreneurship support, such as enabling migrants and other minority groups the opportunity to create useful networks beyond their immediate community.

Is the measure voluntary or compulsory? Is it provided free of charge?

The Enterprising Libraries initiative is a free and voluntary service that is available to everyone (including third-country nationals).

If applicable, indicate if there are any differences in conditions for third-country nationals and (EU) nationals

N/A

Are there any reasons for a third-country national to be excluded/to lose access to the measure? If so, which ones?

There are no reasons for third-country nationals to be excluded or lose access to this measure.

M1.Q2. Please describe briefly the context in which the measure was started.

When was the measure introduced and what was/is its duration?

The Enterprising Libraries programme was launched in 2013 until 2015, with an initial one-year extension until 2016. Successful projects have now been subsumed into the wider Business & Intellectual Property Centre National Network, led by the British Library.

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?)

The scheme was not in response to changing migration flows experienced in the UK.

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?)

UK Governments have had a long-standing interest in boosting entrepreneurship

as a way of driving job creation and economic growth in disadvantaged areas.

Libraries are not typically associated with business support. The Enterprising Libraries scheme therefore addresses the issue of weak access to business support among people from diverse communities while responding to the challenges libraries face in terms of making their resources more relevant to the public in the current economic and political climate.

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

The continued activities of the scheme are available through libraries that are part of the Business & IP Centre National Network, and are available to everyone (including third-country nationals).

Key activities

A variety of services are made available to all community members, including:

- free access to business support services, intellectual property databases and publications;
- market research, company data and information on patents, trademarks, design and copyright;
- provision of dedicated space within the library building;
- advice on funding, setting up and running a business;
- marketing and branding support;
- networking events for business people and entrepreneurs;
- mentoring and shadowing business opportunities.

Training comprises physical and online workshops, events and use of various information resources.

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

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

The programme is a partnership between the British Library (BL), the Arts Council England (ACE) and the Ministry of Housing, Communities and Local Government (MHCLG) and is delivered by the Business and IP Centre Network.

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

N/A

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

Third-country nationals were not specifically targeted. However, some participating libraries held launch events to communicate the scheme. Others organised outreach events and marketing campaigns targeting users from diverse groups, which included people from migrant backgrounds.

"For example, Haringey Libraries ran a month-long series of 'An Audience with ...' events during Black History Month in October 2014, profiling successful Black entrepreneurs who talked about their areas of expertise and delivered hands-on support. The British Library holds quarterly events called 'Inspiring Entrepreneurs', attracting entrepreneurs from different backgrounds. In October 2015, the event was delivered in partnership with MOBO ('Music of Black Origin'), featuring a panel of speakers from music industry and media. The event attracted high numbers of BAME [Black, Asian and Minority Ethnic] attendees (86%) and was streamed live to libraries in Manchester, Leeds and Newcastle. This has increased interest in the scheme among BAME communities, as reflected in the evaluation report."³⁹

Furthermore, some local partners, including other business support organisations, were contacted about the new programme services in order to spread information amongst their wider networks. Library users also used social media platforms to provide regular updates and attract new users to the programme.

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

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

YES

What are the main outcomes?

2017– 2018 was a landmark year for the Business & IP Centre National Network, reaching ten centres outside London. The network comprises Birmingham, Devon (Exeter and Barnstaple), Hull, Leeds, Liverpool, Manchester, Newcastle, Northamptonshire, Norfolk and Sheffield. The network demonstrates an impressive track record of reaching broad and diverse users, supporting 18,700 people across the UK last year in direct training (via a workshop, event or one-to-one), of whom:

³⁹ **European Commission**, (2016, p 136) *Evaluation and Analysis of Good Practices in Promoting and Supporting Migrant Entrepreneurship*. Available at:

<http://ec.europa.eu/DocsRoom/documents/18421/attachments/1/translations/en/renditions/pdf> [accessed 05/04/2018]

- 59% were women;
- 35% were from a BAME background;
- 32% were aged 16 to 34;
- 13% were previously unemployed;
- 67% were start-ups;
- 33% were micro-businesses; and
- 21% were in the creative/digital sector.

Another significant step has been taken in 2018–2019 as the Network welcomes the first centre outside England, in the Glasgow Mitchell Library in Scotland. In addition, Cambridgeshire and Nottingham are launching pilot services in their respective central libraries. The ambition is to reach 20 centres by 2020.

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)

For the impact evaluation conducted in 2015 several methods were used to capture evidence and measure success. The approach included a survey of primary beneficiaries, case studies, cost benefit analysis (including economic impact and return on investment [RoI]) and interviews with key stakeholders.

Challenges during implementation and remedies applied

The Enterprising Libraries scheme experienced some challenges during the implementation phase.

Projects were expected to provide a level of match funding (cash or in-kind), which meant some applications were small scale, thereby constraining the potential for growth. Nevertheless, results illustrated that individual libraries could achieve an impact even with limited resources.

Libraries actively had to market their project in order to attract users, due to the fact that people do not traditionally associate libraries with business support. Various campaigns and events have proven successful. However, changing perceptions is an ongoing challenge as the scheme continues to roll out across the country.

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

The capacity of the Enterprising Libraries’ implementers to be adaptive in response to drawbacks and changing circumstances has contributed to the overall effectiveness and legacy of the scheme. The project continues through the activities of the Business & IP Centre National Network, with further roll outs planned for the future.

Measure 2

Overview

Name	Bridges Programmes
Type	Programme and systematic measures (multi-year/long term)
Area	Training and qualifications
Access	Third-country nationals, EU nationals and UK nationals
Target group	Mainstream labour market integration measure (for all) Community campaigns and advertising are used to target specific groups that include, but are not exclusive to, third-country nationals
Coverage	Local (region, province, municipality)
Budget	The budget is approximately £400,000 per annum
Link	www.bridgesprogrammes.org.uk [accessed 02/10/2018]

Description

M2 Q1. Please describe how third-country nationals can access the measure, notably in the following ways.

Elaborate in brief on the conditions and process of accessing for third-country nationals

Eligible people can contact the Bridges Programmes to register for services and

access a variety of resources including the Bridges Open Access Centre (BOAC). Over 50% of referrals are self-referrals from people directed to the programmes by others within migrant communities who have already accessed the services. The remainder are referred through a range of partners and stakeholders such as colleges of further education, the Department for Work and Pensions (DWP) and migrant support groups.

Is the measure voluntary or compulsory? Is it provided free of charge?

The initiative is a free and voluntary service that is available to refugees, asylum seekers, migrants and anyone for whom English is a second language.

If applicable, indicate if there are any differences in conditions for third-country nationals and (EU) nationals

N/A

Are there any reasons for a third-country national to be excluded/to lose access to the measure? If so, which ones?

There are no reasons for third-country nationals to be excluded or lose access to this measure.

M2.Q2. Please describe briefly the context in which the measure has started.

When was the measure introduced and what was/is its duration?

The Bridges Programmes is a specialist agency in Glasgow, supporting the social, educational and economic integration of refugees, asylum seekers, migrants, and anyone for whom English is a second language. The initial project started in 2002 before becoming a stand-alone organisation and programme of work in 2005. It continues to be active.

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?)

The programme was not developed in response to changing migration flows experienced in the UK.

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)

The programme was formed in response to growing tensions in the city of Glasgow as a disadvantaged local community sought to come to terms with vulnerable newcomers. The Bridges Programmes works to foster mutual understanding and respect, aiming to enhance social as well as economic integration.

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

A dedicated and expert team supports the needs of and campaigns for the rights of refugees, asylum seekers, migrants and non-native English speakers. There is no determined time limitation to access the scheme and services are provided once contact has been made with the agency. Service users are required to provide evidence that they have or are working towards B1 English as an absolute minimum (although people with A2 level will be considered). This is because all interventions are workplace-based and English skills below B1 level are rarely suitable for sustainable employment. Exceptions can be made in certain cases or for the most basic entry-level jobs, where a lack of basic English does not pose any major health and safety concerns.

Key activities

Services include:

- work placements;
- employability support;
- advanced life skills;
- access to/download resources;
- skills profiling;
- employability support courses;
- specific English for Speakers of Other Languages (ESOL) general employer engagement;
- empowerment programmes;
- Scottish refugee doctors and dentists programme;
- access to higher education support programme.

M2.Q3. Please briefly describe the implementation modalities, notably the following.

By whom is it implemented (agency, government institution, non-governmental organisations [NGOs], private sectors, etc.) and what are the coordination structures?

The Bridges Programmes is delivered by a non-profit agency working in partnership with different employers, NGOs, public services and education institutes. The agency delivers projects on behalf of the Scottish Government, European Commission and Big Lottery Fund.

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

N/A

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

The Bridges Programmes has a wide partnership of stakeholders and partners through whom they promote their services in addition to their referral system referenced in M2.Q1.

M2.Q4. Please briefly describe the impact of the measure and notably the following.

Did it meet the anticipated objectives?

YES

What are the main outcomes?

Main outcomes for 2017:

- almost 680 interventions for over 300 clients;
- around 140 work placements;
- 90 clients in vocational ESOL support;
- over 80 clients in Employability and, Life Skills programmes;
- 135 clients used BP Open Access Centre and a further 14 clients attended the Bridges Programmes access to HE course;
- 173 clients undertook various employability modules;
- 37% into employment;
- 27% into training for work opportunities/FE or HE;
- 64% positive outcomes;
- 121 Companies and organisations signed up as Employer Partners.

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 programmes are evaluated and monitored by funders against targets and outcomes using both quantitative and qualitative methods. Feedback is collected from service users and employers at various stages of the programmes. Evaluations are conducted for formal class-based training, education programmes

and work placements using formal outcome markers and logged client testimonials. This is in addition to subjective indicators such as self-reported improved confidence, motivation and engagement. Programme staff are now developing a methodology for skills recognition, benchmarking to the Scottish Credit and Qualifications Framework (SCQF) and Modern Apprenticeship frameworks.

Challenges during implementation and remedies applied

One of the main challenges is continuing to engage positively with employers regarding their target group and overcome discrimination, prejudice and erroneous assumptions about the ability of clients (service users). This is why the programmes not only prepare service users for the labour market but work to prepare the market for service users by continuing to foster reciprocal relationships that meet the needs of all stakeholders.

Bridges Programmes do not subscribe to the view that any job is a positive outcome. The agency has good working relationships with the DWP, especially with work coaches who are able to negotiate time for service users to complete tailored support measures with professional outcomes, which can lead to more sustainable job outcomes.

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

The Bridges Programmes is ongoing and continues to secure new partners.

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.

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 Member State? (YES/NO).

YES.

Q14. Which industry sectors were the case studies selected from and on what grounds has the selection taken place?

Financial and business services.

Overview

Name	Creating a diverse leadership team and attracting/supporting international talent
Company size	Large: More than 250 employees ⁴⁰
Company type	International
Sector	Financial and business services
Area	Enhancement of intercultural/civic relations in workplace inclusion
Access	Highly skilled members of the BAME workforce. International EY employees (EU and third-country nationals) relocating to the UK. Employees may be assigned to international projects but EY also endeavors to fulfil as many requests to work abroad as possible. All employees have access to relevant employee networks.
Target group	<p><u>Future Leaders Programme</u></p> <p>High skilled, BAME employees.</p> <p>Third-country nationals are not specifically targeted, rather the programme is designed to support the organisation’s highest potential senior managers.</p> <p>EY also aims to support programme ‘allies’ – those highest potential senior managers, directors and partners who are not necessarily from a BAME background but who are committed to creating and fostering an inclusive environment.</p> <p><u>Mobility team</u></p> <p>International employees (including third-country nationals) relocating to the UK (as well as British employees moving overseas).</p> <p><u>Employee networks</u></p> <p>All employees working at EY have access to a diverse range of employee</p>

⁴⁰ Headquarters in London.

	networks.
Coverage	International
Budget	The budget is commercially sensitive information, not provided.
Links	https://cdn.ey.com/echannel/gl/en/about-us/our-people-and-culture/diversity-and-inclusiveness/EY-d-and-i-roadmap-brochure.pdf [accessed 02/10/2018] https://www.ey.com/uk/en/newsroom/news-releases/12-11-07---ernst-and-young-ranked-in-top-ten-firms-for-race-and-gender-equality [accessed 02/10/2018] https://www.ey.com/uk/en/about-us/our-people-and-culture/diversity-and-inclusiveness/about-ey---diversity-and-inclusiveness---our-networks [accessed 02/10/2018]

Description

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

Targeted phase of employment (attracting/hiring third-country nationals, early career support, continual development, facilitating access to national professional networks).

Future Leaders Programme

In the first instance the leadership programme is designed to progress highly skilled BAME participants through early career support and measures designed to support and facilitate continual development.

Mobility team

The mobility team supports EY employees who wish to work overseas for a temporary period (typically between three months and five years) by assisting their move and resettlement.

Employee networks

EY's employee networks facilitate access and dialogue between workers of the same

nationality to create a sense of cohesion.

Objective and main activities

Future Leaders Programme

The Future Leaders Programme was launched to address the disproportionately low number of senior employees from BAME background within the organisation. The recent publication of a race pay gap further highlighted the need for change.

Targets have been set to increase ethnic minority partner admissions. By 2020 the organisation intends that 10% of its partners will be from a BAME background. One way in which EY plans to achieve this target is through the Future Leaders Programme, which aims to identify BAME talent and support progression to senior positions.

Participants (i.e. future leaders) on the programme are encouraged to:

- develop an authentic leadership style that takes full account of their identity and culture; and
- support EY to identify and address challenges to career progression among their BAME staff.

All future leaders follow a structured programme, which focuses on three key themes:

- leading self (e.g. 'crafting my leadership story');
- leading others ('leveraging my difference and multiple identities as a team leader'); and
- leading the business ('creating my network and power map, becoming a tempered radical for change').

Specific components of the programme include:

- a pre-programme engagement call;
- access to webinars and workshops;
- working dinners with leaders covering a range of topics relating to ethnic diversity (e.g. '*What would you do if...?*' or '*What would EY feel like if we unlocked all 'different' potential?*'); and
- access to mentors, counsellors and career watchers.

Mobility team

EY also has a mobility team that focuses on addressing the practical and administrative processes around international recruiting. As part of this agenda, the team offers support to all employees who are placed on temporary contracts in international EY offices.

The package offered to each employee may differ depending on their seniority, assignment type, individual need and whether or not the move was self-requested or instigated by EY.

Nevertheless every employee who relocates will have access to a 'standard' package offered by the mobility team. This can include:

- support in administering and managing visa processes and permits;
- financing the cost of visas and permits;
- a cash allocation to cover relocation costs;
- free serviced accommodation for a temporary period to allow longer term accommodation to be sourced;
- access to web-based, practical information, e.g. guidance on how to register with a doctor or how to obtain a National Insurance number; and
- in some cases, in addition to the services offered in the 'standard' package, an allowance may be offered to employees' families to help them to integrate with local culture (e.g. through language courses or enrolments at local clubs and societies).

EY also commissions an external provider called Sterling Relocation (<https://www.sterling.com> [accessed 02/10/2018]) to help individuals with a range of practical and administrative tasks. For instance, they may help individuals to identify and source accommodation and in some instances, they may accompany employees to view prospective properties. Additionally, Destination Services may provide support in setting up direct debits to pay for council tax and utility bills. They are also available to help employees with families to navigate the school system.

EY employees have access to a web-based service called Globe Smart (<https://www.aperianglobal.com/modes-of-delivery/globesmart/> [accessed 02/10/2018]). The tool provides guidance on how to conduct business in other countries and so enables EY employees to understand the culture and professional environment in their country of relocation. GlobeSmart also offers a profiling tool that allows individuals to compare their personality traits and approach to business with those typically characterised by professionals in their destination country.

Employee networks

Beyond the remit of the Future Leaders Programme and the mobility team, EY also looks to harness and promote diversity through a range of sponsored employee networks. It is intended that these networks will 'create a sense of affinity with the firm' by offering 'opportunities to connect with colleagues across all service lines and in different geographical locations, providing wider personal networks'.

Although it is not a formalised or specifically defined role of the employee networks, they also contribute to creating a culture of affinity and cohesion within the firm.

Networks available to employees include:

- EY Anzac Network;
- EY Black Network;
- EY Far East Network;
- EY Latin Network;
- EY Russian Speaking Business Network;
- EY South Asian Network; and
- EY Turkic Network.

Cooperation framework (for instance if the measure is implemented in cooperation with third parties, including employees or employers' organisations, chambers of commerce, NGOs).

Future Leaders Programme

The Future Leaders Programme engages a range of wider stakeholders (e.g. counsellors, sponsors) to help to deliver its objectives and support EY's cultural change programme. For example, the 'Leading Others' module is preceded by a working dinner with line managers and direct reports during which the topic is 'Let's talk about race'. Furthermore, the programme 'allies' receive a webinar and a workshop that covers race and ethnicity topics such as stereotyping, privilege, colour-blindness. All parts of the programme are delivered with support and attendance by board-level leaders.

Mobility team

As described above, EY contract two third-party companies to help employees to navigate administrative (Sterling Relocation) and cultural (GlobeSmart) issues.

How can third-country nationals access the measure? Are they selected?

Future Leaders Programme

Third-country nationals are not specifically selected for the programme. Future Leaders is designed to support BAME talent regardless of their nationality.

Mobility team

Third-country nationals (and EU nationals) may be assigned to projects in the UK but EY also endeavours to fulfil as many requests to work abroad as possible. Everyone who moves to the UK from within the organisation will have access to support services.

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

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).

Future Leaders Programme

The proportion of partners from a BAME background is measured on a rolling three-year basis, and has been improving over time: it is now [July 2018] 13%.

Although EY operated a BAME Leadership Programme for eight years with similar objectives, the Future Leaders Programme in its current form is in its first year and has been established alongside a robust evaluation framework. The participants and a control group were surveyed on their approach to leadership in the context of race and ethnicity before the programme started ('baseline survey'). The participants are surveyed after each of the three modules. The participants and the control group will be re-surveyed 12 months after the baseline survey, to assess the full impact of the programme. The programme allies will also be surveyed.

Additionally a steering group has been established; part of its role is to collate evidence and critically analyse the operation of the programme.

Mobility team

All employees working abroad are asked to complete a survey a few weeks after relocation, midway through their assignment and once again at repatriation. The results of the survey are not publicly available.

Elaborate on achievements of set objectives and main outcomes.

Future Leaders Programme

For the previous variant of the programme, EY has measured the success of participants in reaching and maintaining high performance ratings and promotions in relation to their peers; the organisation also noted that participants were more likely to stay with EY. For this new version of the programme, so far EY has conducted the baseline survey and the survey after the 'Leading Self' module. At the time of the baseline survey, Future Leaders Programme participants were on average less positive about their leadership skills and behaviours than the control group. After 'Leading Self', the participants' scores had increased significantly and in almost all cases now exceed the level of the control group. This initial result is very pleasing but EY awaits the completion of the first year of the programme to explore its more comprehensive impact and sustainability.

Elaborate on challenges and remedies adopted (e.g. structural barriers/facilitators, levy schemes, grants to compensate funding gaps, taxation incentives).

Future Leaders Programme

The current programme, which includes allies, was instigated because one of the challenges of the previous programme was engaging the largely White leadership population in the transformational change necessary to support BAME talent to senior positions.

As yet EY has not identified challenges and remedies as the programme is still in the first year.

Private Sector – Measure 2 – Mott Macdonald

Overview

Name	Unconscious bias training and advance reverse mentoring
Company size	Large: More than 250 employees
Company type	International
Sector ⁴¹	Financial and business services
Area ⁴²	Enhancement of intercultural/civic relations in workplace inclusion.
Access	All members of the workforce from those undertaking the graduate development programme to senior management have access to unconscious bias training. In addition, mentoring is offered to disabled, BAME and lesbian, gay, bisexual and transgender (LGBT) staff at junior grades to provide them with role models.

⁴¹ Specifically, Mott Macdonald is a 'management, engineering and development consultancy' that works across 17 sectors including education, health, oil and gas, rail and transit, buildings and coastal.

⁴² The initiative is also strongly linked to recruitment strategy.

Target group	Mainstream labour market integration measure (for all). Third-country nationals are not specifically targeted. However, the programme aims to increase inclusivity within working culture generally as well as at the recruitment stage.
Coverage	International
Budget	The budget is unknown. Mott MacDonald has an internal budget for equality, diversity and inclusion efforts that includes two full-time roles and time/budget for employees to receive support alongside their day jobs. The unconscious bias training and mentoring programmes are delivered by the equality, diversity and inclusion (EDI) team.
Links	https://race.bitc.org.uk/all-resources/impact-stories/race-equality-awards-2017-mott-macdonald-culture-change-through-tackling [accessed 02/10/2018] https://www.mottmac.com/equality-diversity-and-inclusion [accessed 02/10/2018]

Description

PSM2.Q1. Please briefly describe the main feature of the measure, notably the following.

Targeted phase of employment (attracting/hiring third-country nationals, early career support, continual development, facilitating access to national professional networks).

The unconscious bias training programme is designed to improve and promote diversity at the recruitment stage by reducing bias and prejudice in hiring managers. This will encourage and better enable third-country nationals to access jobs within the organisation.

Once recruited, it is intended that all employees will eventually access unconscious bias training as part of the induction process, which has already been embedded for those on the graduate programme. This critical thinking and self-reflection will help to support a diverse and inclusive environment as staff progress through the organisation.

Although not specific to third-country nationals, BAME staff at junior levels will have access to a senior mentor who can offer early career support and has responsibility for overseeing their continual development.

Objective and main activities

In 2015 Mott Macdonald implemented a programme to continue to diversify its workforce and promote a culture of inclusivity by tackling employees' unconscious bias through a programme of training and learning sessions.

To date [July 2018] over 1,500 staff across the global business, including all senior staff and board members, have been trained to identify and challenge their own (and their colleagues') unconscious bias. The initiative was designed to honour the organisation's commitment to 'creating an inclusive work environment where everyone can bring their full selves to work'.⁴³

Executive board members and senior directors attended two half-day sessions run by an external business psychologist followed up by one-to-one coaching sessions run by the organisation's Equality, Diversity and Inclusion Manager. During these sessions senior executives were invited to complete an implicit association test, which measures participants' attitudes and beliefs that they may otherwise be unwilling or unable to report. Additionally, the training sessions provided a sphere for senior members of the organisation to develop an action plan to tackle unconscious bias.

Subsequently, unconscious bias training has been delivered across the UK and global business to a wider network of staff through 'lunch and learn' meetings that are open to all employees. Moreover, the training has been embedded within the Graduate Training Programme ensuring that all new graduate employees have exposure to the sessions. At the CEO's request, an e-learning tool has been designed and as of January 2018 became a core component of the global induction programme.

Cooperation framework (for instance if the measure is implemented in cooperation with third parties, including employees or employers' organisations, chambers of commerce, NGOs).

N/A

How can third-country nationals access the measure? Are they selected?

The initiative does not specifically focus on supporting third-country nationals but rather aims to benefit and diversify the workforce as a whole. All employees have access to the training and learning sessions.

Mott Macdonald employs people from 140 different countries and actively facilitates opportunities for staff to work in offices outside of their country of origin.⁴⁴ With this in mind, third-country nationals working within the UK benefit from more inclusive recruitment processes, tailored support measures and relocation opportunities once they have started working for Mott Macdonald.

⁴³ For more information please visit: <https://www.mottmac.com/equality-diversity-and-inclusion> [accessed 02/10/2018]

⁴⁴ For more information please visit: <https://www.mottmac.com/careers/regions> [accessed 02/10/2018]

PSM2.Q2. Please briefly assess the impact of the initiative, namely the following.

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).

The unconscious bias training sessions have been well received with several teams proactively asking for the course and embedding sessions in management meetings and team training days. The organisation will be tracking progress around unconscious bias awareness through their 2018 EDI employee survey, which will show progress on baselines established in the EDI survey 2016.

Elaborate on achievements of set objectives and main outcomes

See above.

Elaborate on challenges and remedies adopted (e.g. structural barriers/facilitators, levy schemes, grants to compensate funding gaps, taxation incentives)

See above.

Private Sector – Measure 3 – Accenture

Overview

Name	Attracting, supporting and retaining international talent
Company size	Large: More than 250 employees
Company type	International
Sector	Financial and business services
Area	Incentive measures for migrants or employers
Access	All third-country nationals hired by Accenture to work in the UK
Target group	Labour market integration measure for all non-EU workers employed in the UK by Accenture.

	(Some components of the policy will also apply to EU nationals.)
Coverage	International
Budget	The costs of the support are born by the business units sponsoring transfers/assignments so there is no central budget allocation.
Link	https://www.accenture.com/gb-en/company-diversity [accessed 02/10/2018]

PSM3.Q1. Please briefly describe the main feature of the measure, notably the following.

Targeted phase of employment (attracting/hiring third-country nationals, early career support, continual development, facilitating access to national professional networks).

Accenture has clear policies and procedures to assist business units to recruit non-EU nationals as well as offering support to non-EU employees in their move to the UK.

Objective and main activities

Accenture's approach to recruitment and its offer of early support are described below.

Initiatives focusing on recruiting third-country nationals

Accenture's approach to recruitment is underlined by its core value of 'Best People' and its principle of meritocracy. In short, Accenture seeks to attract, develop and retain the best talent for the business and to foster a fair, positive and inclusive environment. With that in mind, Accenture welcomes applications from all candidates.

Initiatives focusing on supporting third-country nationals

For non-European Economic Area (EEA) candidates who are successful and who require Accenture to sponsor a work visa to enable them to obtain the right to work, Accenture will pay for a company of external immigration lawyers to assist the candidate with obtaining the Tier 2 (General) visa. This works to ensure that candidates feel supported through the immigration process so that they:

- understand how to answer the questions in the visa application form;
- are aware of the documents required to support the application;
- know how and where to book appointments or pay the fees involved; and
- know the timescales involved.

Immigration support is provided to those non-EEA nationals who are assigned to the UK for a limited duration. In addition, Accenture supports the move of family members, which can make a big difference to the success of relocating. The level of support provided varies depending on the policy.

Permanent transfers and temporary assignees are provided with information and support to facilitate their integration into Accenture and the UK from Human Resources (HR) or the organisation's global mobility team. Depending on the policy involved the individual may receive a briefing with HR on global mobility where their package is explained and any questions they have about their relocation or assignment are addressed. All individuals also have access to internally developed online tools to help them understand their policy entitlements and any actions they need to be taken before they travel. Additionally, individuals are provided with a link to an external service provider's website. This contains advice on how to conduct business effectively with people from different countries and manage cultural differences, as well as providing country-specific information.

Some individuals are entitled to tax briefing from an external tax service provider and/or provided with tax return preparation assistance. All individuals have access to online training and/or a website to enable them to understand the applicable tax rules.

The individual may also be eligible to a range of benefits to support relocation and their integration into Accenture and the UK. This may include financial support such as shipping or accommodation, access to online or in-person language and cultural training, and guidance on how to obtain accommodation in the UK.

Cooperation framework (for instance if the measure is implemented in cooperation with third parties, including employees or employers' organisations, chambers of commerce, NGOs).

As outlined above, as and when necessary, Accenture commissions external immigration lawyers to support individuals to manage the visa process. Employees will also have access to external resources about managing cultural differences.

How can third-country nationals access the measure? Are they selected?

All third-country nationals recruited to the UK by Accenture will have access to the benefits described above.

PSM3.Q2. Please briefly assess the impact of the initiative, namely:

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)?

A sample of the population managed by Accenture's global mobility team is surveyed quarterly to determine their feedback on the transfer/assignment experience. The survey is split into five areas:

- overall satisfaction;

- advisory services (how well were the following explained – entitlements under the policy, the medical plan, tax briefing, etc.);
- visa and immigration services;
- destination services (such as shipping and finding housing); and
- customer service and tools.

Accenture measures by both the home and host countries. The results are analysed and an action plan created and implemented to address concerns if appropriate.

Elaborate on achievements of set objectives and main outcomes

See above.

Elaborate on challenges and remedies adopted (e.g. structural barriers/facilitators, levy schemes- grants to compensate funding gaps, taxation incentives)

See above.

National Level Statistical Data

Total number of third-country nationals, including characteristics

Table 1. Estimates¹ of the resident population of the UK, by country of birth and nationality held, 2014 to 2017

2014				2015				2016				2017			
All residents	British	EU2	Non-EU3	All residents	British	EU2	Non-EU3	All residents	British	EU2	Non-EU3	All residents	British	EU2	Non-EU3
63,686	58,312	2,938	2,406	64,265	58,655	3,159	2,408	64,727	58,710	3,572	2,425	65,176	58,946	3,813	2,397
55,375	54,976	234	154	55,642	55,208	261	162	55,554	55,115	295	139	55,777	55,304	321	145
8,277	3,319	2,702	2,252	8,569	3,426	2,896	2,245	9,152	3,586	3,277	2,287	9,382	3,635	3,492	2,251
3,025	494	2,494	36	3,183	504	2,650	28	3,537	525	2,987	25	3,705	543	3,136	25
5,252	2,826	208	2,216	5,387	2,922	246	2,217	5,616	3,062	290	2,262	5,677	3,092	356	2,226

Source: Office for National Statistics

Notes:

1. Estimates in thousands.
2. EU is the sum of EU14 (the EU15 excluding the UK), EU8 and EU2, plus Malta, Cyprus and Croatia (from 1 July 2013).
3. Non-EU is the sum of Asia, the rest of the world and the rest of Europe.

Number of third-country nationals, by residence type (temporary/permanent)

Table 2. Number of third-country nationals in the UK, by residence type, January 2014 to March 2018

Period	Temporary ¹	Permanent
Jan – Mar 2014	n/a	n/a
Apr – Jun 2014	n/a	n/a
Jul – Sep 2014	n/a	n/a
Oct – Dec 2014	n/a	n/a
Jan – Mar 2015	n/a	n/a
Apr – Jun 2015	n/a	n/a
Jul – Sep 2015	n/a	n/a
Oct – Dec 2015	n/a	n/a
Jan – Mar 2016	n/a	n/a
Apr – Jun 2016	n/a	n/a
Jul – Sep 2016	n/a	n/a
Oct – Dec 2016	n/a	n/a
Jan – Mar 2017	n/a	n/a
Apr – Jun 2017	n/a	n/a
Jul – Sep 2017	n/a	n/a
Oct – Dec 2017	n/a	n/a
Jan – Mar 2018	n/a	n/a

Notes:

1. The UK does not offer temporary residence permits.
2. The UK does not operate a residence permit register.

Number of third-country nationals, by reason (work, study, protection, other)

Table 3. Main reason for non-EU citizens' migration to the UK, year ending September 2014 to year ending September 2017

	Sep 2014	Sep 2015	Sep 2016	Sep 2017
TOTAL NON-EU CITIZENS	263,000	239,000	211,000	246,000
Study	132,000 (50%)	118,000 (49%)	87,000 (41%)	113,000 (46%)
All work-related reasons ¹	66,000 (25%)	68,000 (28%)	68,000 (32%)	76,000 (31%)
<i>Definite job</i>	52,000 (20%)	50,000 (21%)	49,000 (23%)	54,000 (22%)
<i>Looking for work</i>	13,000 (5%)	18,000 (8%)	18,000 (9%)	22,000 (9%)
Accompany/join family	54,000 (21%)	43,000 (18%)	45,000 (21%)	48,000 (20%)
Other	9,000	8,000	8,000	7,000
No reason stated ²	2,000	3,000	4,000	2,000

Source: International Passenger Survey estimates of long-term international migration. Rolling annual data for the UK, year ending September 2017.

Notes:

1. 'Work-related' includes 'definite job' and 'looking for work'.
2. 'No reason stated' includes non-responses and the non-specific response 'emigrating/immigrating'.

Number of temporary residence permits issued/renewed to third-country nationals, by citizenship

Table 4. Number of temporary residence permits¹ issued/renewed to third-country nationals, by citizenship, 2014 to 2017

Period	British citizen	Other citizen
Jan – Mar 2014	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2014	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2014	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2014	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2015	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2015	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2015	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2015	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2016	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2016	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2016	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2016	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2017	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2017	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2017	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2017	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2018	<i>n/a</i>	<i>n/a</i>

Notes:

The UK does not offer temporary residence permits.

Number of temporary residence permits issued/renewed to third-country nationals, by citizenship, grounds of entry

Table 5. Number of temporary residence permits issued/renewed to third-country nationals, by grounds of entry, 2014 to 2017

Period	Number of temporary residence permits¹
Jan – Mar 2014	<i>n/a</i>
Apr – Jun 2014	<i>n/a</i>
Jul – Sep 2014	<i>n/a</i>
Oct – Dec 2014	<i>n/a</i>
Jan – Mar 2015	<i>n/a</i>
Apr – Jun 2015	<i>n/a</i>
Jul – Sep 2015	<i>n/a</i>
Oct – Dec 2015	<i>n/a</i>
Jan – Mar 2016	<i>n/a</i>
Apr – Jun 2016	<i>n/a</i>
Jul – Sep 2016	<i>n/a</i>
Oct – Dec 2016	<i>n/a</i>
Jan – Mar 2017	<i>n/a</i>
Apr – Jun 2017	<i>n/a</i>
Jul – Sep 2017	<i>n/a</i>
Oct – Dec 2017	<i>n/a</i>
Jan – Mar 2018	<i>n/a</i>

Notes:

The UK does not offer temporary residence permits.

Number of third-country nationals accessing/passing integration courses

Table 6. Applications for British citizenship, EU and non-EU nationals, year ending March 2014 to year ending March 2018

Year ending	Total applications^{1,2}	Non-EU	EU nationals
Mar 2014	210,790	190,200	20,590
Mar 2015	134,957	122,200	12,757
Mar 2016	152,283	135,940	16,343
Mar 2017	131,966	109,812	22,154
Mar 2018	140,073	99,617	40,456

Source: Home Office Immigration Statistics: Citizenship tables - cz_01 to cz_10.

Notes:

Series are based on current EU membership, i.e. Croatians are included in the EU total throughout the time series.

Variations in numbers of applications can be affected by policy and other changes in earlier periods.

Number of third-country nationals accessing/passing integration courses

Table 7. Total applications and grants of British citizenship to non-EU nationals, (year ending March 2014 to year ending March 2018)

Year ending	Total non-EU applications for British citizenship^{1,2}	Total grants of British citizenship awarded to non-EU nationals³
Mar 2013 – Mar 2014	190,200	187,578
Mar 2014 – Mar 2015	122,200	104,927
Mar 2015 – Mar 2016	135,940	120,905
Mar 2016 – Mar 2017	109,812	107,271
Mar 2017 – Mar 2018	99,617	100,520

Source: Home Office Immigration Statistics: Citizenship

Notes:

Series are based on current EU membership, i.e. Croatians are included in EU total throughout the time series.

Variations in numbers of applications can be affected by policy and other changes in earlier periods.

Grants are reported by decision date and therefore may include applications received in an earlier period.

Number of third-country nationals accessing/passing integration courses

Table 8. Number of third-country nationals accessing/passing Life in the UK test, year ending March 2014 to year ending March 2018

Year ending	Total number of test attempts (including pass/fail)^{1,2}	Number of tests passed	Pass rate (%)
Mar 2014 – Mar 2015	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>
Mar 2015 – Mar 2016	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>
Mar 2016 – Mar 2017	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>
Mar 2017 – Mar 2018	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>

Notes:

All third-country nationals applying for British citizenship must complete a Life in the UK test (<https://www.gov.uk/life-in-the-uk-test> [accessed 02/10/2018]). Variations in numbers of applications can be affected by policy and other changes in earlier periods.

Published data are only available up until 2014 (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/308769/FOI_30799_Statistics.pdf [accessed 02/10/2018])

Number of third-country nationals accessing/passing integration courses

Table 9. Number of third-country nationals accessing/passing English for Speakers of Other Language (ESOL) test

	Jan –Mar 2016	Jan –Mar 2017	Apr 2015–Mar 2016	Apr 2016–Mar 2017
All applications ¹	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>
All applications by EU nationals	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>
All applications by non-EU nationals	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>
All certificates awarded ²	52,850	49,050	230,450	220,150
Certificates awarded to EU nationals	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>
Certificates awarded to non-EU nationals	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>	<i>n/i</i>

Source: National Statistics: Vocational and other qualifications quarterly: January to March 2017

Notes:

Data showing numbers of applications to ESOL tests are unavailable.

Data showing numbers of certificates awarded, by nationality are unavailable.

Un/employment rates of third-country nationals, where possible disaggregated by gender and residence type

Table 10. Employment rates (people aged 16 to 64 years) for UK, EU and non-EU nationals working in the UK, not seasonally adjusted, January 2014 to March 2018

	%	%	%
Period	UK nationals	EU nationals	Non-EU nationals
Jan – Mar 2014	72.61	77.81	60.20
Apr – Jun 2014	72.88	79.02	60.99
Jul – Sep 2014	73.56	78.23	61.72
Oct – Dec 2014	73.79	78.98	59.01
Jan – Mar 2015	73.60	79.19	59.91
Apr – Jun 2015	73.44	79.40	61.91
Jul – Sep 2015	74.19	79.67	63.63
Oct – Dec 2015	74.58	79.10	62.58
Jan – Mar 2016	74.35	78.03	61.68
Apr – Jun 2016	74.56	78.43	63.13
Jul – Sep 2016	74.90	80.30	61.96
Oct – Dec 2016	75.01	80.64	62.33
Jan – Mar 2017	75.07	79.71	59.99
Apr – Jun 2017	75.26	80.82	60.93
Jul – Sep 2017	75.33	81.57	63.55
Oct – Dec 2017	75.55	81.17	63.23
Jan – Mar 2018	75.63	81.95	62.99

Source: Labour Force Survey: Office for National Statistics

Un/Employment rates of third-country nationals, where possible disaggregated by gender and residence type

Table 11. Employment rates (aged 16 to 64 years) for non-EU nationals working in the UK, not seasonally adjusted, by gender January 2014 to March 2018

	%	%
Period	Male1	Female1
Jan – Mar 2014	<i>n/i</i>	<i>n/i</i>
Apr – Jun 2014	<i>n/i</i>	<i>n/i</i>
Jul – Sep 2014	<i>n/i</i>	<i>n/i</i>
Oct – Dec 2014	<i>n/i</i>	<i>n/i</i>
Jan – Mar 2015	<i>n/i</i>	<i>n/i</i>
Apr – Jun 2015	<i>n/i</i>	<i>n/i</i>
Jul – Sep 2015	<i>n/i</i>	<i>n/i</i>
Oct – Dec 2015	<i>n/i</i>	<i>n/i</i>
Jan – Mar 2016	<i>n/i</i>	<i>n/i</i>
Apr – Jun 2016	<i>n/i</i>	<i>n/i</i>
Jul – Sep 2016	<i>n/i</i>	<i>n/i</i>
Oct – Dec 2016	<i>n/i</i>	<i>n/i</i>
Jan – Mar 2017	<i>n/i</i>	<i>n/i</i>
Apr – Jun 2017	<i>n/i</i>	<i>n/i</i>
Jul – Sep 2017	<i>n/i</i>	<i>n/i</i>
Oct – Dec 2017	<i>n/i</i>	<i>n/i</i>
Jan – Mar 2018	<i>n/i</i>	<i>n/i</i>

Notes:

The UK does not collect data on employment rates of third-country nationals by gender.

Un/employment rates of third-country nationals, where possible disaggregated by gender and residence type (between 2014 and 2017)

Table 12. Employment rates (people aged 16 to 64 years) for non-EU nationals working in the UK, not seasonally adjusted, by residence type, January 2014 to March 2018

Unit	%	%
Period	Temporary ¹	Permanent
Jan – Mar 2014	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2014	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2014	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2014	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2015	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2015	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2015	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2015	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2016	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2016	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2016	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2016	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2017	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2017	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2017	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2017	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2018	<i>n/a</i>	<i>n/a</i>

Notes:

The UK does not offer temporary residence permits.

The UK does not operate a residence permit register.

Un/employment rates of third-country nationals, where possible disaggregated by gender and residence type (between 2014 and 2017)

Table 13 Unemployment rates and economic inactivity rates of UK citizens, EU nationals and third-country nationals, January 2014 to March 2018

	Unemployed (people aged 16 and over)				Economically inactive (all aged from 16 to 64)			
	Total1	UK	EU27 2	Total non-EU	Total1	UK	EU27 2	Total non-EU
Dataset identifier code	MGUK	DT2Z	DTKA	DTLH	CRZK	DYUO	DYWE	DZ36
Jan – Mar 2014	6.7	6.6	6.3	11.1	22.4	22.2	17.0	32.2
Apr – Jun 2014	6.2	6.1	5.7	9.5	22.4	22.2	16.3	32.6
Jul – Sep 2014	6.2	6.1	5.8	8.7	21.8	21.5	17.0	32.4
Oct – Dec 2014	5.6	5.5	5.2	8.5	22.2	21.8	16.7	35.4
Jan – Mar 2015	5.5	5.4	5.4	9.0	22.4	22.1	16.3	34.1
Apr – Jun 2015	5.5	5.4	5.3	8.5	22.4	22.3	16.1	32.2
Jul – Sep 2015	5.5	5.4	5.2	8.4	21.6	21.5	16.0	30.5
Oct – Dec 2015	4.9	4.8	4.6	8.0	21.7	21.5	17.1	31.9
Jan – Mar 2016	5.1	4.9	4.8	8.1	22.0	21.7	18.0	32.8
Apr – Jun 2016	4.9	4.8	4.6	7.4	21.9	21.6	17.7	31.8
Jul – Sep 2016	5.0	4.9	4.7	8.7	21.3	21.1	15.7	32.1
Oct – Dec 2016	4.6	4.5	4.2	7.6	21.5	21.3	15.8	32.5
Jan – Mar 2017	4.6	4.3	5.2	8.7	21.7	21.4	15.9	34.3
Apr – Jun 2017	4.4	4.2	4.0	7.7	21.5	21.3	15.7	34.0
Jul – Sep 2017	4.5	4.4	3.2	7.3	21.2	21.1	15.7	31.4
Oct – Dec 2017	4.2	4.1	3.7	7.5	21.2	21.1	15.7	31.7
Jan – Mar 2018	4.2	4.1	3.7	7.1	21.2	21.1	14.8	32.2

Source: Office for National Statistics

Notes:

A more detailed country breakdown for employment is available at Dataset EMP06.

2. This series consists of all 27 EU member states excluding the UK.

Un/employment rates of third-country nationals, where possible disaggregated by gender and residence type (between 2014 and 2017)

Table 14. Unemployment rates (people aged 16 to 64 years) for non-EU nationals working in the UK, not seasonally adjusted, by gender, January 2014 to March 2018

	%	%
Period	Male1	Female1
Jan – Mar 2014	<i>n/i</i>	<i>n/i</i>
Apr – Jun 2014	<i>n/i</i>	<i>n/i</i>
Jul – Sep 2014	<i>n/i</i>	<i>n/i</i>
Oct – Dec 2014	<i>n/i</i>	<i>n/i</i>
Jan – Mar 2015	<i>n/i</i>	<i>n/i</i>
Apr – Jun 2015	<i>n/i</i>	<i>n/i</i>
Jul – Sep 2015	<i>n/i</i>	<i>n/i</i>
Oct – Dec 2015	<i>n/i</i>	<i>n/i</i>
Jan – Mar 2016	<i>n/i</i>	<i>n/i</i>
Apr – Jun 2016	<i>n/i</i>	<i>n/i</i>
Jul – Sep 2016	<i>n/i</i>	<i>n/i</i>
Oct – Dec 2016	<i>n/i</i>	<i>n/i</i>
Jan – Mar 2017	<i>n/i</i>	<i>n/i</i>
Apr – Jun 2017	<i>n/i</i>	<i>n/i</i>
Jul – Sep 2017	<i>n/i</i>	<i>n/i</i>
Oct – Dec 2017	<i>n/i</i>	<i>n/i</i>
Jan – Mar 2018	<i>n/i</i>	<i>n/i</i>

Notes:

1. The UK does not collect data on unemployment rates of third-country nationals by gender.

Un/employment rates of third-country nationals, where possible disaggregated by gender and residence type

Table 15. Unemployment rates (people aged 16 to 64 years) for non-EU nationals working in the UK, not seasonally adjusted, by residence type, January 2014 to March 2018)

Unit	%	%
Period	Temporary1	Permanent2
Jan – Mar 2014	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2014	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2014	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2014	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2015	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2015	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2015	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2015	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2016	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2016	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2016	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2016	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2017	<i>n/a</i>	<i>n/a</i>
Apr – Jun 2017	<i>n/a</i>	<i>n/a</i>
Jul – Sep 2017	<i>n/a</i>	<i>n/a</i>
Oct – Dec 2017	<i>n/a</i>	<i>n/a</i>
Jan – Mar 2018	<i>n/a</i>	<i>n/a</i>

Notes:

The UK does not offer temporary residence permits.

The UK does not operate a residence permit register.

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