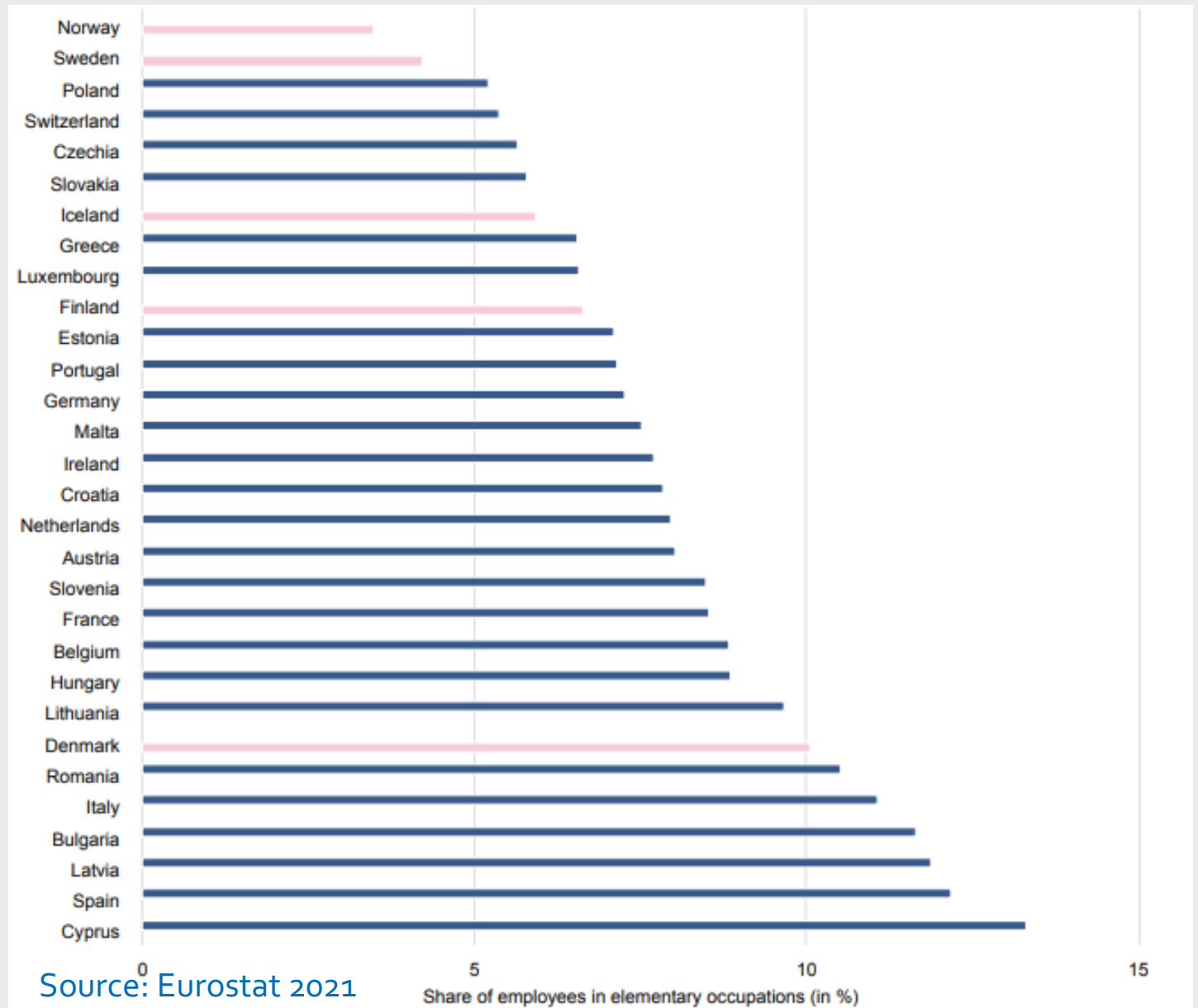


Employers' role and responsibility in the integration of refugees and migrants

Anna Berlina and Rebecca Cavicchia

Why this project?

- Labour market mismatch
 - Finland: 253,000 unemployed jobseekers and 203,000 job vacancies available. Annual financial burden of this mismatch: EUR 6-11 billion (Remmi, 2023)



Aim and scope

- To provide a Nordic knowledge base on the role of employers in the process of integrating **low-skilled** refugees and migrants into the labour market;
- To identify key opportunities and challenges from employers' perspective;
- Provide recommendations on how to overcome the challenges identified and enhance hiring of refugees and migrants

Method

- Literature review in the Nordic countries
- Interviews with employers (5 private, 2 public)
- Interviews with intermediary organisations: foundations, staffing companies, employers' organisations
 - Just Arrived, Sweden
 - Tent Partnership for Refugees
 - Luckan Integration, Finland
 - Startup Refugees, Finland
 - Ligeadgang, Denmark
 - Confederation of Danish Industry, Denmark
 - Confederation of Norwegian Enterprises
 - ...

In-depth interviews with 7 employers

- McDonald's Visby, Sweden
- Region Gotland, Sweden
- Scandic Pelagic, Denmark
- Snellman, Finland
- IKEA, Finland
- Kronan grocery store, Iceland
- Andebu care home (Department Blåveis), Norway

Literature review – benefits

- Access to a larger pool of labour
- CSR, positive branding and gaining
- Added value of a diverse workforce (innovation, problem-solving etc.)

Benefits of diversity at Finnish workplaces (Finnish diversity barometer, 2016)

- getting different perspectives in the workplace
- improving the ability to innovate and develop
- diversification of skills
- improvement of customer service
- broadening of workers' world view and increasing tolerance
- catching the immigrants' good work motivation in the entire working community

Literature review - barriers

STRUCTURAL LEVEL

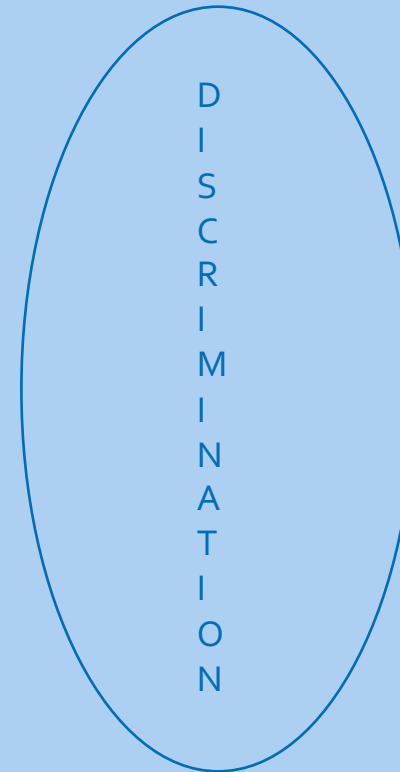
- Legislative and regulatory framework
- Evaluation of education records and skill validation
- Organization and structure of wage subsidies
- High minimum wages

ORGANIZATIONAL LEVEL

- Higher hiring costs
- Challenges related to cooperation with other actors involved in the integration process
- Diversity and inclusion challenges

INDIVIDUAL LEVEL

- Lack of language skills
- Insufficient professional skills
- Cultural differences



Some highlights from the case studies

What are the enabling factors to successful hiring and integration in a workplace?

- Positive attitude towards diversity among the leadership and managerial staff
- A philosophy that values individual qualities and motivation over a set of qualifications or background
- Language courses
- Community integration courses (insights into the labour market, professional norms, gender equality)
- Cultural mediation

Enabling factors to successful hiring and integration: societal level

- A strong cooperation with local authorities and the Public Employment Services
- Strengthening community engagement
- Engaging with staffing companies and civil society organisations

**Thank you
for your
attention!**

anna.berlina@nordregio.org