REFUGEE EMPLOYMENT SUPPORT IN THE UK

Insights into services, barriers, and best practice to support refugees into employment across the UK, commissioned by the Refugee Employment Network

Abigail Tweed - Director, Milestone Tweed
Siân Stacey - Associate, Milestone Tweed

March 2018
# CONTENTS

1 Introduction 3  
2 Executive summary 4  
3 Methodology 6  
4 About the organisations who responded to this research 8  
5 How organisations work with refugees 9  
   Support and services provided 12  
6 Types of employment gained 14  
7 Barriers to employment 15  
8 The refugee employment journey 19  
9 Best practice 21  
   Best practice in service provision 23  
   Best practice in approaches to working with clients 26  
   Best practice in sector and organisational approaches 28  
10 Recommendations 30  
Appendix One – The Refugee Employment Network 35  
Appendix Two – Organisations contributing to this research 36  
Appendix Three – On-line questionnaire 37
INTRODUCTION

The Refugee Employment Network, established in 2017 has commissioned research to better understand the work undertaken by organisations in the UK to support refugees into employment.

Employment rates in refugee populations are significantly lower than those for UK citizens. In 2014 the Wonder Foundation reported that for refugees aged 20-64 the employment rate was 52% while for UK citizens it was 75%\(^1\). According to the OECD report on refugee employment across Europe it can take up to 20 years for refugees to have a similar employment rate as the ‘native born’. The report also highlighted the risk in unemployment for refugees becoming a long-term problem: “Once unemployed, refugees have difficulties in returning to employment.”\(^2\)

Self-employment and entrepreneurship are seen as increasingly important solutions to refugee unemployment and under employment. The recent report in March 2018 by the Centre for Entrepreneurship\(^3\) states, “Entrepreneurship empowers refugees. It gives refugees the opportunity to take direct control over their lives and enables them to overcome barriers they face in the labour market. Many refugees already believe that entrepreneurship is a good career path. Across many Western countries, refugees demonstrate higher levels of self-employment than their host society averages. Our own survey of refugees found that 82% of respondents agreed that entrepreneurship is a good career path and 56% believed that self-employment/entrepreneurship is better than employment.”

There are many organisations working with refugees across the UK to increase refugee employment, aiming to help refugees become economically active and increase their overall health and wellbeing.

This report provides a snapshot of the types of employment support provided to refugees across the UK. It gives respondents’ reflections about best practice across the sector and makes recommendations for improvements in refugee employment. Data was collected via an online survey and through in depth interviews with individuals working within the field across the UK.

The Network aims to enable transferable lessons to be shared across the Network and to be applied by Network members currently setting up work in this area. Please see Appendix One, page 33 for more information about the Refugee Employment Network.

---

1 Saji, A. The Wonder Foundation, 2014
2 How are refugees faring
3 Starting Afresh, Centre for Entrepreneurs 2018
EXECUTIVE SUMMARY

The Refugee Employment Network commissioned this report, providing a snapshot of refugee employment across the UK. Forty-eight organisations working in England, Wales, Scotland and Northern Ireland participated in the online survey and in-depth interviews. The analysed data provide reflections about services provided to support refugee employment, barriers to employment, the refugee employment journey, best practice and recommendations for improvements.

About the participating organisations and their work:

- 72% of organisations had less than 20 staff working for them.
- 43% had funding secure for one year only
- 77% of organisations were reliant on volunteers
- Nearly a third of the organisations work with between 51-100 refugees annually
- Just over a quarter work with less than 20 refugees each year.
- 48% work with refugees weekly and 26% work with refugees monthly or fortnightly
- It was estimated that over a quarter of organisations have an annual refugee employment rate of 11-20%

- It was estimated that only 12% of organisations were achieving an annual refugee employment rate of over 50%
- 77% collaborate with other organisations.
- Of those who are currently not collaborating, 80% wanted to work with other organisations in the future.
- Respondents reported that most refugees went into either part-time or zero hours contract work. 28% of respondents ticked self-employed and 20% ticked entrepreneur/business start-up. This supports research suggesting that that refugees often find low paid and unstable employment, with a significant number showing strong entrepreneurial drive.

- The top 7 employment services provided to refugees were:
  - Volunteering opportunities
  - CV writing support
  - One-to-one support
  - Training opportunities
  - Interview support
  - Language lessons
  - Mentoring support
**BARRIERS**

A number of themes emerged indicating respondents’ views on the most common barriers to employment for refugees in the UK. Many people felt refugees suffered multiple barriers to employment, the multiplicity creating significant and sometimes overwhelming challenges in refugee employment journeys.

- ESOL (26.59%)
- Refugee skills and experience (25.43%)
- Personal circumstances (16.76%)
- Public and employers’ perceptions (12.14%)
- Organisational and systematic barriers (10.40%)
- Practical barriers (8.67%)

**REFUGEE EMPLOYMENT JOURNEY**

Some respondents thought it was possible to identify elements within the refugee employment journey. The most frequently identified elements were: volunteering, work experience and work placements, quality time with a skilled careers adviser, and wrap around support.

**BEST PRACTICE**

Respondents picked out many of the areas of best practice noted in previous research. Thematic results emerged in three main areas of best practice. The most common themes in each category were:

1. **Best practice in service provision** – employer engagement; more and better information, advice and guidance; formal and informal ESOL support including work and sector specific ESOL.
2. **Best practice in approaches to working with clients** – holistic candidate centred approach; one to one; bespoke.
3. **Best practice in sector and organisational approaches** – joined up/collaborative; professionalisation of the sector; less providers – more holistic approach.

**RECOMMENDATIONS**

**STRATEGIC / SECTORAL**

1. Create a national strategy for the employment of refugees.
2. Create a national strategy for English language learning.
3. Create longer term plans to ensure best practice provision supporting refugee employment.
4. Continue to develop and increase collaborative working practices across the sector.
Continue to develop the Refugee Employment Network.
Increase training and support for professionals working within the sector supporting refugees into employment.

WORKING WITH EMPLOYERS
1. Increase and improve employer engagement throughout the refugee employment journey.

ESOL
1. Map the quality, quantity and accessibility of ESOL provision against the needs of clients.
2. Increase work based ESOL, sector based ESOL and accredited employability ESOL to ensure language progression and employment readiness.
3. Increase conversational ESOL provision, working with native speakers wherever possible.
4. Increase accessibility of ESOL classes by increasing the variety of times and days of ESOL classes.

JOBCENTRE PLUS / PUBLIC SERVICES
1. Increase specialist support for refugees at Jobcentre Plus, with staff trained to have a good understanding of refugee issues.
2. Increase training for public sector employees on how to communicate with non-native English speakers when they are delivering training and employment open days and workshops.

SERVICES AND APPROACH TO CLIENTS
1. Take a holistic view of people’s livelihoods.
2. Provide in-work support to sustain employment.
3. Encourage early labour market integration.
4. Encourage social connections and networks.
5. Increase skills assessments and skills recognition services for refugees.
6. Increase free childcare provision to support refugees with caring responsibilities.
7. Carry out gender-disaggregated monitoring, evaluation and assessment of all refugees in refugee employment programmes recognising that refugee women’s experiences and needs are qualitatively different from those of men.
METHODOLOGY

Mixed methods were used to gain breadth and depth of data, capturing a cross section of organisational experience in the UK to support refugee employment.

An online survey was developed to gain insights from organisations working with refugees across the UK. To improve engagement it was kept as short as possible, with an average completion time of 12 minutes, whilst also containing as many questions as possible to gain a thorough insight into refugee employment support. This survey was tested before being finalised for circulation.

This survey was distributed to over 70 organisations. These included members of the Refugee Employment Network and 34 organisations across the UK which were highlighted during the desk research. We were also able to reach a further 89 organisations, generally smaller charities who had received funding through the New Beginnings Fund, a funding programme supporting refugee organisations across the UK, managed by UK Community Foundations. Please see Appendix Three, page 35 for a full list of organisations who contributed to the research.

In addition to this, the survey was also shared through social media, reaching 1,095 accounts and gaining 80 engagements.

The survey was live for 14 days with respondents coming from all nations in the UK. Please see Appendix Three, page 35 to view the survey questions.

In addition to the online survey, in depth phone interviews were conducted with individuals from organisations working to support refugee employment. Each interview was semi structured and lasted from thirty minutes to an hour. Interviewees came from all nations in the UK.

To analyse the data collected in the interviews we used a combination of content analysis and approaches in grounded theory.

Grounded theory is a systematic qualitative procedure which enables understanding of the main concerns of the key individuals and the ways in which those concerns are resolved or processed. Individual interviews allowed all the key individuals to tell their stories about the work of supporting refugees in the UK into employment, providing colour and detail. The texts from these discussions and some of the open questions from the online survey were then analysed, working in a non-directive way so that themes genuinely emerge from the text with minimal bias. These themes provide the basis for the insights and the report.
Grounded theory has a six stage process as outlined below:

1. **Data Collecting** - This consists of an online survey and conducting semi structured interviews with identified key individuals.

2. **Note taking** - After each session of data collection we note down the key issues. If possible, and with consent, we prefer to voice record interviews for ease of transcription and analysis.

3. **Coding** - We then code the data and certain theoretical propositions and insights can emerge at this stage.

4. **Memo-ing** - The memos are grouped like with like, and are sequenced in whatever order helps with a theory, or insights for the research project.

5. & 6. **Sorting and Writing** - The order of the sorted memos provides the skeleton, themes and insights for the report.

Content theory is then used to further refine the memos. This involves counting the number of times a particular theme was discussed, thus indicating the relative importance of that particular theme.

**Geographical Reach**

We received 57 surveys and undertook 17 interviews with organisations from all corners of the UK. There were a high number of organisations that responded in London, partly due to the Refugee Employment Network being established in London.
4 ABOUT THE ORGANISATIONS

Half of survey respondents had been working to support refugees into employment for longer than five years.

Nearly three quarters of the organisations surveyed had less than 20 staff. 6% of organisations had no staff and were led by volunteers, who provided a range of activities including, mentoring/befriending, one to one support, language Support/ESOL and support within the community.

Most organisations were funded through grants from Trusts and Foundations, European Union Funding and general donations. However, 22.65% were funded through social enterprise activities and 4% were funded, through corporate/private sector partnerships.

The majority of organisations surveyed tended to be small, heavily reliant on volunteer support and with precarious funding streams.
5 HOW ORGANISATIONS WORK WITH REFUGEES

We asked respondents how quickly they began working with refugees after arrival to support them into employment. Although a quarter of respondents said they began working with refugees immediately or once refugee status had been granted, 31% also commented that this is hugely variable and dependent on the individual needs of the individual. 6% noted that they begin working on language skills linked with employment support immediately.

Recent research has highlighted the importance of early labour market integration to the long-term integration achievements of refugees. A recent study into refugee resettlement in the UK states: “Finding employment for resettled refugees should be improved and more focused: it should be prioritised much earlier following arrival, following the Swedish model.”

The Swedish government believes the key to newcomers being able to establish themselves within Swedish society is access to employment, after which the process of integration starts to move forward. To support this goal, the Swedish government handed the overarching responsibility for integration to the employment ministry.

48% of organisations work with refugees weekly. 26% work monthly or fortnightly, whilst 8% commented that they can work daily with some refugees. 4% referred to their holistic approach and individual tailoring, when talking about the frequency of

Nearly a third of the organisations surveyed work with between 51-100 refugees annually, with just over a quarter working with less than 20 refugees each year.

We asked respondents how quickly they began working with refugees after arrival to support them into employment. Although a quarter of respondents said they began working with refugees immediately or once refugee status had been granted, 31% also commented that this is hugely variable and dependent on the individual needs of the individual. 6% noted that they begin working on language skills linked with employment support immediately.

Recent research has highlighted the importance of early labour market integration to the long-term integration achievements of refugees. A recent study into refugee resettlement in the UK states: “Finding employment for resettled refugees should be improved and more focused: it should be prioritised much earlier following arrival, following the Swedish model.”

The Swedish government believes the key to newcomers being able to establish themselves within Swedish society is access to employment, after which the process of integration starts to move forward. To support this goal, the Swedish government handed the overarching responsibility for integration to the employment ministry.

48% of organisations work with refugees weekly. 26% work monthly or fortnightly, whilst 8% commented that they can work daily with some refugees. 4% referred to their holistic approach and individual tailoring, when talking about the frequency of

Nearly a third of the organisations surveyed work with between 51-100 refugees annually, with just over a quarter working with less than 20 refugees each year.

We asked respondents how quickly they began working with refugees after arrival to support them into employment. Although a quarter of respondents said they began working with refugees immediately or once refugee status had been granted, 31% also commented that this is hugely variable and dependent on the individual needs of the individual. 6% noted that they begin working on language skills linked with employment support immediately.

Recent research has highlighted the importance of early labour market integration to the long-term integration achievements of refugees. A recent study into refugee resettlement in the UK states: “Finding employment for resettled refugees should be improved and more focused: it should be prioritised much earlier following arrival, following the Swedish model.”

The Swedish government believes the key to newcomers being able to establish themselves within Swedish society is access to employment, after which the process of integration starts to move forward. To support this goal, the Swedish government handed the overarching responsibility for integration to the employment ministry.

48% of organisations work with refugees weekly. 26% work monthly or fortnightly, whilst 8% commented that they can work daily with some refugees. 4% referred to their holistic approach and individual tailoring, when talking about the frequency of

Nearly a third of the organisations surveyed work with between 51-100 refugees annually, with just over a quarter working with less than 20 refugees each year.

We asked respondents how quickly they began working with refugees after arrival to support them into employment. Although a quarter of respondents said they began working with refugees immediately or once refugee status had been granted, 31% also commented that this is hugely variable and dependent on the individual needs of the individual. 6% noted that they begin working on language skills linked with employment support immediately.

Recent research has highlighted the importance of early labour market integration to the long-term integration achievements of refugees. A recent study into refugee resettlement in the UK states: “Finding employment for resettled refugees should be improved and more focused: it should be prioritised much earlier following arrival, following the Swedish model.”

The Swedish government believes the key to newcomers being able to establish themselves within Swedish society is access to employment, after which the process of integration starts to move forward. To support this goal, the Swedish government handed the overarching responsibility for integration to the employment ministry.

48% of organisations work with refugees weekly. 26% work monthly or fortnightly, whilst 8% commented that they can work daily with some refugees. 4% referred to their holistic approach and individual tailoring, when talking about the frequency of

Nearly a third of the organisations surveyed work with between 51-100 refugees annually, with just over a quarter working with less than 20 refugees each year.

We asked respondents how quickly they began working with refugees after arrival to support them into employment. Although a quarter of respondents said they began working with refugees immediately or once refugee status had been granted, 31% also commented that this is hugely variable and dependent on the individual needs of the individual. 6% noted that they begin working on language skills linked with employment support immediately.

Recent research has highlighted the importance of early labour market integration to the long-term integration achievements of refugees. A recent study into refugee resettlement in the UK states: “Finding employment for resettled refugees should be improved and more focused: it should be prioritised much earlier following arrival, following the Swedish model.”

The Swedish government believes the key to newcomers being able to establish themselves within Swedish society is access to employment, after which the process of integration starts to move forward. To support this goal, the Swedish government handed the overarching responsibility for integration to the employment ministry.

48% of organisations work with refugees weekly. 26% work monthly or fortnightly, whilst 8% commented that they can work daily with some refugees. 4% referred to their holistic approach and individual tailoring, when talking about the frequency of

Nearly a third of the organisations surveyed work with between 51-100 refugees annually, with just over a quarter working with less than 20 refugees each year.
engagement with refugees. Examining the numbers of refugees gaining employment each year gave very diverse results.

From the data gathered from survey respondents, it is estimated that over a quarter of organisations have an employment rate of 11-20% annually. It was estimated that only 12% of organisations were achieving an employment rate of over 50%.

Some interviewees reported that within the sector an employment rate of 40-45% was commonplace. Other interviewees talked about larger projects achieving rates of 65% or more.

Those, who support refugees into self-employment noted that these opportunities gave different metrics, which weren’t as simple. Others commented on the type of employment gained, noting that very few entered sustainable employment.
More than three quarters of organisations assessed refugees for ESOL, and aimed to understand skills, experience, qualifications and confidence levels.

Just over half of organisations assessed refugees mental and physical health, family circumstances barriers and ambitions.

Only a third of organisations surveyed are assessing the gender roles of refugees in relation to employment.

Research shows that refugee women’s experiences and needs are qualitatively different from those of men. Therefore, services to support women into employment will need to understand the specific barriers experienced by women refugees.

Other criteria used to assess refugees were: housing situation and learning type (style), aiming to understand individual refugees’ preferred methods of learning.
Across the UK organisations of various sizes are providing a range of support to help refugees into employment. The services provided named by organisations were:
Some organisations highlighted more specific types of support and services offered:

- Life skills courses
- Women returners employment course
- Social enterprise projects
- In-work support
- IAG
- Integration services
- Internships
- Healthcare professionals' project
- Engineers projects
- Wrap around care
- Pastoral care
- Maths
- CSCS testing and training
- Apprenticeships
- Qualifications verification

Of those surveyed over three quarters collaborate with other organisations. They do this mainly by connecting opportunities for individual refugees or signposting them to other more appropriate organisations. Of those who are currently not collaborating, 80% wanted to work with other organisations in the future.
6 TYPE OF EMPLOYMENT GAINED

Respondents were asked to tick the top three types of employment gained by the refugees with whom they worked. As can be seen from the graph opposite, most refugees went into either part-time or zero hours contract work. This suggests that refugees often find low paid and unstable employment. Respondents suggested that many refugees are also often underemployed, taking jobs that do not match their skill set. This is also mentioned in the recent Centre for Entrepreneurs report, Starting Afresh, which note that of those who find employment: “Half struggle to find employment appropriate to their skill level.”

28% of respondents ticked self-employed and 20% ticked entrepreneur/business start-up. Research shows that one in seven businesses in the UK is now started by a non-UK migrant. Discussions with interviewees also confirmed that many refugees with whom they work have a strong entrepreneurial drive. This is supported by the recent Centre for Entrepreneurs Report, Starting Afresh, which notes that: “Employment has traditionally been seen as the main way to integrate the newly arrived, but three-fifths of newly arrived refugees fail to find jobs. Employment is not the only answer. In fact, encouraging refugees into entrepreneurship and self-employment may prove to be the most innovative and effective solution for the successful resettlement of refugees in the UK.”

Only 15% of respondents said they stopped working with refugees once they have gained employment, demonstrating the support many continue to benefit from and need, once in employment.

---

6 Starting Afresh, Centre for Entrepreneurs, 2018
7 Starting Afresh, Centre for Entrepreneurs, 2018
7 BARRIERS TO EMPLOYMENT

What are the greatest barriers to refugees gaining employment in the UK?

A number of themes emerged from survey respondents and interviews, indicating the most common barriers to employment for refugees in the UK. Many people felt refugees suffered multiple barriers to employment, the multiplicity creating significant and sometimes overwhelming challenges in refugee employment journeys. Respondents recognised the diversity of refugees’ experience with each individual refugee having a diverse range of barriers to employment.

- ESOL (26.59%)
- Refugee skills and experience (25.43%)
- Personal circumstances (16.76%)
- Public and employers’ perceptions (12.14%)
- Organisational and systematic barriers (10.40%)
- Practical barriers (8.67%)
7.1 English language
The predominant theme emerging from the data was refugees’ lack of English language as a major barrier to employment. Respondents talked about general ESOL classes varying in quality and accessibility. Funding for ESOL provision varied across regions and nations. In Wales and parts of England and Scotland ESOL provision was free at the point of access. In Northern Ireland ESOL is generally not free at the point of access and is often delivered by community partners with, reportedly, a large variance in quality and a high dependency on volunteers to provide classes.

People talked about the predominance of general ESOL classes as a barrier. There is a lack of more specific conversational, work based or sector based ESOL classes and respondents saw these types of ESOL as being significantly more effective than general ESOL. This is in line with research suggesting that: “Combining language courses with work-oriented activities, are more successful” in supporting refugees into employment.  

This evidence is supported by the OECD who conclude “On-the-job training for high-skilled refugees improves the content and delivery of skills-based language learning. [They suggest] tailor-made programs; long-term upskill programs for illiterate and very poorly educated and comprehensive vocational skills programs for the higher-skilled.” Refugees who were illiterate in their native language struggle with ESOL classes, providing an additional barrier for this group.

The knock-on effects of refugees lack of English language is extensive, affecting most areas of their lives and their integration process. In terms of refugees’ employment journey, limited English language can prevent effective job search, engaging with careers advisers, employers, job applications and many other employment related activities.

7.2 Refugee skills and experience
Following closely behind ESOL, barriers relating to refugees’ skills and experience was an emerging theme seen as critical to supporting refugee employment. Refugees struggle to prove their skills, experience and competencies in the UK jobs market.

“Refugees are much more likely to be overqualified than other migrants. In total, almost 60% of employed tertiary-educated refugees in the EU are overqualified for the jobs they occupy, more than twice the level of the native-born and also well above the levels for other migrant groups. The reasons for the observed large discount of refugees’ formal qualifications relate to the fact that most of them have foreign qualifications which employers may have difficulties in evaluating and they also often lack documentation of their degrees.” (OCED)

Skills recognition was seen as important within the refugee’s journey to employment. Proving skills in a number of ways, including verification of qualifications and helping refugees to evidence their skills and experience, were mentioned by respondents.

---

“There are problems at each stage of the support process, but the ones that I believe we are currently doing most poorly at are the initial assessment and identification stage - making sure that there is a coherent skills assessment that ties into the most appropriate support provider; and then the skills building phase - making sure that refugees are able to continually upskill so that they gain access to higher income and sustainable employment opportunities.” Survey respondent

Refugees need a good understanding of the UK jobs market, British work culture and ethics and how to apply for jobs in the UK. A lack of this understanding and knowledge was seen as a common barrier for refugees. Lack of UK work experience, and, specifically, paid work experience were also seen as barriers, as were a lack of networks, specifically, professional networks. Some specific skills lacked by refugees were basic skills, reading, writing, maths and IT skills.

7.3 Personal barriers
The most commonly mentioned personal barrier to employment was experience of trauma. Respondents talked about the psychological issues and vulnerabilities experienced by refugees including poor mental health, contributing to difficulties in progressing on their employment journey.

Refugees lacking confidence was seen as a barrier to employment, as was refugees lack of motivation, isolation and lack of good social integration.

7.4 Public and employers perceptions
Employers’ perceptions of refugee employment status and skills and employers’ expectations of refugees were named as barriers to employment. People talked about unconscious bias contributing to low representation of BME people and refugees in many workplaces. Interviewees and survey respondents talked about experiences of workplace discrimination and racism against refugees.

“In the 30 years between 1983 when the British Social Attitudes (BSA) Survey was founded and 2013 when we last asked this question on BSA, the proportion of the public who described themselves as either ‘very’ or ‘a little’ racially prejudiced varied between a quarter and over a third of the population. It has never fallen below 25%.” Racial Prejudice in Britain Today Report, 2017

7.5 Organisational and systematic barriers

10 Racial Prejudice in Britain Today Report, 2017
There is a lack of an overall national strategy for the employment of refugees. A number of interviewees talked about their vision for refugee employment support being provided centrally by government.

“In an ideal world, there would be less providers and more holistic projects that had all of its funding under one umbrella. There should be a government scheme centrally funded that lots of different schemes could fall under. The social enterprise response in the sector is brilliant but there should be something that is centrally organised so people don’t fall down the gaps as a structured journey. Everything needs to be more joined up. This shouldn’t be the responsibility of the charity sector.”

“We should all be working for the government! Refugees are vulnerable people. Social services wouldn’t be run privately!”

A number of interviewees felt that some humanitarian front line organisations are barriers and that the funding systems can remove refugees’ agency.

“Organisations [working with refugees] remove refugees’ agency putting them to the point of vulnerability. Humanitarian organisations can then come and mend them and put them into an entry level job to satisfy funders requirements......People say that refugees have unrealistic expectations [wanting more than entry level jobs], but actually the funding cycle is unrealistic as those people often need a longer timeframe to develop their goal.”

People felt there was a lack of impartial professional career information advice and guidance, provided by organisations to all refugees as soon after arrival as possible. Refugees’ access to funding to support them on their employment journey and access to finance for supporting the establishment of businesses or social enterprises can be a barrier. Refugees’ experience at Jobcentre Plus (JCP) was also mentioned as being very frustrating. This has been documented in previous research:

“In addition, they experience much stress associated with their appointments with the Job Centre. The procedures, many of which are online and in English, are often too complicated to understand. They need additional support and instructions before entering mainstream services which are not sufficiently tailored to their situation.”

7.6 Practical barriers

---

11 Refugee resettlement in the UK: initial results of a large scale 3-year research project, Linda K. Tip, Linda Morrice, Rupert Brown, & Michael Collyer, University of Sussex
The lack of suitable, flexible and local jobs in an inaccessible job market is hindering refugee employment. Other practical barriers named were: childcare and caring responsibilities, career breaks – especially for female refugees, refugees lacking transport and suitable accommodation.
8 THE REFUGEE EMPLOYMENT JOURNEY

Elements of a refugee employment journey most frequently mentioned

Individuals, who participated in the interviews, were asked, firstly, if they thought there was a typical refugee employment journey and, secondly, if there was, what steps they could identify within this process. Most interviewees recognised that each refugee will have an individual pathway to employment and, due to the diversity of refugees’ backgrounds and experiences, pathways to employment will be equally diverse in nature and not necessarily obvious to the refugee or those supporting him/her.

Despite this, a number of interviewees felt there were some common stages or elements within this process. However, it was felt that they cannot be represented in a linear progression, as all people on an employment journey may address steps along the pathway in a different order and with differing timescales. It was also recognised that people may repeat steps within their pathway before they achieve their employment goal.

Size of circle reflects frequency of theme mentioned by respondents.
Other elements of a refugee employment journey mentioned by respondents
9 BEST PRACTICE

What is best practice in refugee employment support in the UK?

A number of reports have looked at best practice in refugee employment.

The UNHCR report Towards Integration, examining the Syrian Vulnerable Persons Resettlement Scheme in the UK highlights a number of recommendations for best practice. For example: English preparedness, employment preparation at the earliest opportunity and the encouragement of self-reliance to mitigate any risk of dependency.

An OECD report recognises the benefits of combining language training with job training or work placements. Entrepreneurship and social enterprise are increasingly being recognised as important factors in many refugees’ employment journeys, tackling not just unemployment but underemployment. A report by the Centre for Entrepreneurship states:

“There is good evidence to suggest that refugees can make successful entrepreneurs. Refugees demonstrate high levels of motivation, confidence and desire for achievement, as well as a keen sense of risk and recognition of opportunities.”

A report by Europhoned identifies ‘promising practices’ in relation to labour market integration of refugees. Some of these practices include: recognition of academic qualifications, funding fast-track insertion into the labour market and vocational training – skills assessment, and highlights an exchange of information on ‘promising practices’ – already happening through the European Commission’s online database.

The European Parliament on the Labour Market Integration of Refugees report recommended the following approaches based on good practice of member states:

- early offer of language tuition
- skills assessment
- quality counselling to develop an individualised integration plan
- recognition of foreign credentials
- skills and qualification upgrading (for example in trade-linked health and safety)
- job search assistance
- CV and interview preparation
- quality mentoring
- volunteering places
- work placements (including shadowing)

---

12 [http://www.unhcr.org/uk/protection/basic/5a0ae9e84/towards-integration-the-syrian-vulnerable-persons-resettlement-scheme-in.html?query=Toward+Integration](http://www.unhcr.org/uk/protection/basic/5a0ae9e84/towards-integration-the-syrian-vulnerable-persons-resettlement-scheme-in.html?query=Toward+Integration)
13 [Making Integration work: Refugees and others in need of protection](http://www.unhcr.org/uk/protection/basic/5a0ae9e84/towards-integration-the-syrian-vulnerable-persons-resettlement-scheme-in.html?query=Toward+Integration)
14 [Starting Afresh, Centre for Entrepreneurs 2018](http://www.unhcr.org/uk/protection/basic/5a0ae9e84/towards-integration-the-syrian-vulnerable-persons-resettlement-scheme-in.html?query=Toward+Integration)
16 [European Commission’s online database](http://www.unhcr.org/uk/protection/basic/5a0ae9e84/towards-integration-the-syrian-vulnerable-persons-resettlement-scheme-in.html?query=Toward+Integration)
Respondents to the survey picked out many of the areas of best practice noted in previous research. Thematic results emerged in three main areas of best practice:

4. Best practice in service provision
5. Best practice in approaches to working with clients
6. Best practice in sector and organisational approaches
9.1 Best Practice in Service Provision

- More, and better, impartial information and guidance
- Appropriate training/skills/qualification opportunities
- Named case worker
- Articulate skills competencies
- Open Days
- Increase accessibility
- Individual skills/needs assessment
- Individual learning plan/employment pathway
- Real job opportunities
- Soft skills in native language
- Formal and informal ESOL support including work and sector specific ESOL
- Flexible curriculum
- Social enterprise support
- Relevant work placements
- Co-production with refugees
- In work support

Size of circle reflects frequency of theme mentioned by respondents.
The predominant theme to emerge about best practice in service provision was employer engagement. Working with employers right from the start to co-design the refugee/employer engagement process, such as shadowing and relevant work placements linked to interviews, was seen as best practice. Once in work, respondents felt it was best practice to continue to engage with employers to provide in-work support, encouraging sustainable employment. Working with living wage employers was seen as important, as was building an employer database and working with a pipeline of employers.

“Prepare the person for the workplace and workplace for the person.”

Respondents felt it is important for organisations working in refugee employment to know what employers’ needs are and be sector specific in their service provision to refugees. It was felt by respondents that using a Corporate Social Responsibility (CSR) ticket to engage with employers was not helpful as it can reinforce negative messages about refugees. However, engaging with the employer on their terms is the most important element. Therefore, if CSR is the first step on the employers’ journey to working with refugees, this should be welcomed.

Timely, impartial, quality information, advice and guidance was seen as best practice service provision. Specific examples, such as induction packs and information to counter negative messages in refugee communities in the UK were seen as useful. One interviewee talked about how some refugee communities have become ‘normalised’ to the idea of unemployment and underemployment. It was felt that work was needed to counter these negative messages and ‘institutionalisation’ of refugee communities. Individual advisers need to be suitably trained, have sufficient amounts of time to spend with clients and be able to give and signpost clients to specialist advice and information.

Respondents thought that organisations working to provide best practice service provision would be offering a flexible curriculum with a wide range of training, skills development and qualification opportunities to refugees. Examples of best practice provision were: mentoring programmes, job coaches, social enterprise support, open days, mock interviews and training to improve communication and understanding of UK work culture and ethics, thereby building cultural confidence. Individual learning plans or employment pathways following initial skills assessments/mapping, evidence gathering and skills verification were mentioned as best practice tools to support refugees individually. Co-designing provision with refugees was highlighted as a best practice approach to service delivery.

“There are problems at each stage of the support process, but the ones I believe we are currently doing most poorly at are the initial assessment and identification stage - making sure that there is a coherent skills assessment that ties into the most appropriate support to provide; and then the skills building phase - making sure that refugees are able to continually upskill so that they gain access to higher income and sustainable employment opportunities.”

Best practice in ESOL provision was seen as an increase in general ESOL provision, with more specific employment focussed ESOL,
more conversational ESOL and non-accredited ESOL. Building refugees’ soft skills in their native language when they first arrive was seen as an example of best practice which avoided the time lag often experienced while waiting for refugees to build sufficient English language skills to participate in employment training activities.

Ensuring accessibility, particularly for women, who predominantly shoulder caring responsibilities, was seen as best practice. This included the provision of free childcare, where needed, to ensure equality of opportunity in participation of employment activities.
9.2 BEST PRACTICE IN APPROACHES TO WORKING WITH CLIENTS

Size of circle reflects frequency of theme mentioned by respondents.
Using a candidate-centred approach was the most common theme, when talking about best practice in approaches to working with clients. Respondents talked about taking a holistic approach to working with their clients, seeing them as individuals with multifaceted lives. They recognised the need to support their clients’ other needs besides employment, providing wrap around care and supporting them, for example, with their housing, health and families’ needs.

One-to-one individual work with clients providing bespoke, tailored support for each individual was seen as best practice. It was seen as important that bespoke work did not segregate clients.

Recognising that refugees have often suffered trauma, respondents felt that providing psychological support is best practice. The provision of a safe place to learn, a place that could support refugees to increase their confidence levels was recognised as important.

Asset based support, recognising the skills, experiences and ambitions of the refugees was a common theme in this category. There was a feeling that refugees often have skills that can be overlooked and that organisations need to provide services and support which develop their skills and work to their strengths.

“Working effectively with refugees is about not having a paternalistic view – it is not an expert coming to you with the solutions. Asset based work is important. Refugee communities have a variety of diverse strengths. Work needs to be person centred.”

Respondents talked about the need for speed and intensity of work with refugees, thereby reducing the possibility of refugees becoming disheartened over time, losing motivation and enthusiasm to move forward on their employment journey. Recent research has highlighted the importance of early labour market integration to the long-term integration achievements of refugees. Survey data suggests that each month of inactivity can hamper subsequent labour market integration. Supporting refugees into employment quickly is crucial.

In some areas of the UK people reported refugees being ‘on a merry go round’ between organisations providing refugee employment support. To avoid this, best practice was seen as: organisations being inclusive, working with all refugees who present themselves to the organisation, not having minimum English requirements and not cherry picking refugees to support with employment services.

---

18 UNHCR – Towards Integration, 2017

9.3 BEST PRACTICE IN SECTOR AND ORGANISATIONAL APPROACHES

Size of circle reflects frequency of theme mentioned by respondents

- Professionalise the sector
- Less providers/more holistic approach
- Creative
- Joined up/Collaborative
- Look at German and Swedish provision
- Good understanding of inhibiting factors
- Self sufficient organisations
Many respondents talked about the importance of working together. This was the most common theme, when discussing best practice in organisational and sectoral approaches to refugee employment.

Collaboration to provide joined up holistic support for refugees was seen as important, as was sharing best practice and ensuring providers are signposting others’ services to offer wrap around support to refugees. Organisations in rural locations were often not well networked.

Best practice was also seen as individual workers from different organisations communicating with each other and making referrals to ensure joined up support for refugees. Being creative and innovative was seen as the way forward for the future of the sector. There were comments about the sometimes competitive culture within the sector.

Respondents felt that the sector needs to be professionalised. Currently there are concerns from respondents that there is a large variation in the quality of service provision. Training and support for staff working to support refugee employment is minimal. There is a lack of quality data to provide good knowledge and understanding of the inhibiting factors to refugee employment in the UK, including best working practices and standards. People felt that organisations frequently lacked capacity to deliver their work.

“There is a paucity of data. We have deprivation poverty data because that’s what you need for funding. We don’t have asset strengths data. There are no large data sets saying what the refugees have in terms of skills. We only know about the skills refugees don’t have.”

“Refugees deserve a proper service like they get in Germany and Sweden. There should be some quality mark for people working with refugees, some basic staff training.”

“Professional career guidance is important to help refugees get the work they are skilled at. It is a skill to be impartial. Keep it candidate centered. “

Some respondents felt that a centrally funded government scheme in which various programmes could be included would be an ideal vision for the future of the sector. This would then reduce the patchwork of provision and provide more holistic projects.
10 RECOMMENDATIONS

Of those surveyed, 95% believed that there are areas for improvement in employment support services for refugees in the UK. The recommendations below come from the suggestions made by respondents, recommendations from previous research and the insights gained as result of this research.

10.1 STRATEGIC / SECTORAL

10.1.1 Create a national strategy for the employment of refugees.
There is no national strategy for supporting refugees to overcome these barriers. As a result, refugee unemployment is significantly greater than in the native UK population. This idea has been proposed by a number of organisations including Refugee Action in 2016, by the Wonder Foundation report \(^{20}\) and the Centre for Entrepreneurship in 2018 who would support a strategy that positions entrepreneurship and self-employment as outcomes equal to employment.

“The status quo wastes talents, increases costs to the taxpayer, and creates risks to successful integration. It’s imperative that a clear political commitment is made to develop an employment action plan for all refugees. Such a strategy would require significant public investment. The Home Office and Department for Work and Pensions would both play important roles in this, as would private sector and voluntary sector organisations.” Refugee Action

10.1.2 Create a national strategy for English language learning. As the survey demonstrated there are a huge number of organisations delivering ESOL throughout the UK ranging from small community groups and volunteer driven charities to local authorities. However, the lack of national strategy means that these services can vary in standard and approach. While recent initiatives have been announced to increase ESOL provision in certain areas of the UK, a national strategy for English language learning would provide clear guidance for all organisations.

“The UK does not have a nationally coordinated strategy on English language learning. As a result, [there are] funding, resources, coordination, and standardisation issues when it comes to learning English. With many job opportunities requiring English language proficiency, refugees

who come with little to no English are particularly disadvantaged in the labour market. Additionally, refugees who are looking to improve their English skills to achieve upward mobility may also find it difficult to access and participate in appropriate learning opportunities.” The Wonder Report

10.1.3 Create longer term plans to ensure best practice provision supporting refugee employment. Interviewees reported that a patchwork of provision with short term funding is detrimental to positive and sustained outcomes for refugee employment. Engage funders in discussions about the need for longer term funding to enable success in refugee employment in the UK. Clearly understand and evidence the business benefits of sustained programmes of work over longer timescales, and communicate this to government and other funders. Consider self-sustaining business models (social enterprise), and decrease reliance on short term project funding.

10.1.4 Continue to develop and increase collaborative working practices across the sector. From this research, it was found that the majority of organisations already collaborate, and of those who don’t, most would like to collaborate with other organisations. Consider ways to increase knowledge exchange, dissemination of information and best practice.

10.1.5 Continue to develop the Refugee Employment Network. Continue to widen the Network throughout the UK to include Wales, Scotland and Northern Ireland. The Network could encourage new members to engage by holding meetings in convenient locations. Organisations operating in rural locations are often not well connected and the Network may want to consider how to best reach all organisations working in the sector. Continue to share best practice and learn from each other’s varied experiences in refugee employment practices.

10.1.6 Increase training and support for professionals working within the sector supporting refugees into employment. Develop accreditation for staff and quality standards for work with refugees. Increase thought leadership within the sector.

10.2 WORKING WITH EMPLOYERS

10.2.1 Increase and improve employer engagement throughout the refugee employment journey. There were a number of general comments about how the sector could benefit from improved employer engagement. For example, this included improving employers’ understanding of
refugees’ assets and celebrating positive examples of refugee employment (also mentioned in the Renaisi RISE event report\textsuperscript{21}), and working with employers on developing ESOL in the workplace. For more detailed information and recommendations about improving employer engagement please see a concurrent piece of research commissioned by the Refugee Employment Network.

10.3 ESOL

10.3.1 Map the quality, quantity and accessibility of ESOL provision against the needs of clients. ESOL provision is highly variable both in quantity and quality across the UK. A number of themes emerged, which suggest that, in many areas, improvements to ESOL provision are needed. The following recommendations therefore may not all be applicable to every area or organisation.

10.3.2 Increase work based ESOL, sector based ESOL and accredited employability ESOL to ensure language progression and employment readiness.

10.3.3 Increase conversational ESOL provision, working with native speakers wherever possible.

10.3.4 Increase accessibility of ESOL classes by increasing the variety of times and days of ESOL classes.

10.4 JOBCENTRE PLUS / PUBLIC SERVICES

10.4.1 Increase specialist support for refugees at Jobcentre Plus, with staff trained to have a good understanding of refugee issues. A more diverse workforce at Jobcentre Plus, more translators and multiple language speakers and /or leaflets in multiple languages in Job Centres could also support refugees on their employment journeys. The recent launch of the UK Government’s Integrated Communities Strategy Green Paper\textsuperscript{22} in 2018 indicates some improvements may be forthcoming. The Paper states there will be, “additional funding to Jobcentre Plus so they can support more people from the most segregated communities into work in the Integration Areas” and there will be “support [for]

people from ethnic minorities into work in places where there remains a big gap between their employment rates and that of White British people”.

10.4.2 Increase training for public sector employees on how to communicate with non-native English speakers when they are delivering training and employment open days and workshops. Respondents from the survey mentioned police and social services as services that needed improvement when working with refugees. The Wonder Foundation report also recommended ‘Improve social services support and provision’.

10.5 SERVICES AND APPROACH TO CLIENTS

10.5.1 Take a holistic view of people’s livelihoods. Look at the structures around individuals and address barriers in all areas of their lives to support sustainable employment. For example, use personalised integration plans, where all areas of their lives are addressed, not just language and skills recognition. Staff development and training, as mentioned previously in 10.1.6, could be used to help staff take this approach.

10.5.2 Provide in-work support to sustain employment.

10.5.3 Encourage early labour market integration. Ensuring refugees have appropriate information, professional advice and guidance to help them to think about employment at pre-arrival and arrival stages is important to encourage refugees to have realistic expectations of the refugee journey to employment in the UK.

10.5.4 Encourage social connections and networks. Research shows the positive impact of social connections on employment outcomes, and it is believed that this is a gap in provision not addressed properly.

“The number of interactions that refugees have per week is comparatively very low. This makes it difficult for them to gain social agency.”

10.5.5 Increase skills assessments and skills recognition services for refugees. As also recommended within ‘Starting Afresh’, a report on how entrepreneurship is transforming the lives of resettled refugees,23 “Design and introduce a skills mapping exercise during the asylum application process. This would help identify educational and vocational qualifications, employment history, where they might be resettled based upon local economic needs, as well as entrepreneurial tendencies”

23 Starting Afresh, Centre for Entrepreneurs 2018
10.5.6 Increase free childcare provision to support refugees with caring responsibilities.

10.5.7 Carry out gender-disaggregated monitoring, evaluation and assessment of all refugees in refugee employment programmes recognising that refugee women’s experiences and needs are qualitatively different from those of men. Track the impact of programmes on women and men to enhance learning about increasing women’s economic empowerment and equal access to economic resources.
APPENDIX ONE – THE REFUGEE EMPLOYMENT NETWORK

DRAFT Terms of Reference for the Refugee Employment Network

The members of the group have agreed to enter into an informal partnership for six months to explore the development of a formal organisation to pursue the following vision:

![Image](https://via.placeholder.com/783x511)

The group’s shared vision is for every refugee in the UK to be able to access appropriate, fulfilling, paid employment or self-employment.

During this six-month set-up phase the following roles have been agreed:

<table>
<thead>
<tr>
<th>Role</th>
<th>Name and Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Janice Lopatkin, World Jewish Relief (WJR)</td>
</tr>
<tr>
<td>Secretariat</td>
<td>Charlie Fraser, The Entrepreneurial Refugee Network (TERN)</td>
</tr>
<tr>
<td>Employer engagement lead</td>
<td>Cath Sermon, BiIC</td>
</tr>
</tbody>
</table>

During this six months the group will meet monthly, with key targets for this period to be outlined and agreed in the first session.

The group is:
- primarily for decision makers in organisations active in refugee employment and self-employment.
- open, but with a focus on achieving its vision rather than attempting to represent every organisation in the refugee sector.
- will develop with a view to providing leadership and a coherent voice on refugee employment / self-employment.

In pursuit of its vision the group will seek to work with:
- Organisations active in refugee employment, in order to share best practice and work collaboratively on practical projects to support refugees into access appropriate, fulfilling, paid employment or self-employment.
- Employers, in order to help them access the skills and labour of refugees in their labour force and supply chain.
- Investors/donors, in order to establish sustainable models of support and encourage longer term models of engagement.
- UK, devolved and local government, in order to prove best practice and build their capacity to facilitate the employment of refugees in the UK.

Membership of the group is not restricted but seeks to include:
- Ashley Community Housing
- Breaking Barriers
- Bridges
- Business in the Community (BtC)
- Council for At Risk Academics (CARA)
- ELATT
- International Organisation for Migration (IOM)
- RefuAid
- Refugee Action
- Refugees into Sustainable Employment (RISE)
- Re-Start
- SINGA UK
- The Entrepreneurial Refugee Network (TERN)
- The Red Cross
- The Refugee Council
- Transitions
- World Jewish Relief

This currently encompasses just the refugee sector organisations that the consortium is interested in engaging with. Further guidance will be sent on organisations to be engaged within investor, employer, and government spheres upon common agreement on scope of activity for the consortium.

EMPLOYMENT NETWORK TIMELINE

- **Session 1: Goal Setting**
  Establishing clear working practices for planning period of consortium, achieving agreement on key targets across 6 sessions and deliverable outcomes

- **Session 2: Collective Re-design**
  If we were to start from scratch how would we achieve the consortium’s goal of every refugee having access to fulfilling employment and self-employment? Is there a common shared vision we can work towards?

- **Session 3: Common Advocacy**
  Based on the re-design, what are we as a consortium trying to get there? Do we have a common public message that others and we can amplify?

- **Session 4: Collaboration**
  If we have a message, how can we communicate? How can the refugee sector coordinate more effectively on refugee employment and self-employment initiatives? What are the best practice pre-existing methodologies?

- **Session 5: Reflections & Practical Next Steps**
  Reflecting on what’s emerged out of previous sessions, determining the long-term future of the consortium and the practicalities of making it a reality.
APPENDIX TWO - ORGANISATIONS CONTRIBUTING TO THIS RESEARCH

With thanks to the following organisations for contributing to this research:

Aberdeenshire Council
Action West London
Ashley Community Housing
Aspire Oxford
Belfast Unemployment Resource Centre
Breaking Barriers
Bridges Programmes
CAS Community Solutions CIC
Cheshire West and Chester Council
Clear
Code Your Future
Concept Training
Conway Education Centre
CREST
Deveron Projects
Extern
Friends of Hannah More
Food without Borders
HOPE Nottingham
LBC Lifeline Resource
Leeds Asylum Seekers Support Network
Migrant Support
Migration Yorkshire
New Routes

NICRAS
Nottingham Arimathea Trust
Oasis Cardiff
Oxfam Cymru
Pembrokeshire Hiraeth Hope
Princes St Training, Education and Enterprise Centre
Race Equality First
REAP
Refugee Action
Refugee Council
Refugee Resource
Renaisi
Restart
Scottish Refugee Council
Skills Enterprise
St. Augustine’s Centre
Suffolk Refugee Support
Swansea Asylum Seekers Support
TERN
Transitions London
UK Community Foundations
Upbeat Communities
Welsh Refugee Council
World Jewish Relief
APPENDIX THREE – ON LINE QUESTIONNAIRE

The Refugee Employment Network has commissioned Milestone Tweed to research best practice in refugee employment support in the UK. Your responses will contribute towards the creation of a best practice framework for organisations in the UK working to support refugees into employment. We appreciate you taking the time to complete this survey, it should take no longer than 10 minutes. Thank you.

1. Where does your organisation work?
   
2. Does your organisation provide a range of support for refugees or only provide employment support for refugees?
   - A range of support services
   - Only employment support services
   - Other (please specify)

3. How long has your organisation been providing employment support for refugees?
   - Less than 6 months
   - 1 Year
   - 1-3 Years
   - 3-5 Years
   - 5-10 Years
   - Longer
4. How many staff does your organisation employ?

- [ ] 1-5
- [ ] 6-20
- [ ] 20-50
- [ ] 50+
- [ ] None/Volunteer Led

5. Does your organisation rely on volunteers to support the services you provide?

- [ ] Yes
- [ ] No

6. If yes, in what way do these volunteers support your work?


Funding

We'd like to find out a bit more about the types of funding organisations supporting refugees into employment are reliant on.

7. How is your service supporting refugees into employment funded? (Please tick all that apply to your organisation)

☐ Trusts and Foundations
☐ European Union
☐ Home Office
☐ Local Authority
☐ Private philanthropy
☐ Social enterprise activities
☐ Donations from fundraising
☐ Your own organisation's core funding
☐ Other (please specify)
8. How sustainable is your funding for refugee employment support? Please tick below how long your current funding is guaranteed.

- [ ] Less than 6 months
- [ ] 1 Year
- [ ] 2 Years
- [ ] 3 Years
- [ ] Longer

If you have any comments on your funding, or funding available for projects supporting refugees into employment please share these here.

[ ]
<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>9. On average, how many refugees do you work with each year providing employment support?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Less than 5</td>
<td>5-20</td>
<td>21-50</td>
<td>51-100</td>
</tr>
<tr>
<td>10. On average, how many refugees that you work with gain employment each year?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11. How soon do you start providing employment support to refugees after they have arrived in the UK?
- Within first week after arrival
- Within first month
- Within first three months
- Within first six months
- Within first year
- Other (please specify)

12. On average, how often do you provide employment support to each refugee?
- Weekly
- Fortnightly
- Monthly
- Other (please specify)
13. On average how long do you work with a refugee before they gain employment?

- [ ] A week
- [ ] Up to a month
- [ ] Up to 6 months
- [ ] Between 6 months and 1 year
- [ ] Between 1 year and 2 years
- [ ] Between 2 years and 3 years
- [ ] Longer (please specify)
14. What are the characteristics of the employment gained by those you work with? (Please tick top three if more than one apply)

☐ Part-time
☐ Full-time
☐ Zero hours contract
☐ Agency work
☐ Self employment
☐ Working in a social enterprise
☐ Apprenticeship
☐ Flexible working
☐ Fixed term contracts
☐ Freelance
☐ Entrepreneur/business start up
☐ Other (please specify)

☐ Other (please specify)

15. Do you provide continued support once a refugee is in employment?

☐ Yes
☐ No

☐ If yes, what sort of continued support to you provide?

☐ If yes, what sort of continued support to you provide?
16. What criteria do you use to assess refugees when you first start working with them to provide employment support? (Please tick all that apply)

- [ ] ESOL Levels
- [ ] Skills
- [ ] Experience
- [ ] Qualifications
- [ ] Family circumstances
- [ ] Health - mental and physical
- [ ] Ambitions
- [ ] Barriers
- [ ] Confidence
- [ ] Gender roles
- [ ] Other (please specify)
17. Please tick what services your organisation provides to refugees (tick all which apply)?

- CV writing support
- Interview support
- Mentoring support
- Training opportunities
- Education
- Language lessons
- Social events
- Liaison with job centre
- Networking events
- Liaison with employers
- One-to-one support
- Group support
- Support for self employment
- Support for social enterprise
- Volunteering opportunities
- Named caseworker for each refugee
- Individualised action plans for each refugee
- Other (please specify)
18. What do you find is the greatest barrier to refugees gaining employment?

19. Do you collaborate with other refugee employment organisations?
   - Yes
   - No

20. If yes, please provide details of these organisations and how you collaborate.

21. If no, would you like to in the future?
   - Yes
   - No

22. Do you work with:
   - Job Centre Plus
   - Job Centre Online
   - Department for Work and Pensions
   - If yes, please provide details of how you work together

   If yes, please provide details of how you work together
23. Are there areas for improvement in employment support services for refugees in the UK?

- [ ] Yes
- [ ] No
- [ ] If yes, please provide details on improvements necessary.

24. What does best practice in refugee employment support look like?

25. Which organisations or projects of which you are aware provide successful and high quality employment services to refugees?

Thank you for taking the time to complete this survey.

26. Contact details

Name
Organisation
City/Town
Email Address

27. Phone number for interview

Phone Number

If you’re happy for us to contact you for a further phone interview related to this survey please provide your phone number above. This interview should take no longer than 30 minutes.