



Cities on the frontline: local practices for active inclusion in Copenhagen



Preventing long-term unemployment among unskilled people and highly skilled people who are employment-ready

Cities for Active Inclusion

CITIES FOR ACTIVE INCLUSION

The EUROCITIES Network of Local Authority Observatories on Active Inclusion (EUROCITIES-NLAO) is a dynamic network of nine European cities - Barcelona, Birmingham, Bologna, Brno, Copenhagen, Lille Métropole - Roubaix, Rotterdam, Sofia and Stockholm - each with a Local Authority Observatory (LAO) within its administration. Their aim is to share information, promote mutual learning and carry out research on the implementation of the active inclusion strategies at the local level.

The nine observatories are coordinated by EUROCITIES, the network of major cities in Europe, and financially supported through the European Commission's Progress programme.

www.eurocities-nlao.eu

INTRODUCTION

1.1 City context

Copenhagen is the capital of Denmark, a country with a population of some 5.6 million people and a labour force of some 2.9 million. Denmark has high levels of social mobility and income equality, and low levels of unemployment: currently the rate of unemployment is about 2.8 per cent, which represents about 160 000 people.

Copenhagen metropolitan area consists of several separate municipalities and has an overall population of 1.95 million people. Copenhagen municipality lies in the centre of this metropolitan area and has a population of some 600 000 (approximately 10% of Denmark's total population), with around 23 000 unemployed people.

Like many areas of Denmark and of the EU as a whole, a growing number of people in Copenhagen municipality have become long-term unemployed, due to the recent economic crisis. Long-term unemployment increased from just over 6 000 people at the beginning of 2010 to approximately 8 000 during 2011 and early 2012, although the figure dropped to 7 500 by the beginning of 2013 (see Annex, Table 1)¹.

The challenges of long-term unemployment are exacerbated by the continuing fiscal and economic crises. There are fewer work opportunities available, so it is harder for people to find a regular job. This increases the need for services to help unemployed people into regular work, particularly those who are unemployed long-term.

One of the three principles of the EU's active inclusion strategy is to ensure inclusive labour markets, to ensure that everyone of working age has the opportunity to work². People who are unemployed long-term are particularly at risk of becoming excluded from the labour market, and long-term unemployment is considered a significant indicator of social and economic exclusion³.

Long-term unemployment is a challenge for most Danish municipalities. However, the problem is more pronounced in the Copenhagen municipality, where approximately 3 400 more citizens are long-term unemployed than in comparable municipalities (see Annex, Table 2). Copenhagen municipality is therefore using a targeted preventative approach to help prevent long-term unemployment.

As in most countries, the Danish welfare state redistributes taxes to provide a wide range of welfare services and assistance. To ensure sufficient funds from taxation are available to provide effective welfare services, it is essential to maximise the labour market participation of those who are able to work. This active redistribution of income needs to be able to raise sufficient funds to ensure that all citizens have adequate income support and access to quality services: these are the other two principles, or pillars, of the EU's active inclusion strategy, the third one being to ensure an inclusive labour market.

The Danish system of employment support uses a decentralised model. Employment support is organised and managed by local municipal employment administrations, with local job centres providing employment services. At the same time, employment policy is regulated by national legislation, with national government making the main decisions.

¹In Denmark, long-term unemployment is defined as unemployment lasting for longer than one year.

²The three pillars in the European Active Inclusion strategy are: 1) adequate income support; 2) inclusive labour markets; 3) access to high quality support services.

³See: Knowledge and inspiration for long-term unemployment: Mploy Report 2012: <http://bit.ly/144t7ou>.

1.2 Long-term unemployment in Copenhagen

In Copenhagen municipality, unemployment has doubled since 2009, and currently, approximately 23 000 people are unemployed (as at April 2013)⁴. Of these 23 000 people, approximately 7 500 are long-term unemployed.

Ensuring a good and accurate match between the labour market on the one hand, and unemployed people who are employment-ready, on the other, has proved to be a highly effective way of getting more people back to work, and reducing the time that people are unemployed.

Most of Copenhagen municipality's labour market policies are directed towards unemployed people who are employment-ready. They are ready to move into employment without further social intervention and are not considered to have other problems that would prevent them working in a regular job, such as homelessness, drug abuse or psychiatric diagnoses.

This report will focus on unemployed people who are employment-ready.

1.3 Unemployed people: insured and uninsured

In Copenhagen municipality, 23 000 people were unemployed as at April 2013. The group consists of two categories of unemployed people:

- insured unemployed people
- uninsured unemployed people.

The Danish approach differentiates between insured and uninsured workers. Unemployment insurance in Denmark is a voluntary, public scheme administered by private insurance funds⁵. Unemployment insurance payments can be claimed by someone who loses their job, as long as they were employed, and have been paying into an unemployment insurance fund, for a certain time period. However, the length of time that they can claim these payments is restricted.

Social benefits, such as public income support, are means-tested. So, when an uninsured person becomes unemployed, they may or may not be entitled to receive social benefits. To be eligible to receive public social benefits, an unemployed person must prove they do not have adequate funds to support themselves; they have to contact their local jobcentre and apply for income support, either online or with help from a caseworker.

As at April 2013, approximately a third of unemployed people in Copenhagen municipality are unemployed long-term: a total of 7 500 people. A total of 3 800 of them have unemployment insurance, while 3 700 are uninsured and therefore receive public social benefits in the form of income support⁶.

⁴ www.Jobindsats.dk.

⁵ Denmark's unemployment insurance funds, or a-kasser, are private associations of employees or self-employed people who pay into the funds: the sole purpose of these unemployment insurance funds is to ensure financial support in case of unemployment. In contrast, state unemployment benefits such as income support are financed by the government. If a person belongs to an unemployment insurance fund and subsequently becomes unemployed, they must register as unemployed at the local job centre on their first day as unemployed, and they must also contact their unemployment insurance fund.

⁶ Source: www.Jobnet.dk (March 2013).

1.4 Recent government reform of unemployment payments

In June 2010, the Danish government agreed on a reform which significantly changed the conditions for insured unemployed people. With effect from July 2010, the period during which insured unemployed people can receive benefits was halved: from four years to two years⁷. Simultaneously, the time that people are required to be in work and re-earn the right to receive insurance benefits was doubled: from six months to 12 months. Unemployed people who are not entitled to unemployment insurance payments have to rely on the lower payments provided through the public income support system. These legislative changes underline the importance of achieving fast and effective permanent job placements for unemployed people⁸. Implementation of the reforms was completed by the beginning of 2013, and it was expected that a large number of people would lose the right to unemployment insurance payments during 2013.

The most recent forecasts from the professional association of unemployment insurance funds, AK-Samvirke, show that approximately 13 000 insured unemployed people will lose their insurance benefit in the first six months of 2013⁹. Of these 13 000 people, about 10% (1 300) live in Copenhagen municipality. (For estimates of the numbers of people who lost their insurance benefit from January to March 2013, see Annex, Table 3)¹⁰.



⁷ Although, in March 2012, the benefit period was temporarily extended by an additional six months as a transition measure.

⁸ Members of unemployed insurance funds are now required to be in regular employment for a whole year before they earn the right to insurance benefit again.

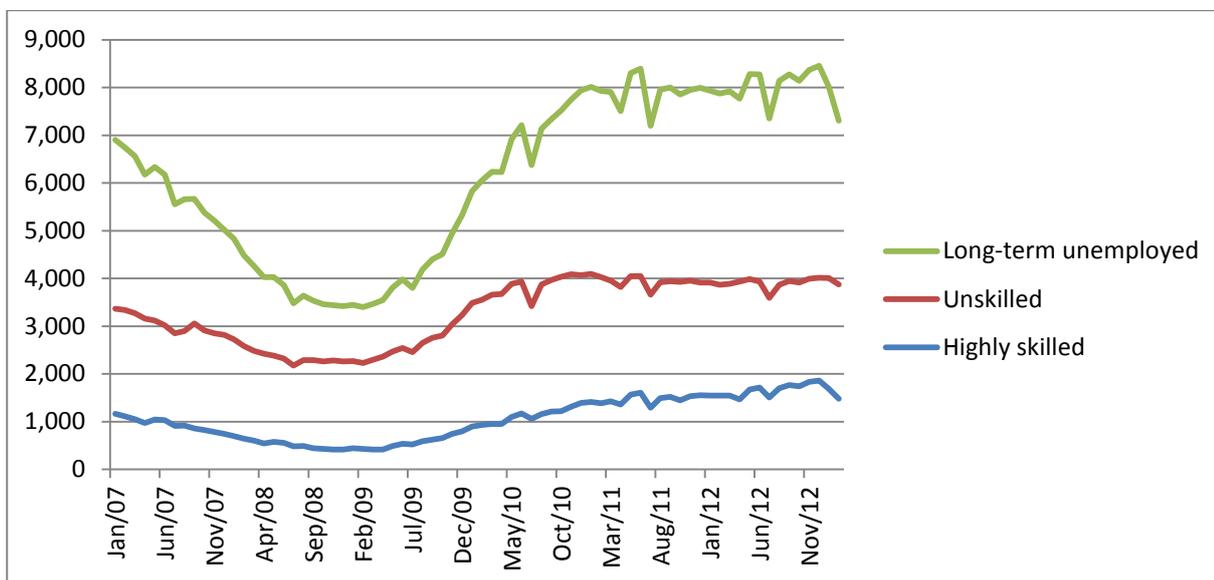
⁹ AK Samvirke, the Association of Danish Unemployment Insurance Funds, represents the interests of the unemployment insurance companies. Source: www.ak-samvirke.dk/nyheder/paa-3-maaneder-13000-uden-dagpenge-0.

¹⁰ The estimates of people losing their insurance benefit are national, so the number in Copenhagen municipality has been estimated at 10% of the national figure.

1.5 Target groups: unskilled and highly skilled people

Two groups of people that are most at risk of becoming long-term unemployed are: unskilled people (i.e. people without formal skills or qualifications); and highly skilled people (i.e. people with a minimum of five years of higher education). Currently, of the 7 500 or people who were long-term unemployed people by April 2013, approximately 50% (3 871 people) were unskilled and 20% (1 481 people) were highly-skilled and highly educated. This pattern has continued at least since 2007, as can be seen in Figure 1, below. The remaining 2 000 or so long-term unemployed people in Copenhagen municipality represent a wide range of people with a variety of skill levels and with less than five years of higher education.

Figure 1: Long-term unemployment in Denmark: unskilled and highly skilled people: 2007-2012



Source: www.jobindsats.dk, February 2013

Some two-thirds of unskilled long-term unemployed people have no unemployment insurance: they do not belong to an unemployment insurance fund. Only 34% of unskilled people are members of an unemployment insurance scheme. In addition, when they are in work, uninsured people typically earn lower incomes than insured people, and they are also typically unemployed for a much longer period of time than insured people. Given that payments received from the public income support system tend to be lower than payments received from unemployment insurance, unskilled people, on average, face a higher risk of poverty and marginalisation than insured people.

In contrast, approximately 80% of highly skilled highly educated long-term unemployed people have unemployment insurance. Only about 20% (some 300) long-term unemployed people with high levels of education currently receive public income support.

2. CASE STUDY: PREVENTING LONG-TERM UNEMPLOYMENT AMONG UNSKILLED PEOPLE AND HIGHLY SKILLED PEOPLE WHO ARE EMPLOYMENT-READY

2.1 Overview of policies

In Copenhagen municipality, some 7 500 people are currently long-term unemployed (April 2013). Copenhagen's municipal Employment and Integration Administration has declared its formal commitment to reducing long-term unemployment by at least 9.7% by December 2013, to bring the number of long-term unemployed people down to 7 300 people or less. The national objective is to reduce long-term unemployment by 14.3% by December 2013, compared with December 2011.

There are several political initiatives and strategies that are being used to reduce long-term unemployment in Denmark. Some of these policies and strategies have been initiated at a national level, and others have been initiated at a local level. With Denmark's highly decentralised welfare system, the implementation and coordination of these policies and strategies is generally undertaken by local municipal authorities. Copenhagen's strategy for preventing long-term unemployment is to focus particularly on people who are ready to enter into employment and who are therefore most likely to be able to get back into regular work. In addition, Copenhagen is also focusing on the two groups most at risk of long-term unemployment: unskilled unemployed people and highly skilled highly educated unemployed people.

Copenhagen's strategy to prevent long-term unemployment therefore consists of a combination of:

- **active employment policy measures:** these are for all unemployed people
- **long-term unemployment policies:** special initiatives designed in particular to help the two major groups of long-term unemployed people: unskilled people and highly skilled highly educated people
- **emergency packages:** these were originally introduced by the Danish government to provide financial assistance to unemployed people who have exhausted their rights to unemployment insurance payments.

2.1.1 Active Employment Policies

All municipalities must adhere to the national Active Employment Policy legislation¹¹: the active employment policy, which requires municipalities to take positive steps to maximise employment and minimise unemployment, is part of Denmark's flexicurity system which has dominated Danish politics for two decades¹².

Copenhagen municipality's active employment measures include an early intervention aimed at preventing long-term unemployment. People who become unemployed are offered: job counselling, job training and job placements. Job placements in employer organisations help to develop the person's professional, social and linguistic skills; these placements can also provide

¹¹ <http://bit.ly/12KGU5j>.

¹² The active employment policy is one of the four elements of the Danish model of flexicurity: the others are training, high re-employment rates, and a flexible labour market.

the person with a larger professional network of contacts, and can thereby act as an effective shortcut to employment. These early-intervention policies also include matching unemployed people with potential employers: local, small to medium sized, enterprises (SMEs), in an initiative known as the SME strategy. Copenhagen is also increasing the levels of cooperation and knowledge-sharing between the municipal job centres and the private insurance funds that manage public unemployment insurance. These companies have developed significant expertise in the area of unemployment: this initiative is known as the academic dialogue forum.

For all unskilled unemployed people and highly skilled highly educated unemployed people with less than 30 weeks of unemployment, there is a heightened focus on planning, contact programmes and job clubs. During their first 30 weeks of unemployment, the unemployed person, with help from the job centre, maps out a personalised employment plan, and is given the right to participate in job clubs that offer extensive guidance on job seeking. There is limited use of temporary job placements during this first 30 week period of unemployment, as the aim is for the person to find regular employment as soon as possible.

When unskilled and highly skilled people have been unemployed for more than 30 weeks, the priority is to offer them business-orientated courses and/or public or private job placements. Unskilled unemployed people are now also offered the chance to join a job club: this provides them with an opportunity to network and support each other, as well as helping them to identify their potential. If needed, people are then offered additional education and training opportunities or professional upgrading.

Further initiatives in line with the active employment policies include intensive 13-week courses at the Centre for Assessment and Employment (CAB) and at the Centre for Employment, Language and Integration (CBSI). These courses are offered to citizens that have been without a job for more than 18 months. Both centres offer courses that are tailored to the individual, and designed to reflect the person's individual needs and desires. The Centre for Assessment and Employment has a wide business network that they use to bring long-term unemployed with special needs closer to employment. CBSI on the other hand specializes in courses designed for refugees and immigrants, thus offering courses in primarily Danish language and social studies.



2.1.2 A targeted and preventative approach to solving long-term unemployment

As pointed out, highly skilled workers and unskilled workers who lose their jobs are particularly at risk of long-term unemployment. Because of this, the targeted initiatives in Copenhagen municipality are directed towards these two groups.

2.1.3 Career Track scheme for highly skilled highly educated unemployed people

Highly educated people who become unemployed are offered a place on Copenhagen's career track scheme. This initiative includes: guidance in job searching; effective ways of presenting themselves to potential employers; advice on contacting private businesses as potential employers; and further training in areas with better employment opportunities. Career Track participants are invited to attend focus groups: these are designed to provide an extensive analysis of job possibilities in other professional and geographic areas outside their immediate sphere. The

aim is to help highly educated unemployed people become more flexible in their approach to job-seeking, thereby reducing the risk of becoming long-term unemployed.

In particular, Career Track participants are offered advice and assistance on the following opportunities:

Cross-border opportunities: unemployed people with at least five years of higher education are given advice on job searching not just in Denmark but in Sweden and Norway, especially in fields where the demand for labour is higher than in Denmark.

Private sector opportunities: highly educated unemployed people who have so far only worked in the public sector are advised on how to showcase their skills when applying for private sector jobs.

Opportunities in different academic fields: unemployed people with specialist knowledge of one field are directed towards fields that offer a higher possibility of employment, and where necessary, are offered relevant courses.

2.1.4 High-contact measures to help unskilled unemployed people

Unskilled people who become unemployed are usually offered a programme of services that offers more frequent contact with their local job centre. The focus is primarily on developing the person's skills, either by motivating them to enter into education or enrol on a foundation level adult training course (a GUV-course).

When an unskilled person has been unemployed for 70 weeks, they are enrolled on a four-week job club that aims to help people find a job placement. If, after four weeks, these efforts do not result in a job placement, the unemployed person is registered for additional meetings at the job centre: the person attends a meeting at the job centre at least every six weeks.

More specifically, the following services are offered:

- interviews conducted by job centre staff to assess the person's situation
- identification of the person's capabilities and potential
- increased use of active employment tools such as job placements and professional training
- directing the person to appropriate sectors where demand for labour is relatively high, such as skilled craftsmanship and computer engineering.

2.1.5 Emergency packages: helping long-term unemployed citizens who are at risk of exhausting their right to unemployment benefits

The Danish government's emergency packages were introduced in 2012. They are part of a national initiative to provide financial assistance specifically to help unemployed people who are insured against unemployment, but whose payments have ended earlier than expected. The emergency packages are designed to ease the effects of the legislative changes during the transition period, and help long-term unemployed people get back to work. In total, the emergency packages provide €45m (DKK 332m) of funding for the whole Denmark. Copenhagen municipality has been granted €1.5m (DKK10.9m) for 2012, and €0.5m (DKK3.9m) for 2013.

These national emergency funds are to be used to help insured people who have been unemployed for two years and therefore exhaust their right to unemployment insurance benefit during 2012/2013 (the last half of 2012 and the first half of 2013). The funding is provided under three national emergency packages.

Emergency package 1

Emergency package 1 has provided financial assistance and job-finding services for insured unemployed people who are at risk of exhausting their rights to unemployment insurance benefits by 30 June 2013, and within 26 weeks of becoming unemployed. These people receive a letter from their insurance fund advising them to contact their local job centre, and informing them of their right to bring an assessor from their insurance fund to an emergency meeting with a jobcentre counsellor. They are also informed of their right to be assigned to a personal counsellor, if they would like one, on request to the job centre.

By April 2013, a total of 7 018 unemployed people in Copenhagen municipality had so far received a letter informing them that they are eligible for emergency package 1 assistance. Of these, 2 311 are still being helped by this package: 1 843 have already been in contact with the job centre; and 530 have written a personal employment plan with advice from a job centre counsellor.

Emergency package 2

Emergency package 2 is for insured unemployed people who exhaust their right to unemployment insurance within 13 weeks of becoming unemployed. Members of this group can apply for any of the 12 500 emergency jobs that both public and private companies can offer this group. Emergency package 2 offers an employer a subsidy of up to €3 300 (DKK 25 000) for hiring an unemployed person who is at risk of exhausting their right to unemployment insurance payments within 13 weeks of becoming unemployed.

In November 2012, Copenhagen municipality began to advertise municipal job vacancies that fulfilled the government's emergency package 2 requirements. These vacancies had to be filled by people at risk of exhausting their rights to insurance benefits. All seven municipal departments in Copenhagen were therefore given their own target quota of subsidised vacancies to offer and fill under the Emergency package 2 scheme. Copenhagen municipality aims to offer and fill a total of 300 jobs for insured unemployed people at risk of losing their unemployment insurance payments.

By April 2013, a total of 434 public sector vacancies had been advertised by Copenhagen under the Emergency package 2 scheme, and 90 of these had been filled by the target group of insured unemployed people at risk of losing their unemployment insurance payments. Within these total figures, the Employment and Integration department managed to meet its quota of 22 jobs advertised and filled (see Figure 2 below).



Figure 2: Employment vacancies provided by Copenhagen municipality under Denmark's emergency package 2: status at April 2013

	Vacancies advertised	Vacancies filled by the target group	Official target number of vacancies for the Copenhagen municipality
Total	434	90	300
The Employment and Integration administration	41	22	22

Currently, no data is available on the number of people who have been employed in subsidised jobs under emergency package 2 in the private sector in Copenhagen. However, the number of subsidised vacancies advertised and filled in Copenhagen under this scheme will be regularly monitored by AK-Samvirke, Copenhagen municipality and www.Jobindsats.dk.

Emergency package 3

Emergency package 3 is for all insured unemployed people who exhaust their right to unemployment insurance payments within the first 26 weeks of 2013. This group of people are eligible for free education and training courses, lasting up to 26 weeks, or until they have a job again. While studying, these unemployed people are entitled to government funded income.

By April 2013, a total of 1 114 unemployed people in Copenhagen (i.e. 50% of those who have lost their unemployment insurance payments) had enrolled on the free education scheme offered by the national emergency package 3.

2.1.6 A coordinated approach by Copenhagen and the insurance funds

To comply with the requirements of the government's emergency packages, Copenhagen municipality is working closely with the private companies that manage the public unemployment insurance scheme to ensure a coordinated approach. The new collaborative approach is considered highly innovative: it is the first time that the municipality and the insurance funds have worked together in this way, and it provides the opportunity to develop new solutions that meet the challenges of long-term unemployment. In particular, the job centres are working more closely with the insurance funds to achieve a better understanding of the issues and challenges faced by each target group, and thereby thus make the process of helping unemployed people into employment much more effective.

In February 2013, opportunities for cooperation between the municipality and the insurance funds were further extended: part of the administration team for one of Copenhagen's job centres moved into the same building as AAK, one of the largest funds providing unemployment insurance for people who are highly skilled and highly educated.¹³ Because the two organisations are in the same location, it is even easier for them to work together to develop new ways of reducing long-term unemployment, particularly among highly educated people. In addition, two of Copenhagen's

¹³ AAK is an unemployment fund for academics.

job counsellors are now based permanently at the offices of 3F, another insurance fund which mainly covers unskilled workers.

2.2 Key successes

2.2.1 Successes due to close cooperation between the municipality and the insurance offices

Standardised procedures: unemployed people experience the same approach and working standards across the whole unemployment system.

Improved understanding: job centre staff have gained a new and better understanding of the issues and challenges facing people who have been unemployed long-term; with a more extensive insight into the characteristics of this group, Copenhagen can maximise the outcomes of its initiatives and strategies for helping long-term unemployed people.

2.2.2 Successful Intensive active inclusion of people most excluded from the labour market

During 2012, Copenhagen undertook the following active inclusion activities:

Focus on private sector placements: The national active employment policy ensures that subsidised jobs can be offered both by private sector companies and by public sector organisations. For unemployed people with a higher education (graduates), subsidised private sector placements have proved to be more effective than public sector placements, in achieving regular employment. So Copenhagen has been intensifying its efforts to establish more subsidised private sector placements.

Increasing inter-Scandinavia job-seeking: Copenhagen is funding an information campaign that aims to raise awareness amongst all citizens about the possibilities of employment in both Sweden and Norway. These countries are geographically nearby: for example, the Swedish city Malmö is within commuting distance of Copenhagen.

Job rotation placements: Copenhagen has achieved approximately 100 new job rotation placements for unemployed people¹⁴.

Education at foundation level: Copenhagen has allocated additional funding for education courses for unskilled unemployed people.

Job centre expansion: The job centres have been granted additional funding to increase their capacity to help more people and deliver even more effective services.

2.3 Challenges

The newly established cooperation between the Copenhagen municipality and some of the insurance funds is historically unique. Initially, this posed some challenges: at first, some of the private companies that manage the public unemployment insurance scheme were sceptical about working in cooperation with a local government entity such as the Copenhagen municipality. However, Copenhagen overcame these challenges by contacting each insurance fund individually, and customising the way that the municipality works with each participating fund, to meet their needs and preferences.

¹⁴ Under the job rotation placement scheme, an employer from any sector can send an employee on a training or educational course and then hire an unemployed person to fill the temporary vacancy while the employee is away. The scheme gives the unemployed person valuable work experience that might result in future employment.

2.4 Future plans

Long-term unemployment is expected to continue in Copenhagen municipality. However, the municipality is committed to reducing long-term unemployment, and its efforts are expected to make a significant contribution to the national target, which is to reduce long-term unemployment in Denmark by 14.3% by December 2013 (compared with December 2011).

The city is expected to continue to target specific groups of people (i.e. unskilled people and highly skilled people with more than five years of higher education), as soon as they become unemployed, in recognition of their higher risk of long-term unemployment.

In addition, the three Emergency Packages are expected to reduce the number of citizens who lose unemployment insurance benefits.

Although national funding for the three national emergency packages ends in June 2013, Copenhagen's politicians decided, in April 2013, to continue to fund local Emergency package 1 measures. This will ensure that Copenhagen continues to provide assistance to local insured unemployed people who lose their rights to unemployment insurance within 26 weeks of becoming unemployed: continuation of active inclusion measures under this emergency package assistance will help more unemployed people get back to work. Copenhagen is willing to share good practice experience with other municipalities and other cities in the EU, to demonstrate how Copenhagen's active inclusion measures are helping to prevent people who lose their jobs from becoming excluded from the labour market through long-term unemployment. In particular, discussions can focus on the way that Copenhagen is helping to prevent long-term unemployment and exclusion for unemployed unskilled and highly skilled people who are employment-ready.

2.5. Additional information

Basic information	Web link & Contact person
<p>Almost all the policies directed towards the long-term unemployed are thus handled by the municipalities.</p> <p>Funding</p> <p>Targeted policies for long-term unemployment and funding of unemployment benefits are funded by general taxation, with costs partly refunded by the state.</p> <p>Insurance funds are mainly funded by a state refunding scheme.</p> <p>Total state funding for emergency packages across Denmark: €45m (DKK 332m); this includes emergency package funding for Copenhagen municipality of €1.5m (DKK10.9m) for 2012; and €0.5m (DKK3.9m) for 2013.</p>	<p>Contacts:</p> <p>Stine Nielsen: email: b96i@bif.kk.dk tel: +45 3317 3252</p> <p>Morten Biering: email: BJ3K@bif.kk.dk tel: +45 3317 3515</p>

ANNEX

Table 1: Number of long-term unemployed people in the City of Copenhagen: April 2010 to April 2013

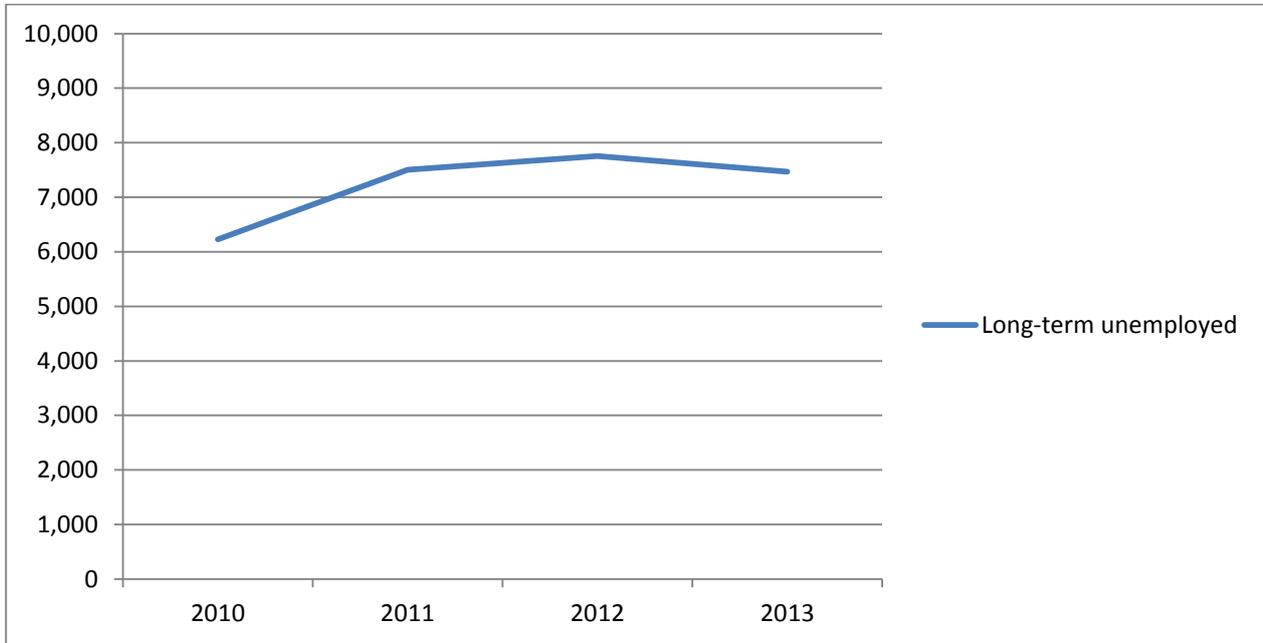
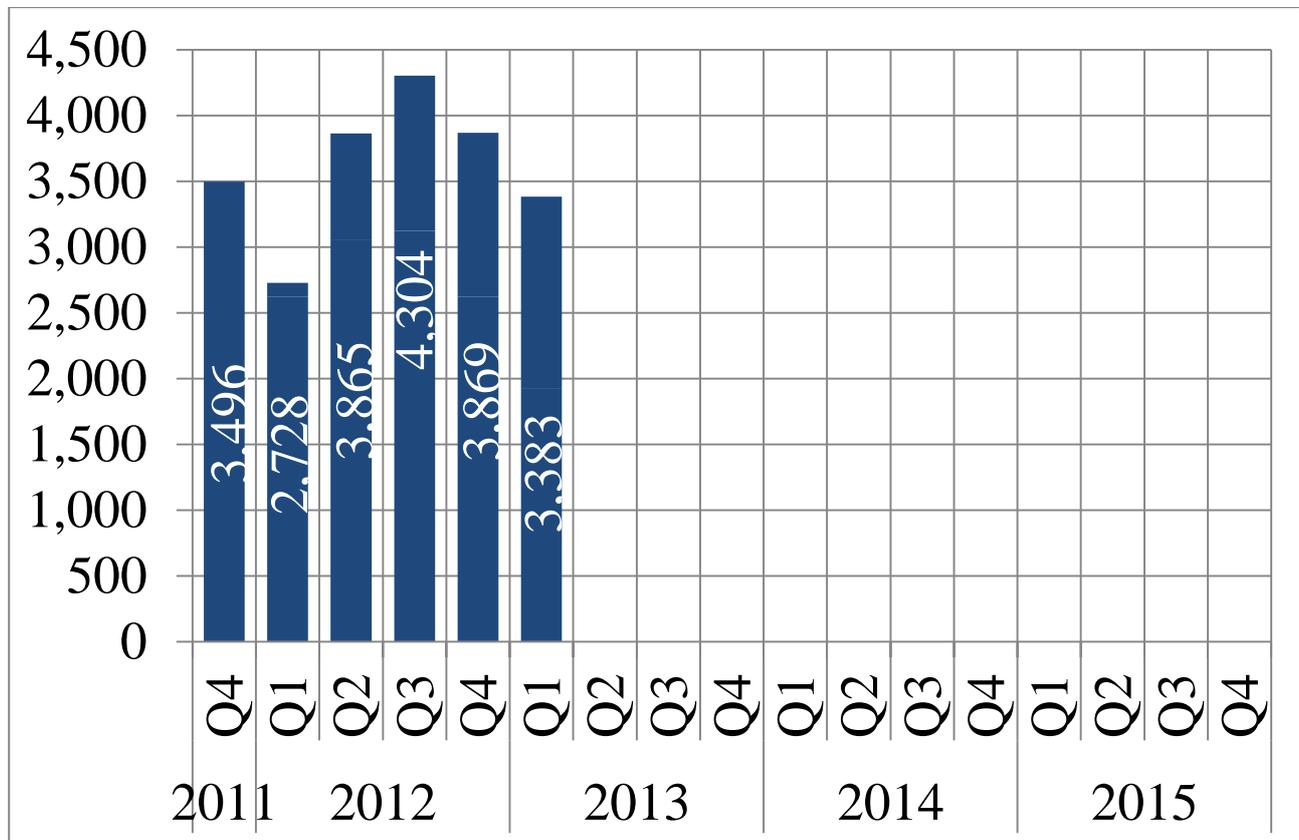


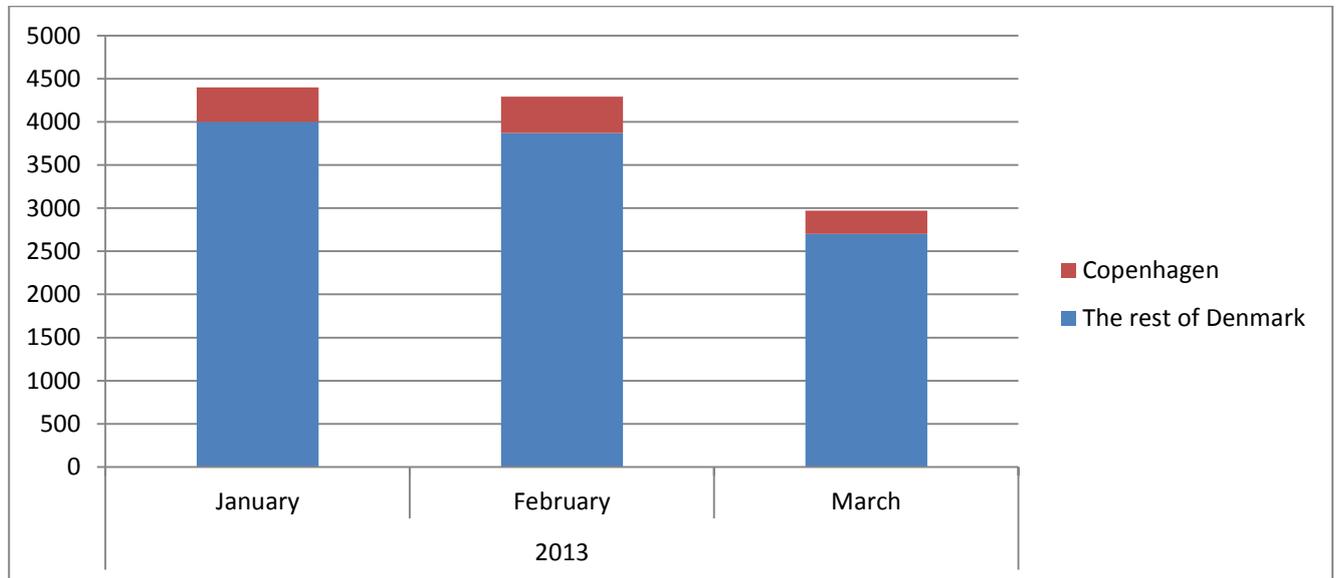
Table 2: Copenhagen municipality: additional number of long-term unemployed people compared with other Danish cities: Quarter 4, 2011 to Quarter 1, 2013 *



*The bars represent the additional number of long-term unemployed people in the city of Copenhagen compared with the average for other Danish cities. For example, in the first quarter of 2013, the city of Copenhagen had 3,380 more long-term unemployed citizens than the average for comparable cities.

Table 3: Estimated numbers of insured unemployed people losing their unemployment insurance payments: Copenhagen municipality compared with the rest of Denmark: January to March 2013

(Please note: Copenhagen municipality figures have been estimated at 10% of the total Denmark figures).



This publication is commissioned under the European Union Programme for Employment and Social Solidarity (2007-2013). This programme is managed by the Directorate-General for Employment, Social Affairs and Inclusion of the European Commission. It was established to financially support the implementation of the objectives of the European Union in the employment and social affairs area, as set out in the Social Agenda, and thereby contribute to the achievement of the EUROPE 2020 goals in these fields.

For more information see: <http://ec.europa.eu/progress>.

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