

The question addressed by the M2M project is how can we facilitate the hiring or promotion of migrants at their right place. The place is adequate if it is in accordance with their competences, their level of qualifications, the diploma or certificate and the abilities. M2M targets specifically the managing positions making the hypothesis that many immigrants are occupying jobs that are not in conformity to what they could pretend to.

In France, we have some data regarding employment of persons with visible differences coming from testing procedures. We have probably less data regarding the promotion of persons with visible differences. The method of testing can be used to determine the discrimination when applying for a job. It has been useful to determine the importance of factors (disability>colour of skin and north-African type>over 50>not nice looking>women). What can be done to estimate discrimination regarding promotion? What is done in the other countries? Are the same factors have the same influence regarding employment?

Also from the presentations regarding immigration we can see that it is quite difficult to get the right picture. For example France is not more a country for massive immigration. It has been, after the first world war and between the 60s and 70s. The main integration problems are not concerning immigrants but French children of the manual workers migrations 1950-1974 (when migration was stopped) who have reached the age for working during the economic crisis.

We should look for data or experiences showing the discrimination in reaching the managing positions and get comparison among European countries (and communicate them on the web). Existing surveys in that field? What are the factors that create a barrier for accessing managing positions? What kind of strategies immigrants develop to overcome these barriers?

The problem of discrimination seems to be always a cumulative process (eg. north African origin and women). Can we isolate the factors and act on them separately? What examples of practices try to address such or such category of barrier? What examples try to tackle the whole problem?

What are the different attitudes to promote equality in the workplace within the European countries? Differences between the assimilation model (in France) and the community model? Are some countries going towards affirmative action?

To fight the barriers that are internalised by the immigrants themselves, specific courses can be organised. This is the example of the course "leadership for immigrants". But it has been difficult to estimate what was really specific for immigrants in the content and in the pedagogy of the course. Then what should be the content? Is there a specific pedagogy, didactics? Could we imagine longer learning paths with tutors?

Companies have to respect the legislation regarding non discrimination. Instead of promoting diversity, it is better of course to fight against discrimination. Diversity in itself doesn't vehicle positive or ethical values. Of course it can be valorised as the positive outcome of equal rights and equal opportunities. Nevertheless some actions promote diversity. Why? Some companies seem to engage in the diversity promotion. Is it only to develop a positive image in direction of some customers? What was the objective of the Hospital in organising a course specific for employed immigrants? From the company side what is the added value of

promoting immigrants in management position. How can it be measured? Are there any relevant data across Europe?