

# The EU in the global race for talents: Challenges and solutions in strengthening the EU's competitiveness

## Overview and conclusions of the EMN Annual Conference in 2017<sup>1</sup>

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### Introduction

European leaders at all levels are facing a number of **labour market challenges**, from ageing population, the sustainability of welfare systems, to companies' growing struggles to find skilled workforce. Migration, especially the arrival of skilled persons from third countries, is increasingly viewed as a possible way how to ease these problems. European Migration Network's Annual Conference, entitled 'The EU in the Global Race for Talents: Challenges and Solutions in Strengthening the EU's Competitiveness', sought to tackle these issues in Tallinn on 21-22 September, 2017.

The main conference day set out to review the current state of talent migration in the European Union (EU) and to encourage an exchange of ideas between Member States (MS). The sessions addressed issues related to the international migration of highly-skilled third-country nationals (TCNs) from a range of angles and levels to offer a comprehensive understanding of the talent migration dynamics of today. The event brought together a range of stakeholders in the field of legal migration in Europe, including policymakers from different EU Member States, the European Commission, the European Parliament, EMN National Contact Points, Intergovernmental Organisations (IGOs), Non-Governmental Organisations (NGOs), the private sector and the general public.

The EMN Annual Conference was opened by **Andres Anvelt**, the **Minister of the Interior of Estonia**, who noted that immigration can help to **address skill shortages**, boost **economic growth**, and create a **more dynamic society**. He insisted that both MSs and the EU as a whole need to step up their game in this sphere since only a fragment of economic migrants are coming to the EU under

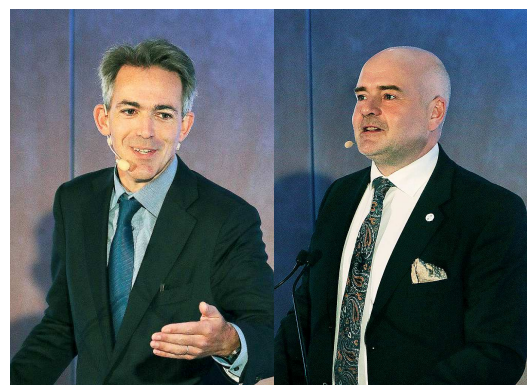


Image 1. Olivier Onidi and Andres Anvelt

programmes for skilled workers, and the EU seems to be losing the race to the Pacific Rim countries.

While the focus in recent years has been on reforming the asylum system across the EU, **Olivier Onidi**, a **Deputy Director General of the Directorate General Migration and Home Affairs at the European Commission (DG HOME)**, stressed that the time is ripe now for a similar **examination of legal migration instruments** to raise the attractiveness of the region. He also emphasised that talent migration is not a one way street, depleting the human resources of the developing world. Instead, by inviting TCN migrants to study or work in Europe, the EU invests in these individuals' human capital. Many highly-skilled migrants return with improved skills and networks and others facilitate better ties between the EU and their countries of origin. Skilled migration can thus be a **win-win game**.

### Key takeaways

- Many MSs are facing **labour and skills shortages**, impacting the economic strength of the EU, yet only a handful of countries have strategies how to address this problem. **Labour migration** needs to be an important part of any solution to this crisis.
- Alongside **short-term measures**, there is a need for a **long-term strategy** on how to **manage**

1 EMN Annual Conference was held in the framework of the Estonian Presidency of the Council of the EU at Tallinn University on 21-22 September 2017. For further information about the event, including the programme, speaker bios, presentations, photos and videos, please visit the EMN website: <http://emn.ee/race4talents/>

**legal migration flows** to the EU in a way that will impact positively the Union's economic well-being.

- **The competitiveness of the EU over individual MSs** in global talent attraction is manifested in enhanced mobility across MSs, branding of the EU and joint marketing.
- **A close partnership between all key stakeholders**, from educational institutions, companies, international organisations, NGOs to regional and national governments serves the interest of everyone involved. There is, however, a need to create a more **strategic division of labour** between all stakeholders.
- Careful attention needs to be paid to all aspects of **talent management**: not only attraction, but also **retention** and **integration**. Moreover, stakeholders need to **work with local communities** as well to minimise the possible negative effects of immigration to social cohesion.
- International mobility is increasingly driven by **lifestyle or professional reasons**, rather than purely economic reasons. Talents are often attracted to places that offer good global connections, challenging and well-paying jobs, services, opportunities for family members, good healthcare and cultural diversity.
- **The global talent-landscape is getting lumpy** as talents tend to congregate to specific talent hubs.
- **Cities and regions are becoming increasingly important players** compared to MSs in attracting foreign employees and companies.
- Instead of worrying about brain gain and drain, the discussion should be about facilitating **brain circulation**. When individuals gain international experience, they improve their problem-solving ability, creativity, as well as broaden their social and professional networks.
- Populations and communities have the power to keep their culture alive by **teaching immigrants about their culture** not by keeping them out.

## Summary of session I: The EU in the global race for talents

Session I focused on supranational trends in talent migration, including the policy frameworks in place at the European Union level. The session facilitator, **Magnus Ovilius** from the **European Migration Network (European Commission)**, and discussants from the European Commission, OECD and ILO investigated the following questions:



**Image 2. Theodoor Sparreboom, Laura Corrado and Magnus Ovilius**

- What are the current measures in place to facilitate talent migration and enhance the EU's competitiveness over the next decade?
- What could the EU do to excel in the global race for talents?

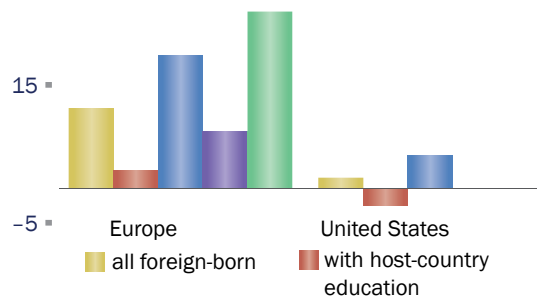
Migration contributes directly to economic output and growth, established **Theodoor Sparreboom (ILO)** early in this Session. Europe's economic development strongly depends on skilled migration, since the working age populations in many European countries are declining. Currently, the EU is not using its full potential to attract and to retain the skills it needs.

Moreover, according to **Jean-Christophe Dumont (OECD)**, studies show that current immigration flows are not bringing in the skills that the EU actually needs. The EU Blue Card is not efficient enough in facilitating skilled migration. The majority of migrants do not come here for work, but through other migratory channels (e.g. family reasons, studying). Skilled migrants, instead, **prefer to go elsewhere, for instance to the US and other non-EU OECD countries**.

Simultaneously, many tertiary-educated immigrants have **difficulties with accessing suitable employment** in Europe: one out of two is inactive, unemployed or overqualified for the current job. Among immigrants, the risk of being overqualified for one's job is 25% higher compared to the native-born. **Assessing and recognising foreign qualifications** also remains a major issue across the EU<sup>2</sup>.

To address those issues, Mr Dumont called for an **extensive examination of the EU's labour migration system**, focusing on a range of issues

<sup>2</sup> Please see also EMN National Contact Point for Estonia's Briefing Paper No. 2 (7), January 2017 'EMN Assessment and recognition of the qualifications of third country nationals in Europe: Challenges and best practices: Overview and conclusions' by Ave Lauren and Marion Pajumets <http://emn.ee/wp-content/uploads/2016/10/nr7-2017.pdf>



**Figure 1. Over-qualification rates for tertiary-educated immigrants compared with native-born; by origin of qualifications, around 2010. Source: Damas de Matos and Liebig<sup>3</sup>**

from how to improve the EU brand among TCNs and the efficiency of skills-demand matching tools to the measures needed to facilitate greater intra-EU mobility and admit new migrant groups, such as young TCNs and refugees to the EU’s labour market.

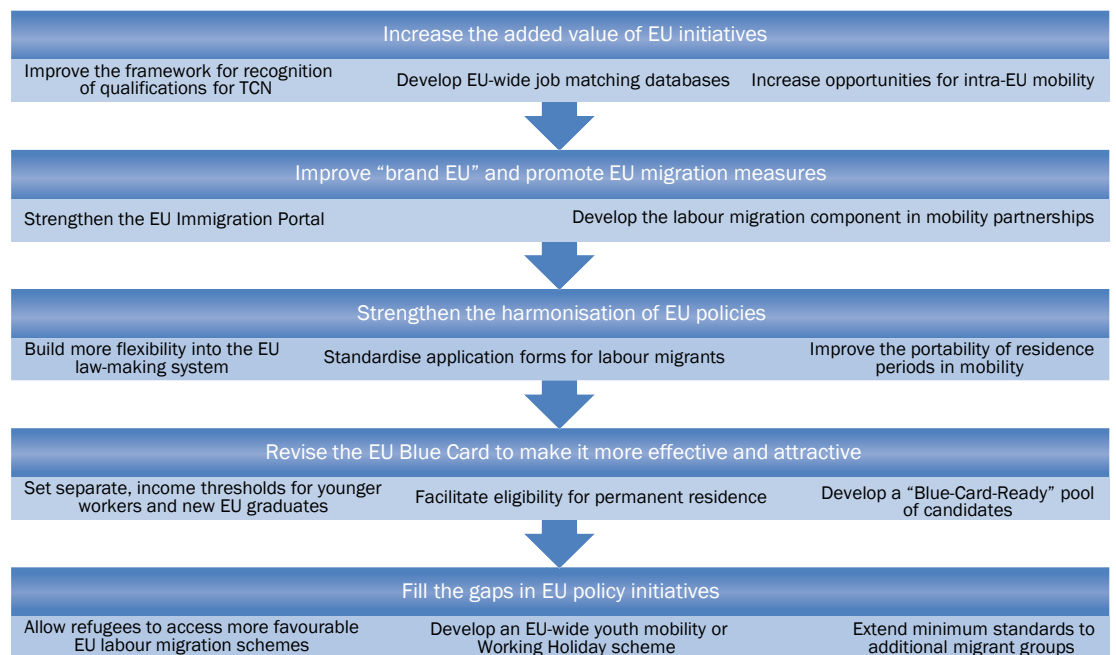
One solution that the EU could consider is the introduction of **expression of interest system**. Skilled TCNs interested in coming to the EU for work can submit their qualifications and wishes via online platform. Applications are then evaluated, assigned points and those that meet a certain threshold are made available to interested EU employers. If a match is made, the applicant qualifies for a skilled visa. Individuals, who are not sponsored in a given period, will be discarded from the applicant pool. Expression of interest systems to manage skilled migration are already used in Australia and Canada.

**Laura Corrado (DG HOME, European Commission)** noted that the Commission is currently assessing and revising the whole legal migration system at the EU level, and gave an overview of the two main initiatives on the table right now:

1. **Students and Researchers Directive.** The new directive includes more flexible rules and faster conditions for admitting students and researchers, and retaining them in the MSs.
2. **Blue Card Directive.** Minimum salary requirements are planned to be reduced, while mobility and circulation between jobs in different MSs enhanced.

The Commission believes that after the Blue Card directive is transposed by the MSs, the focus can shift on developing better centralised information channels to promote immigration to the EU. The EU Immigration Portal<sup>4</sup> will be used as an EU wide marketing tool.

Laura Corrado, however, also emphasised that the EU consists of 28 different MSs with different situations and labour market needs, which is why the **full harmonisation of migration policy across the EU is not feasible**. In parallel to the common EU measures such as the Blue Card, MSs are allowed to keep some of their more specialised national schemes (e.g. the Estonian Start-Up Visa) as well as the control over numbers. Yet the **EU level initiatives** are also valuable as they facilitate greater



**Figure 2. Reforming the EU labour migration system to compete for skills. Source: OECD 2017**

3 Damas de Matos, A. and Liebig, T. (2014). The qualifications of immigrants and their value in the labour market: A comparison of Europe and the United States in (OECD-EU 2014), in ‘Matching economic migration with labour market needs’, see: <http://bit.ly/2nFERKk>

4 See: <http://ec.europa.eu/immigration/>



intra-EU mobility compared to national initiatives. This is particularly important when we consider the target group of highly-skilled workers, who are often internationally more mobile. **EU and national immigration policies can and need to complement each other to raise the attractiveness of the EU**, Ms Corrado concluded.

## Summary of session II: Member State practices in the EU – competitors or collaborators?

This session tackled policy frameworks in place at national and regional levels to facilitate talent migration. In recent years, MSs have been actively reforming national immigration policies and city-regions are investing in themselves and introducing new incentives in hopes of becoming more attractive to global talent. Moderator of this session, **MEP Jean Lambert (European Parliament)**, speakers from relevant German and Estonian ministries as well as from economic development agencies from Copenhagen and Eindhoven explored two broad topics:

- ▶ What are MSs and city-regions currently doing to attract foreign talents?
- ▶ Are different actors in the field of foreign talent attraction competing with each other or could they collaborate and benefit from it?

Germany has a relatively long history in welcoming TCNs for work and it is one of the few MSs, where the EU Blue Card is successfully used to fill vacancies that require higher skills. **Barbara Hess (Federal Office of Migration and Refugees/BAMF, Germany)** began her presentation by stressing the need for Germany to attract immigrants in light of low birth rates and shrinking working age population, very low unemployment rates for highly-skilled (2.4%) as well as the growing share of elderly people who need special care. In order to address these challenges, Germany has made **various legal changes to facilitate high-skilled labour migration** since the early 2000s:

- ▶ Launching the Green Card initiative for ICT workers
- ▶ Transposing the EU Researchers Directive
- ▶ Passing the Law on labour migration management
- ▶ Adopting the EU Blue Card
- ▶ Passing the Recognition Act for foreign professional and vocational qualifications
- ▶ Introducing a jobseeker residence permit for up to 18 months for TCN graduates with a degree from a German university

- ▶ Facilitating skilled migration by compiling a ‘whitelist’ that covers more than 50 professions or professional groups)
- ▶ Implementing incentives for self-employed TCNs
- ▶ Introducing new initiatives to recruit qualified nurses from third countries

Germany introduced the EU level flagship measure for migration of the highly skilled – **The Blue Card** – in 2012. It has been very successful and currently  $\frac{2}{3}$  of all Blue Card holder working in a STEM job<sup>5</sup>, where labour shortages have been the more severe. Germany has implemented a number incentives to Blue Card recipients such as the possibility of receiving a permanent residence permit as soon as after 33 months.

What makes talent migration a complicated issue in the context of the EU is the fact that many MSs compete for the same experts. This can create certain disadvantages for smaller countries, but Estonia has tried to tackle this by developing more targeted policies, for instance a **special startup regulation**. The new startup programme launched in Estonia in 2017 lays down rules for visa- and residence permits for both foreign founders and Estonian startups wishing to employ TCNs. Startup companies, for instance, are exempt from investment and salary requirements. **According to Ruth Annus (Ministry of the Interior, Estonia)**, Ms Annus considered the startup programme a success; in the first six and half months of 2017, 176 applications have been presented to the committee, and it has approved 74. Main nationalities are Ukraine, India, Russia, and Turkey<sup>6</sup>.

### Startup visa in Estonia

To whom:

- ▶ for foreign founders to launch and run a startup in Estonia
- ▶ for Estonian startups to employ talents from third countries.

A startup is defined as a company that is setting up its operations, whose goal is to launch an innovative and scalable business model with great global growth potential that will contribute to the development of Estonian business environment.

For evaluation, applications are submitted electronically to a startup committee (no state fee)

Startups may be issued:

- ▶ visa for up to 12 months, prolonged for another 6 months
- ▶ residence permit for up to 5 years, extendable for 5-year periods

Startups are exempt from investment and salary requirements.

5 STEM includes professions in science, technology, engineering and mathematics.

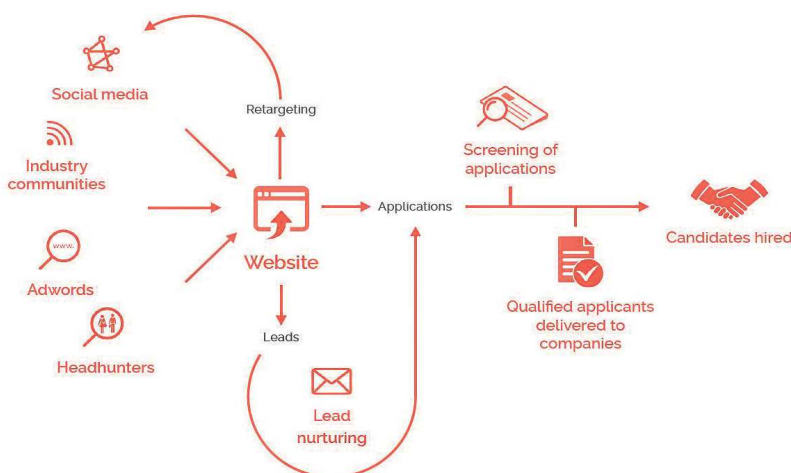
6 Startup companies listed in the degree of Minister of Interior are exempt of being presented to the committee for evaluation.



**Image 3. Yvonne van Hest, Nikolaj Lubansky, Barbara Hess, Ruth Annus and Jean Lambert**

In recent years, **cities and regions have become more and more significant players** when it comes to attracting foreign employees and companies. **Nikolaj Lubanski**, from **Copenhagen Capacity, Denmark**, noted that often migrants pick places where to live and work, they are not choosing between countries but, instead, cities and regions. This is why place-branding has become increasingly important with regards to talent attraction.

Copenhagen has been particularly active in working towards improving its talent attractiveness and exposure. The Greater Copenhagen’s markets itself as a **metropolis with a cool and green lifestyle with a good work-life balance**<sup>7</sup> and they have launched a number of initiatives to get the message out there. A good example is the Greater Copenhagen Career portal<sup>8</sup>, which aims to be a one-point-entry. On the one hand, the website advertises all the jobs available in the area, but, on the other, it also provides



**Figure 4. The flow of a targeted talent attraction campaign of Copenhagen Capacity. Source: Copenhagen Capacity**

7 See also a webpage of Greater Copenhagen: <http://www.greatercph.com/> as well as its marketing video: <https://www.youtube.com/watch?v=2DWiM7-ih0c>

8 See the career portal: [http://www.greatercph.com/careers/jobs#?cludoquery=\\*%&cludopage=1](http://www.greatercph.com/careers/jobs#?cludoquery=*%&cludopage=1)

information on work culture in Denmark, cultural life and life-work balance in the region. Copenhagen Capacity also regularly organises targeted campaigns for specific sectors and companies (see Fig 3 for an example).

Mr Lubanski, however, also stressed that the **notion of ‘war for talents’ is outdated**, given the rise of circular mobility and the possible gains that creates for all parties involved. Instead, the focus should be put on **cooperation between regions and countries**.

Indeed, Copenhagen Capacity has a good cooperative relationship with **Brainport Development** from the Netherlands<sup>9</sup> that provided the next example of regional efforts to recruit global talents. According to **Yvonne van Hest**, Eindhoven-Brainport is not merely a region that fuels the Dutch economy with its high-tech innovation hub, but an embodiment of a philosophy that **there is no growth without collaboration**. Educational institutions, companies and government form a single Brainport ecosystem and this ecosystem is a precondition progress.

Brainport’s three stages of **attracting and retaining international talents**:

1. “Coming to Brainport”, which involves attracting and retaining students and knowledge workers via marketing and through worldwide networks.
2. “Settling in Brainport”. There is a one stop shop in the region where newcomers can register in a municipality, and get practical assistance to start their life in Eindhoven.
3. “Living in Brainport” includes spouse programmes, international schools etc that ensure high quality living.

Brainport takes a **broad and ambitious approach to creating a talent pool** that the area needs. Besides **talent attraction from abroad**, by collaborating with universities and schools in the region, the Brainport initiative also invests in education to ensure that the talent pool will be there in future. Their activities also facilitate life-long learning to make sure that employees already working in the region develop their skills continuously to meet the ever-changing demands. Moreover, labour shortages and skills mismatch are being addressed by the system of referral of knowledge workers between tech companies in the Eindhoven region and also from other regions.

In her concluding remarks, Yvonne van Hest stressed the need for **collaboration between the MSs**. Many countries are facing similar challenges, such as the growing skills mismatch, a shortage of ICT workers, decreasing unemployment rates, and a growing global competition for talents, which calls for more

9 Please see also their webpage: <https://www.brainport.nl/en/the-organisation>

## PEOPLE

### Innovationagenda for Education & Labour Market

#### Learn in Brainport

Future skills innovation strategy & actions for primary & secondary education; connection higher(vocational) education & labour market

#### Learning for Life

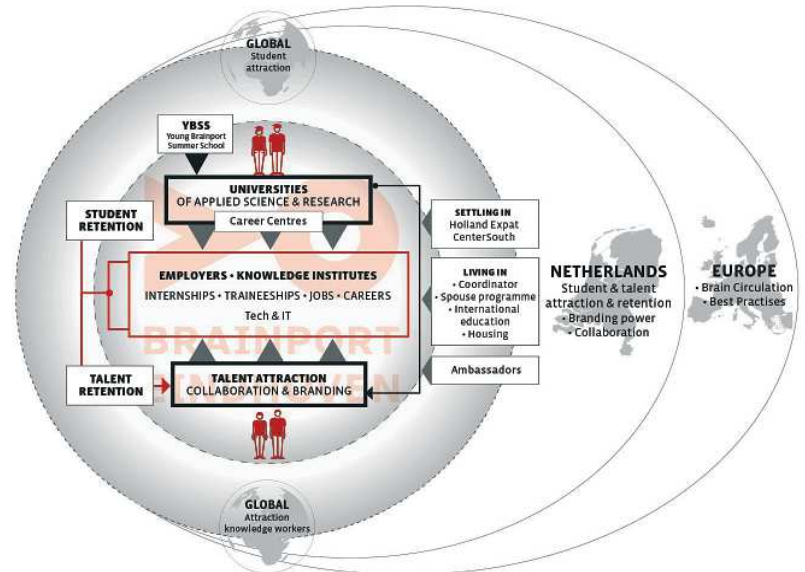
Innovative Life Long Learning programme with employer & employee communities

#### Shortage & mismatch

Experiments between companies on solving mismatch; international talent attraction & retention

**Goal: to increase tech talentpool in Brainport quantitatively & qualitatively**

**Figure 5. Brainport's triple strategy to create and maintain a talent pool in the Eindhoven region. Source: Brainport**



**Figure 6. Brainport's talent attraction and retention ecosystem. Source: Brainport**

and not less collaboration across the EU borders. She urged MSs to work more closely together in the field of **joint marketing** and encouraged the European Commission to **enhance TCN's opportunities for intra-EU mobility**. A **new demand-driven approach to projects** with more international flexibility and adaptability would serve Europe better.

## Summary of session III: Companies in the globalised world

As the economy has become more and more globalised, an increasing number of companies have multinational workforce and have become critical stakeholders when it comes to addressing the race for talents. The discussion in this session was moderated by **Ellen Jansma** from **Booking.com**, and discussants represented the University of Exeter Business School, Fragomen Belgium, Deloitte UK and Transferwise. Three main topics covered were the following:

- What drives talent to move?
- What should be the role of private sector in attracting and retaining talent?
- How can public policy in the field of migration support the private sector?

Although economy has become more globalised, companies' location is often determined by talent availability. Many EU-based companies are currently struggling to compete for global talent, which is why they choose to open their branches in locations that already have a reasonable talent pool in place and/or where the national migration system is administratively easy and economically feasible. As noted by **Ellen Jansma** from **Booking.com**, companies are also paying attention to issues like whether the region has a welcoming housing market, an inclusive social security system for migrants as well as excellent transportation connections with the world.

- **Immigration law** (e.g. how long does it take to get a visa; what are the requirements for work permit; is there a road for permanent residency or citizenship)
- **Labour law** regarding hiring foreigners
- **Partners** (e.g. who are allowed to receive a partner visa; are partners allowed to work; are there opportunities for foreign partners to work in that location)
- **Children** (e.g. accessibility, quality and pricing of local primary and international schools)
- **Housing** (e.g. availability; pricing; access for foreigners)
- **Business trips** (e.g. which nationalities can come without a business visa; timeline and administrative burden of acquiring a business visa)
- **Expat tax regime**
- **Social security for foreigners** (e.g. are they included in local health care and in other social security (disability, unemployment); eligibility for local (state) pensions)
- **Banking** (e.g. process to open bank account for foreigners; easiness of transferring money out of the country; fee for international banking)
- **Language and culture** (e.g. navigation through country in English; existence of the expat community; LGBT community)
- **Other** (e.g. pet restrictions)

**Figure 7. Booking.com's decision tree for hiring foreign nationals. Source: Booking.com**

Many of those issues listed by Booking.com are not normal issues that traditional companies need to deal with. Those challenges only arise due to international workforce. Indeed, companies are developing extensive incentive packages and support systems to make themselves attractive to internationally mobile talents.

Furthermore, companies need to think about not only foreign workers but also about their families. In every new location, Booking.com starts a **support programme for partners**, and helps them to get engaged in something meaningful to them – get a job, start a business, continue education, volunteering etc., depending on the individual values and needs. **Jo Antoons (Fragomen, Belgium)** agreed that it is the companies' responsibility to provide relocation assistance to the whole family of the migrant talent, and told that MSs should consider taking



a **more flexible stance towards family members**. Sometimes migrants' real life does not match the legal definitions on whom a family consists of. Law writers should give a prevalence in this matter to families themselves, be they families with live-in au-pairs or grandparents or homosexual couples. Moreover, requirements to the family members to integrate in the host country in order to have their residence permits prolonged, as well as challenges in finding schools for children are also detrimental to relocating talents across state borders. It is also unfortunate, that now MSs' immigration policies do not always align with business, and labour market. For example, a foreign employee wants to take a parental leave, and technically has the right to do so, but if one stops working for that long of a time, (s)he may lose a permit to work and stay in that MSs.

A new family constellations and lifestyle expectations put further stress on companies that try to attract global talents. **Andrew J. Robb, (Global Employer Services, Deloitte, UK)** stressed that old models inscribed in the laws that presume that a family is heterosexual, with male lead migrant and a housewife, and that view migration as linear, with no transnational mobility, do not live up to the needs of global talents on the 21<sup>st</sup> century. There are no more universal needs that fit all expats. Thus, Mr Robb suggested, companies have to **embrace complex individual expectations**. MSs' policies need to become more aligned to both business as well as employee needs in order to build a migration brand across the EU.

**Alvar Lumberg (Transferwise)** stressed that even though regulations and paperwork in general have become substantially easier in Estonia over the last ten years, the **process of hiring a foreign talent remains a very difficult task**, especially for smaller companies. To manoeuvre the system, companies often need legal help and it can take a long time before a talent can actually start working for the company. Yet he stressed that many companies are determined to overcome these hurdles – **globally-minded businesses need cultural and language diversity to be able to serve global markets better**. However, the current system can put smaller companies with less available resources at a disadvantage compared to others.

Finally, it was discussed in the session that the **reputation of destination**, be it the EU as a whole or a specific region or a company, plays a major role. **Professor Will Harvey (University of Exeter Business School)** noted that reputation is not a mirror of reality, but a socially constructed perception of a location. These perceptions can be crafted through different channels – tourism, place-branding

campaigns, TV-shows, social media or rankings of 'best places to live'. If we **can get our brand right**, it can have a significant effect on the attractiveness of the region.

## Summary of session IV: Global talent on the move

If previous sessions addressed supranational, national, and regional measures, alongside the role that the private sector plays in facilitating talent migration, then session IV explored the perspective a talent: where do skilled professionals choose to go and why? Panellists included representatives of two organisations that help talents to move across borders (MOVE Guides and Jobbatical) as well as INSEAD Business School, who are behind the Global Talent Competitiveness Index<sup>10</sup> that ranks countries and cities based on their attractiveness to global talent. Discussion was facilitated by **Leonardo Ortega** from **Work in Estonia** initiative (**Enterprise Estonia**).

Firstly, it was discussed that **talents are more mobile than ever before** and often this is their conscious choice. Their mobility is beneficial to their problem-solving capacities, networks and productivity. Long-term exposure to different cultures is essential for developing what **Professor Paul Evans (Global Talent Competitiveness Index, INSEAD)** called **global knowledge skills**. These are creative skills that drive economic innovation in the knowledge society. In other words, he stressed, mobility changes the mind. Therefore, migration – and, in particular, brain circulation – should be embraced and encouraged instead of worrying too much either about brain drain or devising policies that limit talent migration and free movement within the EU.

### *Two types of talent in knowledge economies:*

- a) *talent with vocational technical skills. Keeps a country or a company run on a daily basis. Thought at the educational institutions. E.g. engineers, software developers.*
- b) *talent with global knowledge skills. Highly creative, innovative. More difficult to teach; needs to be provided growth opportunities - access to experience, challenge and living in different cultures. E.g. startup founders.*

**Sten Tamkivi, (MOVE Guides<sup>11</sup>)** argued that it would be a mistake to think that the highly-skilled experts, who could go and work anywhere, are driven by same considerations. Instead, every individual holds an **authentic perception** of what constitutes a **good life**, and there is **no single location that would be ideal for all**. To cater for this diversity of needs

<sup>10</sup> See the webpage for this product: <http://bit.ly/2nFErKk>

<sup>11</sup> See Move Guides' webpage: <https://www.moveguides.com/>

The Top ten countries in the world (out of 118)

1 Switzerland	19 Norway
2 Singapore	25 Sweden
3 United Arab Emirates	27 China
4 UK	33 Denmark
5 Qatar	37 France
6 USA	52 Finland
7 Luxembourg	72 Estonia
8 Ireland	94 Italy
9 Canada	105 Poland
10 Malaysia	117 Serbia

**Figure 8. Employers' perceptions on whether their country attracts talented people from abroad. Source: WEF Executive Opinion Survey, 2014-15**

and desires, Move Guides has built a global mobility management platform that could tell them their ideal location. Some of the indicators used in the model are the degree of tolerance, climate, environment, global connectivity, but also more economic parameters.

Already now but even more so in the future working life, **mobility comes in a continuum of different forms**, Mr Tamkivi argued. Mobility is less and less linear – moving for a long period from point A to B. Instead, there is no 'standard' situation when relocating. In parallel to traditional migrants and expatriates, there are people moving to some place for a project or an assignment, there are rotations, interns, digital nomads, remote workers, business travellers etc. Talents are increasingly transnationals, they have a **portfolio of their places** rather than a location or two they identify with for the rest of their lives. Thus, a **shift in language** is needed to reflect more adequately the complex mobility patterns of the highly skilled.

**Karoli Hindriks** from Jobbatical, an Estonian startup that connects ready-to-relocate tech, business and creative talent with globally-minded companies, suggested that alongside **English language profi-**



**Image 4. Paul Evans, Karoli Hindriks and Sten Tamkivi**

**ciency, the user experience of the country** or the ease with which a talent can be relocated determines its attractiveness. In Estonia, for example, it can take as little as 24 hours to get a visa, and 9 days to get a work permit, while in some other EU MSs a similar process can take up to a year. Poor user experience can significantly harm the reputation, meaning that such countries can find it increasingly hard to attract newcomers, but talent mobility in the 21<sup>st</sup> century will determine the success or failure of the economy.

Ms Hindriks stressed that while companies should address these issues, it is the responsibility of MSs rather than employers to devise flexible regulations that would make a location attractive to talents. Moreover, **governments should lead global talent attraction by values** such as openness and tolerance, not only by admission policies. The highly skilled look for a **high quality of life**, they do not stay in locations where they are harassed at street due to their skin colour of sexuality – they simply move on.



## Appendix 1

### Programme of sessions I-IV: The EU in the global race for talents: Challenges and solutions in strengthening the EU's competitiveness

<p>08:00-09:00 Registration (at Astra building lobby, Narva mnt 29)</p> <p>09:00-09:10 Welcoming speech, <b>Tiit Land</b>, rector of Tallinn University</p> <p>09:10-09:50 Opening speeches, <b>Andres Anvelt</b>, minister of the Interior of the Republic of Estonia; <b>Olivier Onidi</b>, deputy director general of the Directorate General Migration and Home Affairs (DG HOME), European Commission</p> <p>09:50-11:20 Session I: The EU in the Global Race for Talents, chair: <b>Magnus Ovilius</b>, EMN Chair, DG HOME, European Commission; discussants: <b>Laura Corrado</b>, head of Legal Migration and Integration Unit, DG HOME, European Commission; <b>Jean-Christophe Dumont</b>, head of the international migration division, OECD; <b>Theodoor Sparreboom</b>, chief technical officer, ILO</p> <p>10:15-10:35 <b>Coffee break</b></p> <p>11:50-13:20 Session II: Member State Practices in the EU: Competitors or Collaborators? Chair: <b>Jean Lambert</b>, MEP, European Parliament; discussants: <b>Ruth Annus</b>, head of migration and border policy department, Ministry of the Interior, Estonia; <b>Barbara Hess</b>, expert at migration and integration research section, Fed-</p>	<p>eral Office of Migration and Refugees (BAMF), Germany; <b>Nikolaj Lubanski</b>, director of talent attraction, Copenhagen Capacity, Denmark; <b>Yvonne van Hest</b>, program director of Brainport Development, the Netherlands</p> <p>13:20-14:30 <b>Lunch</b></p> <p>14:30-15:30 Session III: Companies in the Globalized World, chair: <b>Ellen Jansma</b>, global mobility manager at Booking.com; discussants: <b>Will Harvey</b>, director of the business, Institutions and Policy Research Cluster, University of Exeter Business School; <b>Jo Antoons</b>, partner and practice leader of Fragomen; <b>Andrew J. Robb</b>, global employer services, Deloitte, UK; <b>Alvar Lumberg</b>, head of development of Transferwise</p> <p>15:30-16:00 <b>Coffee break</b></p> <p>16:00-17:30 Session IV: Global Talent on the Move, chair: <b>Leonardo Ortega</b>, project manager of Work in Estonia, Enterprise Estonia; discussants: professor <b>Paul A. L. Evans</b>, academic director of global talent competitiveness index, INSEAD; <b>Sten Tamkivi</b>, vice-president of product, Employees &amp; Employees &amp; Marketplace, MOVE Guides; <b>Karoli Hindriks</b>, founder and CEO, Jobbatical</p>
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The European Migration Network (EMN), established by the Council of the European Union in 2008 and co-ordinated by the European Commission, is a network for information collection and exchange on migration and asylum issues, comprised of National Contact Points (EMN NCPs) and national networks of relevant stakeholder organisations.

The EMN plays a key role in providing up-to-date, objective, reliable and comparable information on migration and asylum topics to policy makers (at EU and Member State level) and the general public.

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