



Mutual Learning Programme

DG Employment, Social Affairs and Inclusion

Peer Country Comments Paper – France

How to promote an inclusive labour market: services provided to employers by the French PES and the functioning of the 'employment obligation' for disabled jobseekers

**Peer Review on "Employer service delivery"
26-28 October 2020**



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1 Introduction

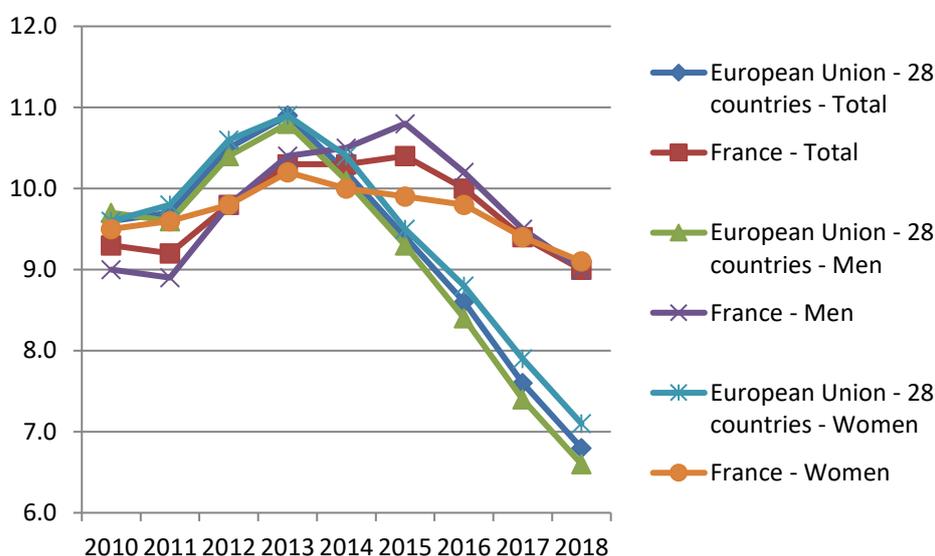
This paper has been prepared for the Peer Review on "Employer service delivery" within the framework of the Mutual Learning Programme.¹ It provides a comparative assessment of the policy example of the host country and the situation in France. For information on the host country policy example, please refer to the Host Country Discussion Paper.

2 Situation in the peer country

2.1 General description

According to INSEE², the unemployment rate fell sharply at the end of 2019 (Q4), reaching 8.1% of the active population in France (excluding the overseas territory of Mayotte), which is its lowest level since the end of 2008. There are currently approximately 3.5 million jobseekers. When taking into account jobseekers with reduced activity, who are not immediately available, the figure is 5.7 million.

Figure 1. Evolution of the unemployment rate for men and women in France and EU-28, 2010-2018



Source: Eurostat

This decline refers to all populations registered as unemployed. The unemployment rate for young people (aged 15 to 24 years old) fell below 19% at the end of 2019. It was 20% in 2018 and 23% in 2016. However, the least qualified young people are more often victims of unemployment, for longer periods of time, and when they find a job, it is more often precarious and of lower quality than that of qualified young people. The fall in unemployment also applies to job seekers over age of 50 (-2.1% year on year). Overall, 16.2% of working people with little or no diploma are unemployed, compared with 5.2% for the owners of a CITE-5 diploma.

This drop in the unemployment rate entails increasing recruitment difficulties. In 2019, the share of recruitments considered as 'difficult' by employers was 50.1% (against 44.4% in 2018, 32.4% in 2015 and 2016³). Some sectors are particularly concerned, such as construction, trade or metallurgy (share greater than 60%). The two main

¹ This text has been elaborated jointly with Yann Marchat.

² <https://www.insee.fr/fr/statistiques/4309346>

³ <https://statistiques.pole-emploi.org/bmo>

causes are the lack of qualified candidates for these positions (skills deficit) but also the lack of attractiveness of jobs (i.e. lack of candidates).

2.2 The case of unemployed disabled persons

The category that will be considered here is "beneficiaries of the employment obligation" (*bénéficiaires de l'obligation d'emploi* or BOE) that is people entering the scope of the specific obligation made to employers to recruit a quota of 6% of disabled persons (see below).

According to AGEFIPH⁴ there are 2.8 million BOEs (beneficiaries of the employment obligation) in 2018, i.e. 7% of the total population aged 15-64 (49% are women). This number has increased by 400,000 in 5 years, thanks to a better monitoring. Their activity rate is 43% compared to 72% for the whole population. Their employment rate is 36%, compared to 65% for the general population. This figure translates to 988,000 BOEs who are employed. 50% of employed BOEs are women. The BOE unemployment rate is 18%, compared to 9% for the rest of the population (unemployment figures for 2018).⁵ BOEs work more part-time than the rest of the population (34% compared to 18%).

In addition, BOE jobseekers remain unemployed longer. 59% of them have been jobseekers for at least one year, compared to 49% for the rest of the population. 31% of the beneficiaries of a disability recognition entered employment within the twelve months following their registration compared to 57% for other job seekers. When they return to work, they access subsidised employment more often than other job seekers (more than one in ten compared to one in fifteen for other jobseekers).

The BOEs differ with the rest of the population in terms of qualification level, since they are less likely to have the ISCED Level 4 or higher (35% against 52%)

3 National policies and measures

In France, 7% of the population aged 15 to 64 has an administrative disability recognised (the main one being named RQTH or *reconnaissance de la qualité de travailleur handicapé*). This recognition makes it possible to benefit from various measures to gain access to employment (employment obligation, access to the civil service, training, etc.) or to keep it (e.g. assistance with scheduling and workstation layout).

3.1 The integration of disabled people into employment in France: an evolving legislative arsenal throughout the 20th century

The integration of disabled people into employment dates back to old social regulations, which appeared after the First World War to ensure the redeployment of many people who were maimed during the war. In 1924, a job guarantee was granted by the obligation made to private companies which employed more than ten employees to welcome 10% of people falling under this status. The term "disabled worker" officially appeared within the law of 23 November 1957. A disabled worker is any person whose possibilities of acquiring or keeping a job are effectively reduced as a result of insufficient or reduced physical or mental capacity. The law for the disabled of 30 June 1975 established an ambitious and transversal policy, establishing that education, training and vocational guidance, employment and the guarantee of a minimum of resources constitute a national obligation. Recognition of the quality of disabled worker

⁴ AGEFIPH. Le tableau de bord national. Emploi et chômage des personnes handicapées. Bilan de l'année 2017. Paru en 2018. Pôle emploi, « Les demandeurs d'emploi bénéficiaires d'une reconnaissance de handicap », *Statistiques, études et évaluations*, novembre 2019.

⁵ *Ibid.*

is given by a departmental administrative commission. This commission is the obligatory crossing point to benefit from the specific measures intended to facilitate integration.

Since 2005, it is the Departmental Houses for Persons with Disabilities (*maisons départementales des personnes handicapées*, MDPH) which delivers the "recognition of the quality of disabled worker" or RQTH. The MDPH must decide on the person's professional orientation.

3.2 The employment obligation

The law of 10 July 1987 defines an obligation of results concerning the employment of disabled workers. The legislator set an employment quota. The private and public sectors are subject to the same obligation to employ 6% of disabled workers in their workforce. This concerns all companies with more than 20 employees.

There are several possibilities for companies to fulfil the employment obligation:

- by direct employment of disabled employees (holding an administrative recognition),
- by the conclusion of subcontracts with the protected sector (see below)
- by payment of a contribution to a Development Fund for the professional integration of disabled people (AGEFIPH).

If companies implement a company agreement or respect a branch agreement promoting comprehensive measures for the employment and integration of disabled workers, they may also be exempt from this contribution.

In 2016, the direct employment rate of disabled workers in French companies was 3.8%, to which can be added an indirect employment rate (via subcontracting or hosting trainees) of 0.4%. AGEFIPH estimates that 34% of companies comply with their 6% obligation.

This means that a significant proportion of companies pay contributions to AGEFIPH in compensation for not hiring disabled workers. This contribution is used to finance several measures, such as professional training, skills assessments, information and awareness-raising actions, direct hiring assistance, individual assistance for workers (e.g. acquisition of specialised equipment such as an ergonomic seat, a Braille interface; assistance with moving house). It also finances the 'Cap emploi' organisations which belongs to the PES and offers a specific service to disabled jobseekers (see below).

3.3 Employment measures for disabled workers

Many measures have been put in place to promote access to and retention of people with disabilities. Today the main measures are the following:

- the employment obligation for disabled workers, which applies to establishments with at least 20 employees in the private and public sectors, equalling at least 6% of their workforce (see below);
- derogating rules (notably in terms of age and duration) for access to employment and vocational training schemes (subsidised contracts, training);
- systems dedicated to the employment of disabled people, in particular the sheltered sector, specific adapted enterprises and the existence of a specialised placement network 'Cap emploi';
- financial aids (under the form of integration bonus, specific training, aid for setting up a business, aid for job development, etc.);
- support for keeping people in employment. There are several aids to help employers to improve working conditions or introduce some specific equipment (e.g., a stacker, a pallet truck, ergonomic seats, equipment in the case of visual impairments etc.). In addition, technical advice can be provided;

- the possibility of benefiting from flexible working hours in the company or special rules in the event of termination of the employment contract, such as doubling the duration of the notice of dismissal;
- access to the civil service by competitive examination or by specific contractual recruitment, with the possibility of adjusting working time.

The implementation of these measures implies an administrative recognition of the disability. This administrative act gives entitlement to these different measures. Several types of administrative recognition coexist in this regard. Recognition by Departmental Houses for Persons with Disabilities (MQTH) corresponds to just over half of the cases. The other cases concern certain victims of occupational diseases or accidents at work, the disabled, certain social security beneficiaries on the grounds of disability. A total of 2 million people are entitled to these measures.

3.4 The role of the PES

The French PES is made up of several actors:

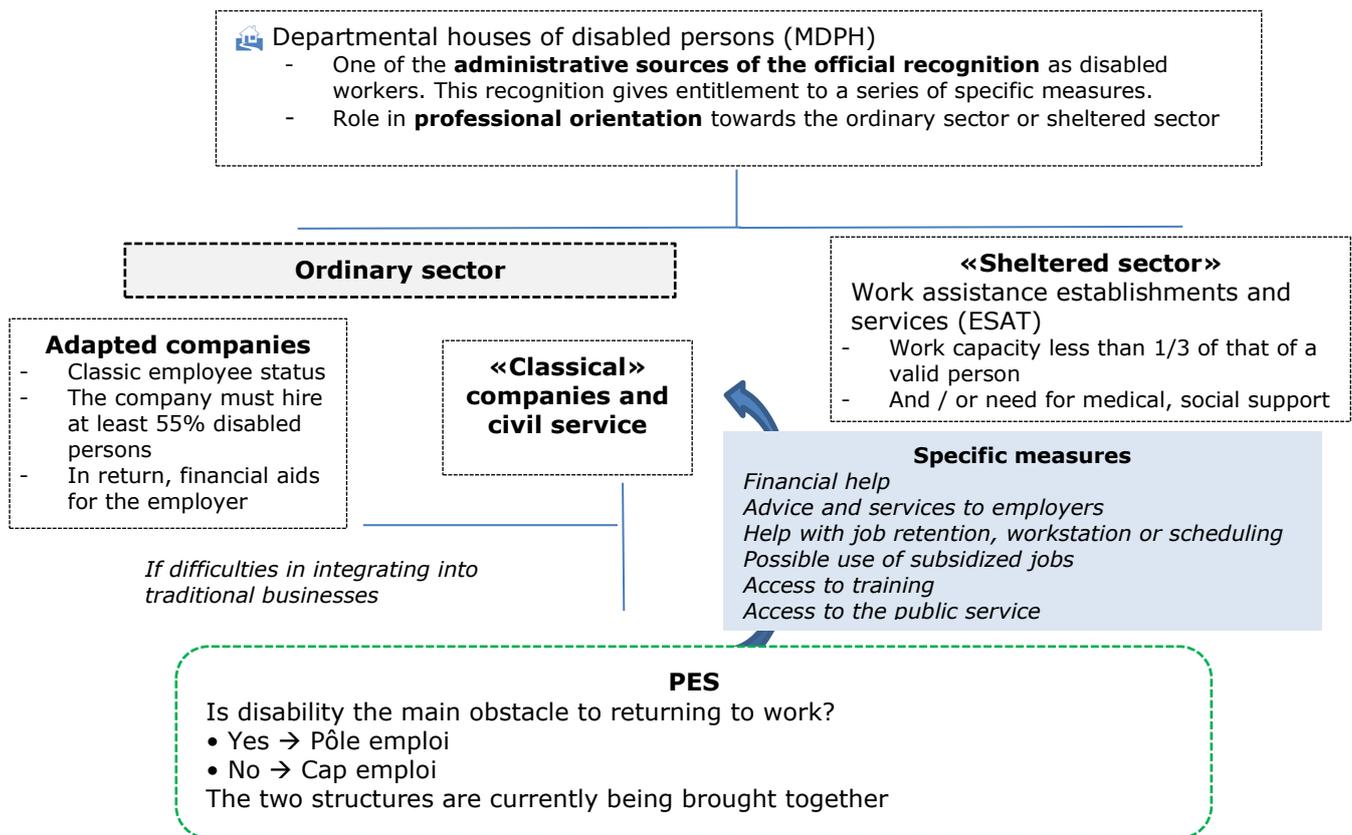
- Pôle emploi is the national agency responsible for the placement, support and delivery of unemployment benefit of job seekers;
- Cap emploi is a structure dedicated to disabled workers;
- Local Missions (*missions locales*) are dedicated to young people with integration difficulties;
- The State also participates in the PES via its decentralised institutions (Direcctes), which manages the implementation of support and assistance to employers for hiring workers.

With regard to disabled workers, support by the PES can therefore be provided either by Pôle emploi or Cap Emploi. The latter's intervention is conditional on the fact that disability constitutes the "main obstacle" in terms of their access to employment. The orientation towards Cap emploi is generally proposed after the first interview of the person with Pôle emploi. According to data from Pôle emploi (September 2016), the Cap Emploi accompanies 23% of jobseekers recognized as disabled in this context.

It should be noted that the two organisations are becoming closer. In some places there are one-stop shops and common services. The Prime Minister announced in 2018 the upcoming merger of the two structures.

The following graph presents an overall approach of the role of the PES and the diversity of measures directed to disabled jobseekers and workers.

Figure 2. Orientation process for people with disabilities towards the labour market



Source: Igas (2017)

3.4.1 The role of Cap Emploi, PES members dedicated to the return to work of disabled persons

There are around a hundred Cap Emploi (generally one per department), totalling 2,200 employees. Cap emploi offers a double range of services towards disabled workers and towards employers.

The service offer for disabled people is structured around five stages:

- assessment and diagnosis, which is mainly based on interviews conducted by Cap emploi advisers,
- the development and / or validation of a professional project,
- defining, implementing and monitoring a training project,
- support for access to employment,
- monitoring the employee in employment

According to a public audit made by IGAS (2017), the Cap Emploi are able to provide more flexible and therefore sometimes closer support than that implemented by Pôle emploi. Intervening in a less standardized framework, they have more time to deepen the diagnosis: the duration of the interviews, particularly in this phase, is frequently between 1h and 1h30, while the Pôle emploi advisers have a duration of around 40 minutes.

The service offer to employers includes:

- providing information on the employment of people with disabilities;
- a support service for the recruitment of people with disabilities; and

- assistance in the administrative and technical procedures facilitating the recruitment and, if necessary, the implementation of suitable financial aid.

With regard to the issue of improving the matching between supply and demand, the Cap emploi develop several types of interventions, which includes:

- valorisation of applications made by supported people. When sending a CV to potential employers, it is often accompanied by a description of the person's skills and abilities with regards to the characteristics of the job offered;
- Cap emploi also exchanges with employers who submit job offers, in order to adapt the best as possible their content to the potential candidates. This, for instance, can mean that the level of qualification is reduced. This can often be high and not always in line with the actual tasks to be done. Cap emploi can carry out site visits with the aim to adapt job offers.

3.4.2 The role of Pôle emploi, the main placement member of the PES

Although the existence of agencies dedicated to support in the employment of disabled workers, Pôle emploi continues to accompany more than 75% of this target group. In fact, the assessment of the person's capacity to be in an "active job search" leads to the fact that many people, who are considered too far from the job whatever the nature and severity of their disability are not oriented towards Cap emploi (IGAS, 2016). People oriented towards Cap emploi belong to a "median" category, between some job seekers who do not wish to be followed by a specialist operator on disability and who are quite autonomous, and a much less autonomous public, sometimes precisely because of their disability.

Pôle emploi has 55,000 staff, including 5,300 counsellors dedicated to employer services. In view of the challenges of this Peer Review, several actions are carried out by Pôle emploi:

- promote equality in recruitment, by controlling the legality of job offers (non-discrimination), but also by promoting alternative recruitment methods, not based on CV but on simulation or concrete experience (short placements). The job is to educate employers on their employment obligation, on disability and to advise them on recruitment.
- Facilitate the connection between employers and candidates, for example by organizing online fairs, to remove mobility difficulties. The "promotion of profiles" approach (also strongly developed by Cap emploi) is also used: it consists in creating needs among employers by sending them specially targeted applications. It is the skills that are put forward, not a possible disability.
- A reinforced support. Each PES office has an advisor specialised in disability matters. The jobseekers who are not sent to Cap emploi usually benefit from extra support e.g. more services or time from their advisor.

It should be noted here that these different actions may also apply to other target groups or jobseekers who are far from employment, for instance young people with low qualifications (although there is no obligation of employment for these groups). In particular, the promotion of alternative recruitments methods is developed. This consists in the promotion of short work placements (or traineeships), which are called "*périodes de mise en situations en milieu professionnel*" (periods of work in a professional environment, or PMSMP). In some sectors experiencing shortages, these periods can help to alleviate the fears of employers to recruit candidates less qualified or experienced than what was expected. The "simulation" method is a good way to put the focus on actual skills of the person, rather than on their qualifications or diploma. Both short work placements and simulation methods are developed with effective results for disabled workers as well as other categories of jobseekers.

In addition, Pôle emploi also use continuing vocational training as a means to improve the integration of jobseekers, among whom include disabled persons. The current

government, through a Skills Investment Plan, has increased the volumes of possible training entries for jobseekers, considering that training is an asset for sustainable integration. This concerns different target groups: people far from employment (e.g. long-term jobseekers), low qualified jobseekers, people living in some specific urban areas or disabled jobseekers. There are several types of training of different lengths that can be mobilised by the PES. In certain sectors experiencing recruitment difficulties, there are "operational preparations for employment" (POE) or "Pre-Recruitment Training Action" (AFPR) which are associated with the prospect of recruiting directly from an employer. This most often involves a job creation, provided that the training is validated. These types of training offer high rates of access to employment and have been reinforced by the Skills Investment Plan. However, disabled jobseekers are less often oriented towards these types of measures than other jobseekers, even though as a whole, their chances of accessing training financed by Pôle emploi are slightly higher than other jobseekers⁶.

3.5 Financial aids for employers

There are different types of financial aids for the employment or the retention of disabled workers⁷:

- Aid for the reception, integration and professional development: Employers who wish to hire a disabled person on a permanent or fixed-term contract for a minimum period of six months, may receive assistance for professional integration (tutoring, coaching, coaching time for example). This is a maximum of EUR 3000. It is allocated by Pôle emploi, Cap emploi, Local Mission or by AGEFIPH.
- Aid for adapting work situations. The request must be sent to AGEFIPH.
- Aid in finding solutions for maintaining employment: the employer may benefit from assistance in maintaining employment for a disabled person whose disability risks causing incapacity. Its amount is EUR 2,000 to finance the costs occasioned by the search for job retention solutions (consultation time, meeting, in particular). The aid is granted by Cap emploi.
- Aid for hiring under an apprenticeship contract: Employers who wish to recruit a disabled person under an apprenticeship contract of at least 6 months and 24 hours a week can benefit from an aid of EUR 3,000 or EUR 4,000. The request for assistance must be addressed to AGEFIPH.

In addition, the PES can resort to common law devices such as subsidized jobs (*emplois aidés*). Currently, the main system is called Skills Employment Pathways (*Parcours emploi compétences*, or PEC). A subsidy (50% of the minimum wage) is granted to the employer and in return, he or she must respect tutoring and training obligations. Disabled workers, seniors over 58 and residents from specific urban policy areas are prioritised target groups. PECs target employers in the non-profit sector. The first impact measures show positive effects on the return to work of disabled workers, linked to the greater training effort.

3.6 The sheltered sector

The creation of the so-called sheltered sector (or protected sector – *secteur protégé*) in 1954 entailed the setting up of specific centres and workshops, today labelled "ESAT" for establishment and service of assistance by work. There are 1,400 ESATs employing

⁶ Pôle emploi, «Les demandeurs d'emploi bénéficiaires d'une reconnaissance de handicap», *Statistiques, études et évaluations*, novembre 2019, n° 45; «Les demandeurs d'emploi en situation de handicap : un accompagnement renforcé pour une population éloignée de l'emploi», *Statistiques, études et évaluations*, Novembre 2017, n° 37.

⁷ <https://www.service-public.fr/professionnels-entreprises/vosdroits/F15204>

employed 122,000 disabled workers in 2014⁸. They operate in certain areas, mainly cooking, maintenance of green spaces, industrial laundry, etc. The disabled person admitted to ESAT does not have the status of employee subject to the Labour Code, does not benefit from an employment contract and cannot be dismissed. However, he or she must sign a support and work assistance contract with the ESAT. This contract is renewable every year.

These are not to be confused with 'EAs' for adapted companies (*entreprises adaptées*) which are specific structures resorting to the Labour Code, and which are not to be included in the sheltered sector as such (see Fig. 1 above). The adapted company allows a disabled worker to exercise a professional activity under conditions adapted to his capacities. The specificity of the adapted company is to employ at least 55% of disabled workers. The disabled worker has the status of employee and is subject to the same rules as other employees. In 2018, there are 800 EAs with 32,000 employees including 26,000 disabled persons.

4 Assessment of success factors and transferability

4.1 Recruitment methods in question

The Host Country Discussion paper insists on the proactive role of the PES towards employers and this is also at the heart of current approach in France. Many elements are quoted in the paper which refer to innovative PES practices. This innovative approach in making contact with employers is reinforced by innovation in the services offered by the PES.

In France, the PES intervention is often focused on the idea of "capturing" job offers, in front of which to position candidates. This classic approach refers to prospecting actions by the PES towards employers. However, the labour market is an informal market. There are 'formal' recruitment channels (publish an advertisement or contact an intermediary) and "informal" channels (use the knowledge network or use spontaneous applications received). A study has shown that, in 2005, recruitment is ultimately mostly informal: 56% of recruitments are made via this channel, which means that more than one in two recruitments does not lead to the publication of a formal job offer. Within formal channels, public intermediaries capture 19% of recruitments (Ofer 2005 survey⁹). The most recent version of this survey shows that in 2016, employers do use a variety of channels (three on average)¹⁰. In 7 out of 10 cases, they hire from spontaneous applications. Moreover, over the past 10 years, a significant increase in the use of the Internet has been observed. All in all, this questions the recruitment process. There is little qualitative work on concrete methods of recruitment – as was mentioned in the Discussion Paper for the host country. Some interesting sociological studies have emphasized the 'embarrassments' of recruiters¹¹ but more is to be done on why and how the matching works.

4.2 Methods for prospecting and providing services to employers

The measures defined by the host country represent an interesting mix which has many similarities to those implemented in France. The 'trial assessments' are similar to the short placement periods (PMSMP, also globally referred to as "immersion in companies") that are used by PES operators. In France, these placement periods seem to be shorter. They allow employers to test new candidates in a concrete work experience environment. This leads to the PES operators to carry out an assessment with the

⁸ <https://drees.solidarites-sante.gouv.fr/IMG/pdf/dd28.pdf>

⁹ Bessy, C. & Marchal, E. (2009). Le rôle des réseaux et du marché dans les recrutements: Enquête auprès des entreprises. *Revue Française de Socio-Économie*, 3(1), 121-146.

¹⁰ M. Bergeat, V. Rémy, « Comment les employeurs recrutent-ils leurs salariés ? », *Dares analyses*, octobre 2017, n° 064.

¹¹ Marchal E. (2015), Les embarras des recruteurs. Enquête sur le marché du travail, éditions de l'EHESS, Paris.

employer, but not systematically. Immersion periods can be seen in France as facilitating what has been called an "active mediation" between the PES and employers. It is a question for operators of positioning themselves as actors offering HR services to employers. They go in front of the latter, to generate and anticipate needs, rather than being in a passive logic of waiting for job offers.

Among the success factors in France, there are the human resources devoted to the relationship with companies. In 2019, Pôle emploi recruited 1,000 counsellors dedicated to companies. Cap emploi also relies on teams dedicated to corporate relations. We could also mention the case of the Local Missions which develop local networks for the integration of young people. The central question is that of the skills of these counsellors, with regard to the functioning of companies (in particular SMEs), and employers' expectations in terms of pragmatic advice on labour law, training aid, etc. It is important that counsellors are not only "contract sellers" but that they are also able to act as advisers¹².

Intervention methods are therefore important. The 'Profile promotion' method, as presented above, is an interesting method (based on the skills of the individual, not on the demand of employers) but it is expensive and complex to carry out on a large scale.

Recent work observes two possible developments¹³. On the one hand, instead of only matching candidates to job offers, counsellors can also try to match companies' requests to existing candidates. It is a question of acting on both the demand and the supply of labour. On the other hand, instead of acting at a distance from work situations (generally in the context of individual interviews with candidates and employers, at the PES premises), it is a question of going to companies and starting from specific work situations. This is why immersion on site is often valued. This may reveal specific needs, which were not necessarily foreseen at the level of the drawing up of the job offer. For this, counsellors must have a solid knowledge of the world of work and business. The active mediation method – which has been advocated by the Ministry of Labour¹⁴ in particular in the field of the Youth Guarantee as a means to help young people access employment –, goes in this direction, but it is sometimes difficult to implement by PES operators.¹⁵

These methods are aimed at diversifying recruitments and suggest that they can be more effective. Researchers from the Ministry of Labour thus propose to act as much on the 'employerability' of recruiters as on the employability of candidates¹⁶. Examples of success are sometimes mentioned in the press, such as this young refugee integrated in an industrial company facing difficulties to recruit and which has formed effective partnerships with the PES to recruit differently.

¹² Lizé L. (2000), « Politiques de recrutement des entreprises et aides à l'emploi, quel rôle pour l'ANPE ? », *Travail et Emploi*, n° 83, p. 97-114.

¹³ A. Fretel, 2012, « Typologie des figures de l'intermédiation. Quelle relation à l'entreprise au-delà de l'impératif adressé aux opérateurs du SPE ? », *Document de travail de l'IREES*, n° 2

¹⁴ DGEFP (2013), « Techniques d'Appui au Recrutement & Médiation Active », Juin 2013 - Septembre 2013, *Appui au recrutement & Médiations pour l'emploi*. Recueil des travaux préparatoires au séminaire DGEFP du 24 octobre 2013

¹⁵ See Farvaque N., "The French Guarantee for Youth: experiencing a new approach to help young vulnerable people to gain autonomy", Peer Review on 'The Guarantee for Youth (a particular measure within the broader context of the Youth Guarantee)' Paris (France), 7 – 8 April 2016.

¹⁶ Duclos L., « L'employeurabilité Définition(s), enjeux et perspectives », CNEFOP, Commission « Évaluation », 22 mars 2018.

5 Questions

- Are the beneficiaries of the BU and the disability benefit assigned to different counsellors in the PES?
- Is there a use of tools for calculating the distance to employment and if so, how are they understood and received by the beneficiaries?
- How are the skills of PES counsellors developed in order to provide quality service to employers?
- How are assessments of trial periods carried out and in what dimension can they modify the services provided to employers?
- Is there an administrative recognition of disability? If so, who is in charge of providing it?

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Annex 1 Summary table

The main points covered by the paper are summarised below.

Situation in the peer country

- A trend of decreasing unemployment.
- All categories benefit from this decrease; however, some are more affected by unemployment in particular, the low qualified.
- Existing recruitment difficulties in some sectors.

National policies and measures

- A lot of measures exist for helping the disabled persons to enter or remain in the labour market.
- The main measure is an obligation of employment made to employers (6% workforce), however there are some alternatives to direct employment.
- Disabled persons benefit from specific measures, such as a dedicated network of agencies belonging to the PES (Cap emploi). These Cap emploi agencies offer services to jobseekers and to companies. They work in close cooperation with the Pôle emploi (the main PES agency) and a merger is foreseen.
- People with disabilities also benefit from employment measures (such as subsidised employment) on a par with other categories of jobseekers having difficulties on the labour market (such as low/unqualified young people, older jobseekers, beneficiaries of social assistance or long-term unemployed people)
- The service offer proposed by the PES to companies tries to focus on short work experiences, innovative methods of recruitment not focusing on the jobseekers' qualifications or experience but concrete skills.

Assessment of success factors and transferability

- Trial assessments as a way to assess the jobseekers' skills in a concrete situation et not *in abstracto*.
- Acting simultaneously on the demand side and the supply side.
- Importance of having enough and qualified human resources for the PES in order to develop a quality service offer to employers.

Questions

- Are the beneficiaries of the BU and the disability benefit assigned to different advisers in the PES?
- Is there a use of tools for calculating the distance to employment and if so, how are they understood and received by the beneficiaries?
- How are the skills of PES advisers developed in order to provide quality service to employers?
- How are assessments of trial periods carried out and in what dimension can they modify the services provided to employers?
- Is there an administrative recognition of disability? If so, who is in charge of providing it?

Annex 2 Example of relevant practice

Name of the practice:	France a chance, entreprises are engaging themselves (la France une chance, les entreprises s'engagent)
Year of implementation:	2019
Coordinating authority:	French Government via Ministry of Labour
Objectives:	<p>The French initiative "France a chance" was launched in July 2018 by the Government to create the conditions for inclusive growth that reconciles the economy and social.</p> <p>Its aim is to stimulate the major role of enterprises in inclusion policies by facilitating and accompanying the implementation of voluntary, innovative and concrete commitments for all measures to promote integration into employment.</p> <p>Its aim is also to bring together, in each department, all the forces involved in promoting inclusion of the most vulnerable groups of people.</p>
Main activities:	<p>Each company is free to build its commitment sheet by focusing on the arrangements: internships, apprenticeships, etc and / or on the public: young people, long-term jobseekers, disabled workers, etc.</p> <p>Each company can choose the directions it wishes to give to its commitments, in accordance with its economic and social model, with a common priority: to engage itself in the inclusion and integration of people who are furthest from labour market.</p>
Results so far:	<p>Today 92 departmental clubs have been formed, bringing together about 5000 enterprises and business clubs.</p> <p>The global aim is to reach the number of 10000 enterprises involved in this initiative.</p>

