

Economic Pathways to Refugee Integration:

Requests of the Australian Government

January 2026





Contents

The EPRI CoP	3
Executive summary	4
The value of EPRI	7
System innovation opportunity	10
Recommendations	13
Conclusion	16
Appendix	17

About this submission

This submission was prepared by Social Enterprise Australia in collaboration with social enterprise organisations delivering the Economic Pathways for Refugee Integration (EPRI) program. It is also informed by research, evidence and engagement with a diverse range of social economy¹, settlement, employment, business, community and government stakeholders.

About us

Social Enterprise Australia is the national peak body for social enterprise. We're for an economy that puts people and the planet first – and for unlocking the power of social enterprise to help get us there. We connect and advocate for the sector, and coordinate its national strategy. We are sector-led and provide a conduit for it to partner with the Australian Government and others to grow impact.

¹ The social economy includes cooperatives, associations, mutual societies, foundations, social enterprises, self-help groups and other entities. See *The State of the Social Economy in Australia Inaugural Summary Report 2025* <https://www.csi.edu.au/research/the-social-economy-report/>.

The EPRI Community of Practice

Since June 2023, Social Enterprise Australia has facilitated an EPRI Community of Practice (CoP) supporting EPRI providers to connect, learn and act together - and with settlement and employment services and peak bodies - to support productivity and inclusion outcomes for EPRI participants, the wider economy and a socially cohesive Australia.

Specifically, the CoP seeks to:

- Strengthen EPRI collaborations that build collective capability and capacity, and work towards shared goals.
- Grow government and cross-sector understanding of the role, value-add, and innovation potential of social enterprise as a collaborative partner in the refugee settlement journey.
- Advocate for policy, program, funding and system reform.²

Learnings from settlement, employment and social economy sectors point to key policy, practice and partnership reforms that are needed to enhance self-agency and system-agency in growing an ecosystem of effective economic and social inclusion support for refugee and humanitarian entrants with low English language proficiency and/or low skill levels.

EPRI is delivered by: Brotherhood of St Laurence, CERES Fair Wood, Civik People, Community Corporate, Dismantle, Green Collect and The Dragonfly Collective with Value Nation, Green Yakka, Multicultural Youth SA, Nundah Community Enterprises Cooperative, Parliament On King, Plate it Forward, STREAT, St Vincent de Paul Society NSW, Space2b Social Design, The Bread & Butter Project, The Social Outfit, The Social Studio, Thrive Refugee Enterprise, Social Engine, Whittlesea Community Connections.

Images in this submission: Green Yakka, Whittlesea Community Connections, Space2b Social Design, Parliament on King, The Social Studio, Plate it Forward, CERES Fair Wood.



² Terms of Reference, Economic Pathways for Refugee Integration Community of Practice (2024).

Executive summary

The Economic Pathways for Refugee Integration (EPRI) program is a trailblazing pilot program funded by the Australian Government Department of Home Affairs. It provides funding for social enterprises to deliver specialised economic participation support and employment pathways for humanitarian and refugee entrants with low English language proficiency and/or low recognised skill levels (the EPRI cohort).

The pilot EPRI program - extended in the FY26 Federal Budget for a third year - is due to end in June 2026. A total of \$24.8 million has been distributed in grants to 20 social enterprises (and auspiced partners) to deliver EPRI since 2023.

Social Enterprise Australia and EPRI stakeholders recommend continuation of EPRI service delivery as well as support for infrastructure to grow the evolving collaborative ecosystem, increase positive participant outcomes, enhance impact measurement, improve value for money, and inform policy, program and system reform that is needed in settlement and employment services.³ Specifically, we recommend:

- **\$25 million to extend EPRI service-delivery for three years, with early notification of program continuation.** A three-year extension will support continuity of programs and outcomes for participants, and inform future program development that integrates learnings and leading practice from the extended pilot.
- **\$1 million to support EPRI collaboration infrastructure and co-design of a settlement and employment partnerships hub.** This includes rigorous outcomes measurement, commissioning of research, production of practice insights, a community of collaborative practice, a cross-program learning network, and co-design of a settlement and employment partnerships hub to operate as a social inclusion and economic participation ecosystem connector.

³ This aligns with recommendations of: Whereto Research, *Report: Evaluation of Economic Pathways to Refugee Integration (EPRI) program, 2025*, p4-5 & p37; Economic Inclusion Advisory Committee 2025 Report to Government, Chapter 7; Commonwealth of Australia Review of the Migration System Final Report 2023, p153-161. Commonwealth of Australia, *Investing in Refugees, Investing in Australia: the findings of a Review into Integration, Employment and Settlement Outcomes for Refugees and Humanitarian Entrants in Australia*, Chapter 3.

The EPRI program is delivered by a diverse set of social enterprises, including Work Integration Social Enterprises (WISEs), offering local Australian work experience opportunities, creating jobs, and providing supported pathways to mainstream employment.

Different models of service-delivery provide specialist pre-employment, supported, brokered and self-employment opportunities designed to fill gaps in existing settlement and employment services, and tailored to diverse sub-groups within the EPRI cohort.⁴

This is a robust base from which to:

- Expand relationships with refugee-led organisations, local and newly arrived communities, and employer networks in developing effective economic inclusion pathways.
- Deepen understanding of policy, program and system reforms that will contribute to effective end-to-end support for a cohort with complex needs.
- Grow the collaborative capacity and capability of participants, providers, programs, partners, places and industries to support positive work, wellbeing and productivity outcomes for EPRI stakeholders.

An evaluation of the program in 2025, two years into implementation, found that there is an ongoing need for specific employment support for refugee and humanitarian entrants and that without EPRI (or a similar program), refugee and humanitarian entrants lack the appropriate support to activate their economic potential.

The evaluation also recognised the ecosystem of capabilities, referral networks and specialised employment pathways developed through EPRI and noted that this, together with the education, training, English language skills development, digital literacy, technical skills acquisition and employment outcomes achieved, supports continuation of the program.⁵

Social enterprises - as part of the social economy - can play a unique role in targeted efforts to support people facing systemic barriers to work, providing opportunities that increase productivity, reduce reliance on income support, decrease isolation, deepen connections across cultures and communities, and enhance feelings of self-worth and belonging through employment.⁶

⁴ Social Enterprise Australia, [Economic Pathways to Refugee Integration Program Case Studies 2025](#)

⁵ Whereto Research, *Report: Evaluation of Economic Pathways to Refugee Integration (EPRI) program, 2025*, p50: "There is enough promising evidence to suggest continued funding of EPRI as a learning model, with a view to exploring future integration of EPRI into the core Workforce Australia model".

⁶ See Department of Home Affairs, *A Social Entrepreneur's Guide - Boosting Refugees' Economic Participation*; Commonwealth of Australia *Review of the Migration System Final Report 2023*, p156; Parliament of Australia: *Rebuilding Employment Services Final report on Workforce Australia Employment Services (2023)*, p129



The EPRI network of social enterprises has developed strength-based pathways to economic participation and inclusion for the EPRI cohort and has significant potential to:

- Increase and diversify economic participation pathways for a cohort at high risk of long-term unemployment.
- Grow connections with local, regional and national businesses that are willing and able to provide first Australian work experiences, and create, curate or broker jobs tailored to EPRI participant capabilities and aspirations as part of their business purpose.
- Strengthen inclusive recruitment, workforce participation, and career development practices of employers to better engage and support people facing systemic barriers to work.
- Lead and support business networks that centre equity and wellbeing in what they do and how they do it.

The value of EPRI

The EPRI program is unique in its approach to improving settlement outcomes by creating employment opportunities and pathways for refugee and humanitarian entrants with limited English language proficiency and/or low skills who experience significant barriers to work. It straddles settlement and employment systems and fills an identified gap in existing employment and settlement services.

Research shows that a lack of targeted employment support for refugee and humanitarian entrants to Australia within the first five years post-arrival, leads to significant financial hardship, long-term reliance on social assistance, potential occupational downgrading, and difficulty achieving full social and economic integration.⁷ This comes at significant cost to the Australian Government, refugee and humanitarian entrants, and the broader Australian community.⁸

EPRI providers are social enterprises - businesses that put people and planet first. They trade like any other business, but exist specifically to drive social and environmental innovation and impact. They are purpose-led, market-engaged, and community-anchored.

One of the key areas where they drive the most impact is access to decent work for people most shut out of the labour market. They complement universal employment services (e.g. Workforce Australia) to address systemic disadvantage and discrimination. They are diverse, providing employment and self-employment pathways, transitional and/or permanent employment opportunities, and supported transitions to mainstream employment. They operate across industries and offer a wide variety of roles. In jobs-poor communities, they are often established to provide not only employment opportunities for individuals but to increase the availability of jobs.

EPRI providers have proven to be highly successful in achieving the aims and objectives of the program. A survey of providers conducted by the EPRI Community of Practice identified the following participation, outputs and outcomes from the start of program implementation through to November 2025:

- More than 3,300 participants have been engaged in the program.
- More than 2,840 participants have been engaged in pre-employment training to develop job readiness or self-employment / small business startup readiness.
- More than 570 participants gained an accredited certificate.
- More than 1,065 participants completed a minimum of six weeks' work experience (paid/unpaid).

⁷ van Kooy, J., Ahmed, S., Rioseco, P., & Marshall, D. (2025) *Economic participation of humanitarian migrants in Australia*.

⁸ See for example: Nguyen, T.P., Slewa-Younan, S. & Rioseco, P. *Trajectories of psychological distress and social integration in newly resettled refugees: findings from the Building a New Life in Australia longitudinal study* (2024) <https://doi.org/10.1007/s00127-023-02528-7>, accessed 21 December 2025.

- More than 1,155 were employed/self-employed for at least 26 weeks.
- More than 910 participants have transitioned to open employment.
- More than 165 participants secured a part-time or full-time role within an EPRI social enterprise.
- More than 780 participants engaged in confidence-building and social participation supports.⁹

Aggregated SCORE¹⁰ outcomes data reflecting program implementation (January 2023 to June 2025¹¹) shows strong progress and potential with the following positive outcomes:

- 91.4% of 1,453 clients assessed under the Goals Assessment
- 87.3% of 1,493 clients assessed under the Circumstances Assessment
- 79.6% of 1,477 clients assessed under the Employment domain
- 83.8% of 1,293 clients assessed under the Education & Skills Training domain.

Other domains also saw positive uplifts despite not being a direct target of the program - notably financial resilience, community participation and networks, mental health and wellbeing.¹² This aligns with research supporting economic participation as a key facilitator of positive self-esteem, self-confidence, personal wellbeing, sense of value and belonging, increased social connection and cohesion.¹³

EPRI program data reflected in the Data Exchange (DEX) system indicates that more than 1,100 EPRI participants had been in Australia for one-to-three years, and more than 900 participants had been in Australia for more than three years. This indicates significant demand for EPRI where settlement and employment services have not been able to assist this cohort into employment during this time.¹⁴

This is further supported by Adult Migrant English Program (AMEP) data indicating a total of 35,497 EPRI-eligible clients from June 2023 – Sept 2025, at least 16,000 of whom have been in Australia for more than three years, and 13,000 of whom have been in the AMEP for more than three years.¹⁵

⁹ Note that different models of EPRI employment/self-employment pathways may mean differing interpretations applied to outcomes and associated figures.

¹⁰ Standard Client/Community Outcome Reporting (SCORE).

¹¹ SCORE data provided by the Department of Home Affairs for the period January 2023 – 30 June 2025. Word document shared via email dated 7 October 2025.

¹² SCORE data provided by the Department of Home Affairs for the period January 2023 – 30 June 2025, shared via email dated 19 January 2026.

¹³ Australian Institute of Family Studies, (2024) *Building a New Life in Australia: 10 years of humanitarian settlement outcomes*. See also: Ziersche A, Due C, Howe J, Walsh M, Miller E and Flavel J (2022) *Pathways to Employment for Social Inclusion, Health & Wellbeing for Women from Refugee Backgrounds*.

¹⁴ DEX data provided by the Department of Home Affairs for the period January 2023 – 30 June 2025. Word document shared via email dated 7 October 2025.

¹⁵ AMEP data provided by the Department of Home Affairs for EPRI visa-eligible clients from 1 June 2023 – 30 Sept 2025 (i.e. during the EPRI program) with less than vocational English language proficiency.



EPRI success factors include the way that providers work with participants. As noted in the evaluation, several features contribute to sustained activation¹⁶ of EPRI participants and economic participation pathways including relational pathways to employment, recognising and utilising the skills refugee entrants bring, and co-designing interventions with EPRI participants to respond to the needs of different sub-groups within the EPRI cohort.

EPRI also offers flexible models that combine vocational English/intensive English for employment support with relevant work experience to increase participant engagement. This approach recognises that targeted English language skills development and employment act as mutually reinforcing accelerators.

A key feature of EPRI program delivery is a focus on safety, wellbeing and dignity as core principles underpinning productivity goals of reduced reliance on income support and increasing the tax base. Safety, wellbeing and dignity in economic participation for the EPRI cohort is essential to ensure long-term productivity benefits. This includes intentional support to reduce workplace exploitation, racial discrimination and modern slavery, and measure associated outcomes.¹⁷

¹⁶ Activation (as described in the EPRI evaluation report) involves developing an understanding of the unique circumstances, abilities and ambitions of each individual, and tailoring interventions to meet their needs. Participant 'activation' can look very different for different refugees and humanitarian entrants.

¹⁷ Commonwealth of Australia *Review of the Migration System Final Report 2023*, p154, 185.

System innovation opportunity

EPRI investments to date have laid a strong foundation to inform policy, program and system settings that better support safe and dignified employment and settlement outcomes for individuals, families, communities, industries and a cohesive, inclusive Australia.¹⁸

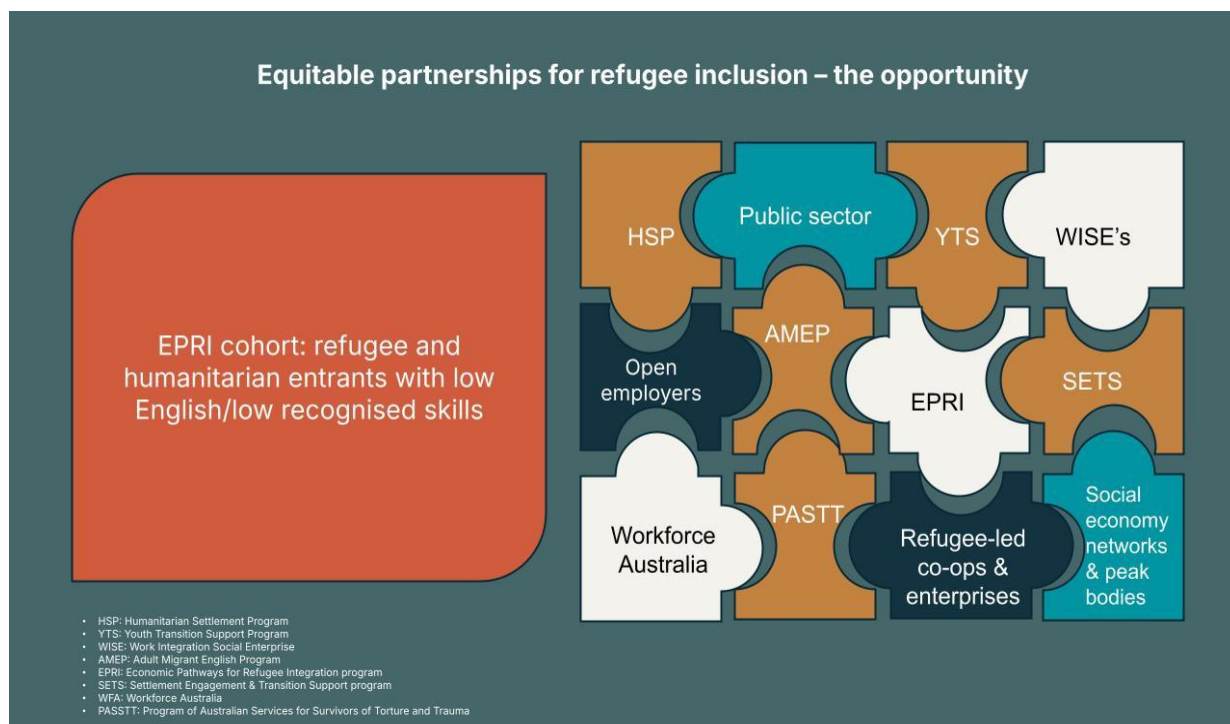
EPRI implementation demonstrates the value and potential of cross-sector collaboration to support self-efficacy and self-agency for refugees and humanitarian entrants - the two underpinning principles set out in the Department of Home Affairs Refugee and Humanitarian Entrant Settlement and Integration Outcomes Framework. Key EPRI self-efficacy and self-agency enablers, interventions and supports are reflected in **Appendix A, Diagram 1**.

EPRI implementation also points to shared system-efficacy and system-agency enablers to grow productivity with safety and dignity, through deep connection with social economy organisations and broad engagement with employers across private, public and community sectors. Elements enabling shared responsibility to address structural barriers faced by the EPRI cohort are reflected in **Appendix A, Diagram 2**.

EPRI straddles settlement, employment, and social economy sectors. To work well together, effective cross-program and cross-sector collaboration infrastructure is required.

Investment in codesign of a settlement and employment partnerships hub is necessary to connect a wide range of relevant stakeholders (**see illustration on next page**), build collective engagement, and develop a whole-of-government approach to successfully address social and economic inclusion objectives.

¹⁸ Social Enterprise Australia is developing a set of *EPRI Policy, Practice and Systems Insights* papers reflecting research and learnings to improve system-efficacy and system-agency, alongside self-efficacy and self-agency interventions. Papers to be published in March 2026.



The suite of existing settlement and employment programs share the goal to grow positive social and economic impacts for EPRI participants, local communities, industries experiencing occupational shortages, and wider society. The time is ripe to connect, collaborate, sustain and scale an impact ecosystem that enhances cross-sector capacity, capability and relationships.¹⁹

EPRI program extension and development provides an opportunity to:

- Engage the EPRI cohort as partners in design and implementation of a future embedded EPRI program.
- Shift the approach from a suite of independently operating, often disconnected settlement and employment programs, towards an ecosystem approach that connects settlement and employment support organisations (including those that are funded by government and those that are not) to scale connection, capacity, capability, and outcomes for the EPRI cohort and the economy.
- Contribute to a whole-of-government approach to social cohesion, economic inclusion, and productivity with safety and dignity.

¹⁹ "Good collaboration between sectors takes additional resources and this needs to be explicitly considered in funding", Whereeto Research, *Report: Evaluation of Economic Pathways to Refugee Integration (EPRI) program*, 2025, p5.

Co-designing collaboration infrastructure should engage lived experience expertise in equitable ways, be informed by leading research, and connect with related system-learning and transformation initiatives including:

- The [Settlement Council of Australia's Road to Belonging Strategy](#) and participatory implementation working groups.²⁰
- The [Settlement Engagement and Transition Support Community of Practice](#)
- Research by the Centre for Social Impact Swinburne on elements of successful evidence and collaboration centres (including structure, staffing, funding and timelines, implementation, and evaluation).²¹
- Development of the [Centre for Inclusive Employment](#), funded by the Department of Social Services, to explore intersections between disability and refugee employment pathways in developing leading practice information, resources, tools and training for providers.
- Engagement with [Australian Policy Online](#) to develop EPRI-related Resource Collections, Impact Networks and Project Hubs.

²⁰ Settlement Council of Australia, Road to Belonging: A Collective Strategy for Australian Settlement Services (2022-2025)

²¹ Wilson, E., Tucker, J. Campaign, R., Riseley, E., and Foenander, E. (2024). Elements of Successful Evidence Centres: Foundations for a Disability Employment Centre of Excellence. Centre for Social Impact, Swinburne University of Technology.

Recommendations

Recommendations in this submission respond to priorities articulated in the Department of Home Affairs Refugee and Humanitarian Entrant Settlement Outcomes Framework and contribute to the core commitment of the Office for Multicultural Affairs that “all people, regardless of their cultural and linguistic background, should have the opportunity to participate fully in the community, contribute meaningfully to our society and feel they belong”.²²

Recommendation 1: \$25 million to extend EPRI service-delivery for three years with early notification of EPRI program continuation.

This will enable:

- Continuity of service and focus on refugee entrants with low English proficiency and/or low skills as a group that is under-serviced by existing settlement and employment services.²³
- Diverse strategies to increase employer engagement, enhance English language skills, support credential recognition, and facilitate career development in line with EPRI participant aspirations.
- Increased pathways to skills development, employment and self-employment with safe and sustained work and wellbeing outcomes.
- Support for place-based providers, ensuring a range of intervention models tailored to different EPRI sub-groups, with deep experience of local social, economic and employment contexts, and deep connection with refugee communities.
- A focus on reducing barriers to productivity and participation in occupations experiencing persistent shortages such as trades, health, education and construction.²⁴
- A focus on locations of refugee settlement and locations of regional development as part of a holistic approach to addressing regional population and labour needs and enhancing economic resilience, productivity and social cohesion.²⁵
- Embedding a human-rights approach to EPRI that recognises the need for stronger safeguards and a people-centred approach to economic inclusion for EPRI participants in line with national and international frameworks integrating human rights into business.²⁶
- Strengthening of the interface between the Humanitarian Settlement Program (HSP), Settlement Engagement and Transition Support (SETS) program, AMEP and EPRI providers including ease of inter-agency referral.

²² Webpage:: <https://www.homeaffairs.gov.au/about-us/our-portfolios/multicultural-affairs>, accessed 17 January 2026.

²³ Commonwealth of Australia 2023, Review of the Migration System p156.

²⁴ Jobs and Skills Australia Report 2025.

²⁵ Commonwealth of Australia 2023 Migration Strategy, p 29.

²⁶ Australian Human Rights Commission, The National Anti-Racism Framework: A roadmap to eliminating racism in Australia (Report, November 2024), p18. See also Modern Slavery Act (Cth) 2018.

- Consistent, coherent outcomes data collection to assess the effectiveness of EPRI including the differentiated value-add of specialist models of support for sub-groups within the EPRI cohort (e.g. age, gender, literacy and education levels, family, cultural & caring responsibilities etc).
- Integration of EPRI learnings, emerging practice, and evaluation of medium-longer term impact to inform future policy settings and program design.

The EPRI program is scheduled to end in June 2026. Without early notification of program extension, many EPRI providers will need to close their program entirely or reduce participant intake and staffing ratios. Early notification will:

- Minimise disruption of participant recruitment, induction and intake processes currently underway.
- Minimise disruption of training and skills development programs for EPRI participants.
- Prevent loss of program staff and their relationships with EPRI participants, target communities, settlement services and employment partners.
- Reduce inefficiencies and negative impacts of closing and re-opening EPRI.

Recommendation 2: \$1 million to support evidence-based EPRI system design with settlement, social economy and employment organisations, and other relevant system partners.

This includes:

- Effective, fit-for-purpose EPRI outcomes and impact measurement at provider, program and system levels including self-determined, culturally sensitive story-sharing by EPRI participants on goals, circumstances and most significant changes experienced through EPRI engagement.²⁷
- Connective infrastructure including a community of collaboration practice to share learning and build collective capability, commissioning of cross-program research to inform system settings, and cross-sector network development to mobilise diverse expertise, share resources and maximise impact.²⁸

²⁷ Engage with the Australian Centre for Evaluation to ensure high-quality evaluation is integrated into EPRI program and policy development. Work with open-access platforms such as [Seedkit](#) to support quantitative EPRI outcomes measurement and [Folktale](#) to support qualitative audio and visual forms of impact reporting, alongside DEX reports.

²⁸ Build on insights from the 2025 National Settlement Conference Talent & Development Symposium, the Settlement Engagement Transition Support Community of Practice (SETSCoP) thematic sub-groups including employment sub-group, Adult Migrant English Program's topic-based communities of practice, and EPRI program learning and practice development.

- Co-design of a settlement and employment partnerships hub²⁹ to enhance productivity and wellbeing outcomes for refugee and humanitarian entrants, inclusive workplaces/industries, and a socially cohesive Australia. This includes identifying elements of a successful cross-sector coordination hub³⁰ that:
 - Ensures lived experience leadership and participation in design and implementation (i.e. from refugee cohorts experiencing current settlement and employment systems).
 - Supports equitable engagement of community mobilisers from EPRI cohorts.
 - Activates employer engagement and inclusive workplace capability-development.
 - Connects settlement organisations, employment service providers and employers.
 - Facilitates intersectional innovation and capability-development, information exchange, and collaboration.
 - Avoids duplication of effort and resources.

In line with leading practice and an equitable partnerships approach, the system design components outlined above should be stewarded or co-led by organisations that engage with, and are accountable to, a broad range of settlement, social economy and employment actors.

²⁹ Informed by learnings from the [Centre for Inclusive Employment](#) (stewarded by the Centre for Social Impact Swinburne and funded by the Australian Government Department of Social Services). Explore opportunities to evolve a whole-of-government, intersectional approach to stewarding Centres of evidence, connection and capability-development related to economic participation for marginalised groups.

³⁰ Wilson, E., Tucker, J. Campain, R., Riseley, E., and Foenander, E. (2024). Elements of Successful Evidence Centres: Foundations for a Disability Employment Centre of Excellence. Centre for Social Impact, Swinburne University of Technology.



Conclusion

Investing in EPRI for a further three years with funding for both service delivery and system-design components will enable:

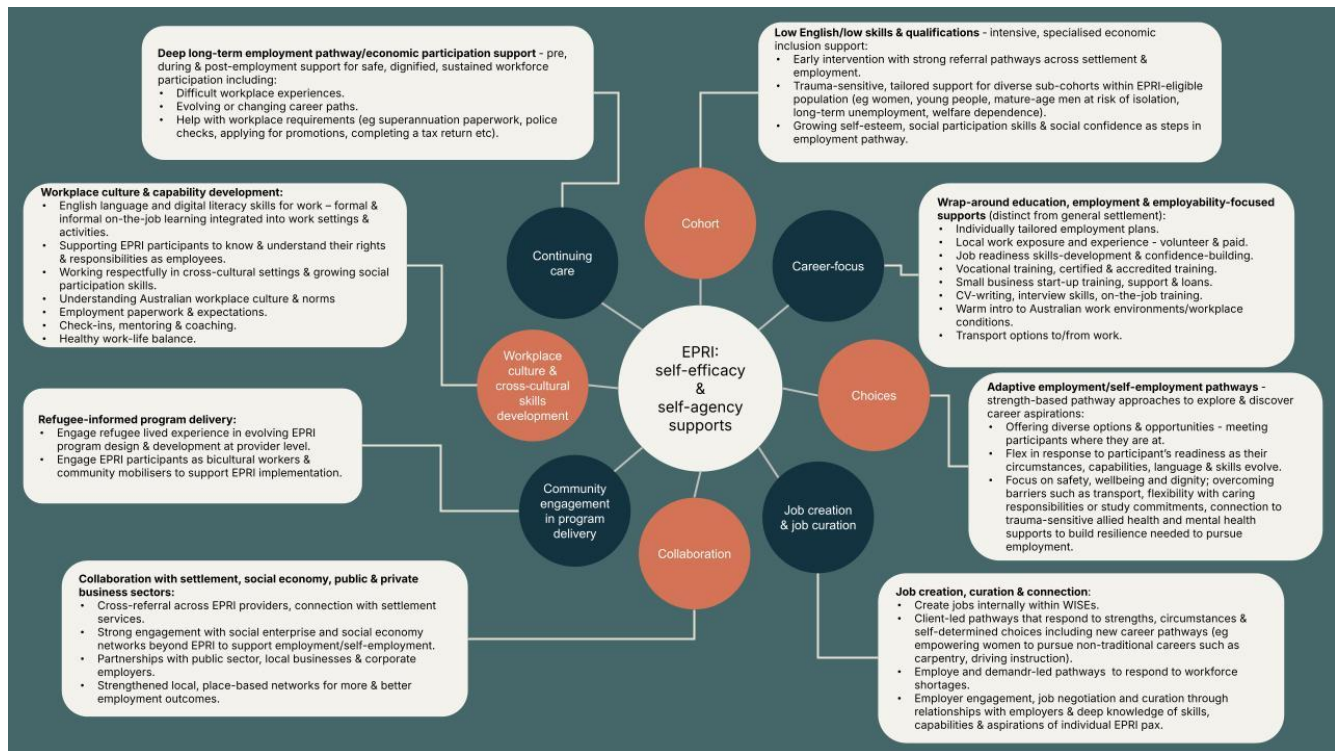
- Continued support for a diverse range of employment and self-employment pathways for EPRI participants.
- Collective capacity and capability development for a diverse range of EPRI providers.
- Robust evaluation of value-for-money investments and outcomes at participant, provider and system levels (including intensity of different employment/self-employment interventions for different EPRI cohorts).³¹
- Collaborative design and delivery of a systems approach to EPRI, building on existing learnings and engaging the lived experiences of EPRI participants.
- Exploration of system incentives that value and reward referral between programs and providers (e.g. a holistic approach to EPRI participant recruitment, intake and assessment to enable effective referral and minimise multiple assessments).
- Addressing structural barriers between AMEP, settlement services, and employment programs to support successful integration.
- Development of learning and accountability frameworks that capture the value of social enterprise approaches, including participant safety, wellbeing and dignity in employment.
- Development of incentives to support and develop employer capability to engage with the EPRI cohort.

This approach will provide the Government and other system stakeholders with evidence to inform future policy and procurement decisions including value-for-money assessments and investment in: (i) a long-term embedded EPRI program integrated with Workforce Australia; and (ii) a long-term steward of a settlement and employment partnerships hub.

³¹ Commonwealth of Australia 2023, Review of the Migration System 2023, p37-38.

Appendix A

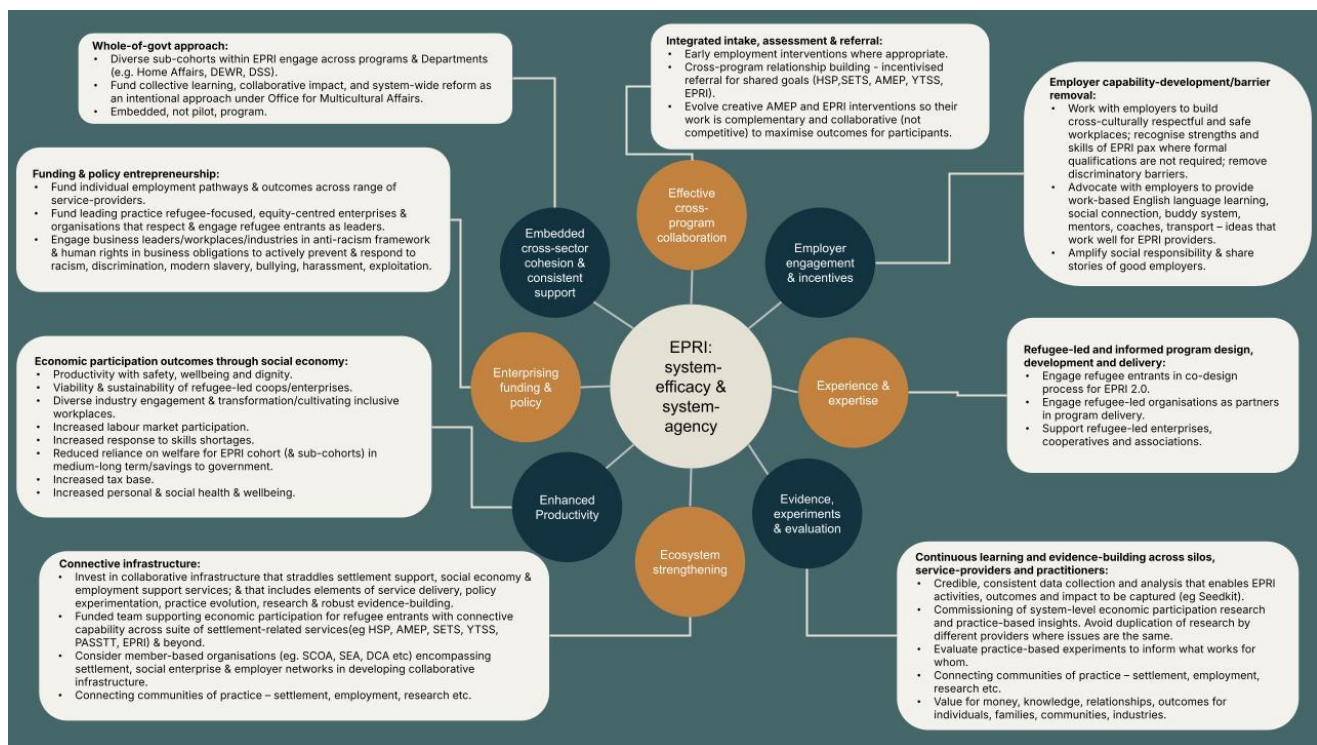
Diagram 1: EPRI self-efficacy and self-agency enablers



The above 'eight circles' diagram sets out distinctive elements of EPRI aimed at supporting and enabling participant self-efficacy and self-agency in collaboration with settlement and employment organisations, complementing existing services and adding differentiated value.

- **Cohort:** prioritise participants with low English and low skill levels whose needs remain unmet by existing settlement and employment supports and who are most at risk of long-term unemployment and welfare dependence, isolation, racism, discrimination, bullying, exploitation (e.g. low pre-arrival education, limited English, older entrants, women with caring responsibilities etc).
- **Career-focus:** provide wrap-around education, employment, vocational English and employability-related supports (distinct from general settlement supports) including training in real work settings, local work experience, familiarisation with Australian workplace norms, job readiness skills-development and confidence-building, employment paperwork and expectations.
- **Choice:** offer adaptive, strength-based pathway approaches, explore career options and aspirations, focus on safety, wellbeing and dignity as part of economic participation.
- **Job connection, creation and curation:** participant-led pathways responding to strengths, circumstances and self-determined choices; and employer-led pathways responding to workforce shortages.
- **Collaboration:** proactively engage with settlement, employment, social economy, public and private business sectors.
- **Community engagement in program delivery:** work with refugee-led organisations in service delivery, support refugee-led initiatives, cooperatives and associations as economic inclusion pathways, engage EPRI participants as bicultural workers and community mobilisers to support EPRI implementation.
- **Workplace culture and cross-cultural skills development:** support English language and digital literacy skills, understanding of rights and responsibilities, and working respectfully across cultures.
- **Continuity of care:** deep, long-term employment pathway support before, during and after employment.

Diagram 2: EPRI shared system-efficacy and system-agency enablers



The above 'eight circles' diagram sets out key opportunities to build system-efficacy and system-agency in improving outcomes for EPRI participants, local communities, industries, the wider economy and society as a whole. These are:

- Effective cross-program collaboration:** integrated intake and assessment; incentivise cross-program referral and early employment interventions/economic participation supports.
- Employer engagement and incentives:** grow awareness, responsibility, incentives, and support for employers to remove barriers and provide work opportunities for EPRI cohort in culturally safe and respectful work environments.
- Experience and expertise:** engage refugee entrants with recent lived experience of settlement as partners in co-design of a future embedded EPRI program.
- Evidence, experimentation & evaluation:** sharing learning across programs, service-providers and practitioners; practice-based experiments exploring which interventions work best for different sub-groups; robust outcomes and impact evaluation.
- Ecosystem strengthening:** connective infrastructure that brings together settlement agencies, employment services, social economy organisations including social enterprises, and open employers/businesses.
- Enhance productivity:** maximise economic participation through social economy networks – productivity with safety, wellbeing and dignity.
- Enterprising funding & policy:** policy entrepreneurship experimenting and learning from global practice and cross-sector models that seek to remove systemic barriers to work.
- Embedded cross-sector cohesion and consistent support:** a whole-of-government approach to an embedded specialist refugee employment program in settlement and employment systems.



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