



welcome

working for refugee integration





————— *A project of* ————



————— *in conjunction with* ————



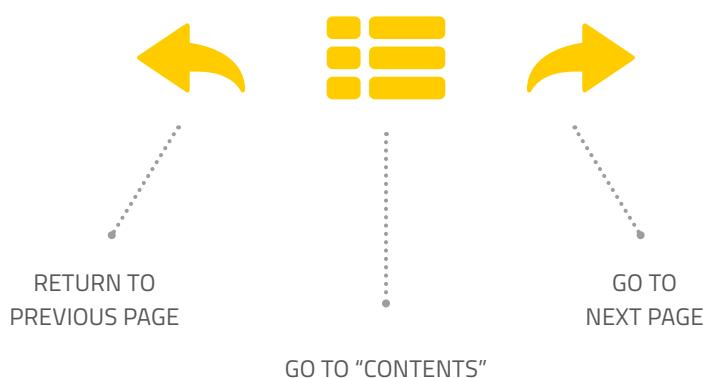
Methodological note

THIS REPORT IS BASED ON THE DATA COLLECTED THROUGH THE QUESTIONNAIRE COMPILED BY THE COMPANIES AND ORGANIZATIONS THAT APPLIED TO PARTICIPATE IN THE PROJECT, AS WELL AS ON SUBSEQUENT SEMI-STRUCTURED INTERVIEWS CONDUCTED BY UNHCR PERSONNEL DURING THE VERIFICATION PHASE.

Navigation

THIS PDF ALLOWS BOTH INTERNAL NAVIGATION (FROM THE TABLE OF CONTENTS TO THE DIFFERENT CHAPTERS, AND VICEVERSA) AND EXTERNAL NAVIGATION (TO WEBSITES). THE HYPERLINKS ARE UNDERLINED AND COLORED, WHILE THE LOGOS LEAD TO THE WEBSITE OF THE ORGANIZATION OR INSTITUTION THAT THEY REPRESENT.

AT THE TOP OF THE PAGE, THE FOLLOWING SYMBOLS ACT AS BUTTONS FOR:



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Rationale

THE NEW YORK DECLARATION ON REFUGEES AND MIGRANTS AND THE GLOBAL COMPACT ON REFUGEES AIM TO PROMOTE THE RESILIENCE AND SELF-SUFFICIENCY OF REFUGEES, INCLUDING THROUGH THE DEVELOPMENT OF ECONOMIC OPPORTUNITIES AND THE CREATION OF JOBS. TO THIS END, THEY PROMOTE THE ADOPTION OF A HOLISTIC APPROACH BASED ON THE INVOLVEMENT OF THE WHOLE OF SOCIETY; IN RELATION TO LABOUR MARKET INCLUSION, THIS IMPLIES THE PARTICIPATION AND COORDINATION OF NUMEROUS STAKEHOLDERS, INCLUDING INSTITUTIONS, TRADE UNIONS, CIVIL SOCIETY ORGANIZATIONS, EMPLOYERS AND RELATED ASSOCIATIONS, AND OF COURSE REFUGEES THEMSELVES.

The private sector is therefore called upon to play an active role in managing the humanitarian crisis involving refugees through the implementation of integration strategies that take into account the needs of refugees and business on the one hand, and the benefits for the host society on the other.

As underlined in the Action Plan "*Engaging with employers in the hiring of refugees*", drawn up by the Organization for Economic Cooperation and Development (OECD) and the [United Nations High Commissioner for Refugees \(UNHCR\)](#), the private sector can play a crucial role alongside institutions and civil society organizations in the development of actions to promote the full and effective integration of refugees into the labour market.

Employers can offer internships, apprenticeships, on-the-job training and different types of contracts. This allows refugees to become self-sufficient and reclaim their position within the community that welcomed them, while at the same time contributing to company growth, enriching relations between em-

ployees, and having a positive impact on tax revenue and the economic system as a whole.

The *Companies' guide to hiring refugees in Italy*, produced by Tent Partnership for Refugees together with Ires Piemonte and UNHCR, highlights many of the advantages deriving from the inclusion of refugees in companies, in terms of both loyalty and productivity.

Investing in refugee employees' skills development can help unlock their potential, leading to higher levels of productivity and innovation in the long term. Building an inclusive environment improves participation, performance and cooperation within work teams and has a positive impact on the reputation of the company and brand.

In recognition of this potential, in 2016 UNHCR Italy launched the [Welcome. Working for refugee Integration](#) project to promote the broader involvement of the private sector, in conjunction with institutions and civil society organizations, in the labour inclusion of refugees.

Partnership



UNHCR

Established by the United Nations General Assembly in 1950, the United Nations High Commissioner for Refugees (UNHCR) is tasked with guiding and coordinating, at a global level, all actions aimed at guaranteeing international protection and material assistance to refugees and other persons under its mandate. It works with States to identify durable solutions allowing refugees to rebuild their lives in conditions of safety and dignity, through voluntary return to their countries of origin, integration into the country of asylum, or resettlement to a safe third country.

UNHCR is engaged in protection and assistance programmes all over the world, either directly or through partners. In 70 years of activity, the Agency has helped more than 70 million people rebuild their lives.

For this, UNHCR has received two Nobel Peace Prizes, in 1954 and in 1981. With a staff of over 17,000 people working in 135 countries, UNHCR is one of the world's leading humanitarian aid agencies.

IS A PROJECT OF A



IN CONJUNCTION
WITH MINISTRY
OF LABOUR



Ministry of Labour and Social Policies

The *Directorate General for Immigration and Integration Policies* of the Ministry of Labour and Social Policies of the Italian Republic promotes, within its competences, socio-labor integration paths for vulnerable migrants, including holders of international protection.

Confindustria

Confindustria is the main association representing manufacturing and service companies in Italy. It has a voluntary membership of over 150,000 small, medium-sized and large companies.



Global Compact Network Italy

The Global Compact Network Italy (GCNI) works to promote the UN Global Compact and its 10 Principles at national level. To date, more than 60 companies and non-business organizations have joined the Network, including private foundations, business associations and universities.



The project

THROUGH WELCOME. WORKING FOR REFUGEE INTEGRATION UNHCR ITALY PROMOTES THE INCLUSION OF REFUGEES IN THE LABOUR MARKET BY ENCOURAGING THE BROADEST POSSIBLE INVOLVEMENT OF THE PRIVATE SECTOR IN CONJUNCTION WITH INSTITUTIONS AND CIVIL SOCIETY ORGANIZATIONS. IT THEREFORE TARGETS ALL ACTORS IN THE LABOUR MARKET.



Small, medium-sized and large companies

Trade associations

Chambers of commerce

Public and private labour services

Associations

Cooperatives

Trade unions

Public institutions



- **Welcome. Working for refugee integration logo awarded** to companies that have fostered the employment of refugees, and the We Welcome logo to associations and institutions that have supported companies and refugees in their inclusion schemes.

- **Materials and tools shared** with companies that have hired or want to hire refugees.

- **Targeted training for companies** in international protection and diversity in the workplace.

- **Exchange of information** and good practices on the labour market inclusion of refugees.

Objectives

Every year, companies and other actors in the labour market - such as trade associations, chambers of commerce, public and private employment services, associations and cooperatives, trade unions, local authorities, and so on - that have distinguished themselves by fostering the labour market inclusion of asylum seekers and refugees receive the [Welcome. Working for Refugee Integration](#) or [We Welcome](#) logo. By using the logo in their communication, the recipients show their commitment to the following objectives:

- 1. Adherence to an inclusive society** in order to prevent and combat xenophobia and racism towards asylum seekers and refugees;
- 2. Responsibility sharing in building a society that is more equitable and sensitive** to the needs of those who have been forced to flee due to war, violence and persecution;
- 3. Strengthening integration opportunities** for asylum seekers and refugees by leading other companies by example.

Logos

The *Welcome. Working for refugee integration* logo



In the 2019 edition, the call for applications for the *Welcome. Working for refugee integration* logo targeted companies, cooperatives and organizations that, in 2019, hired asylum seekers or refugees, or fostered their concrete job placement through internships and/or training programmes. Cooperatives and other institutions managing reception centres were not eligible to receive the *Welcome. Working for refugee integration* logo. Instead, they could apply for the *We Welcome* logo (see below). Companies offering internships supported exclusively by third-party funding were also not considered eligible for the call.

The *We Welcome* logo



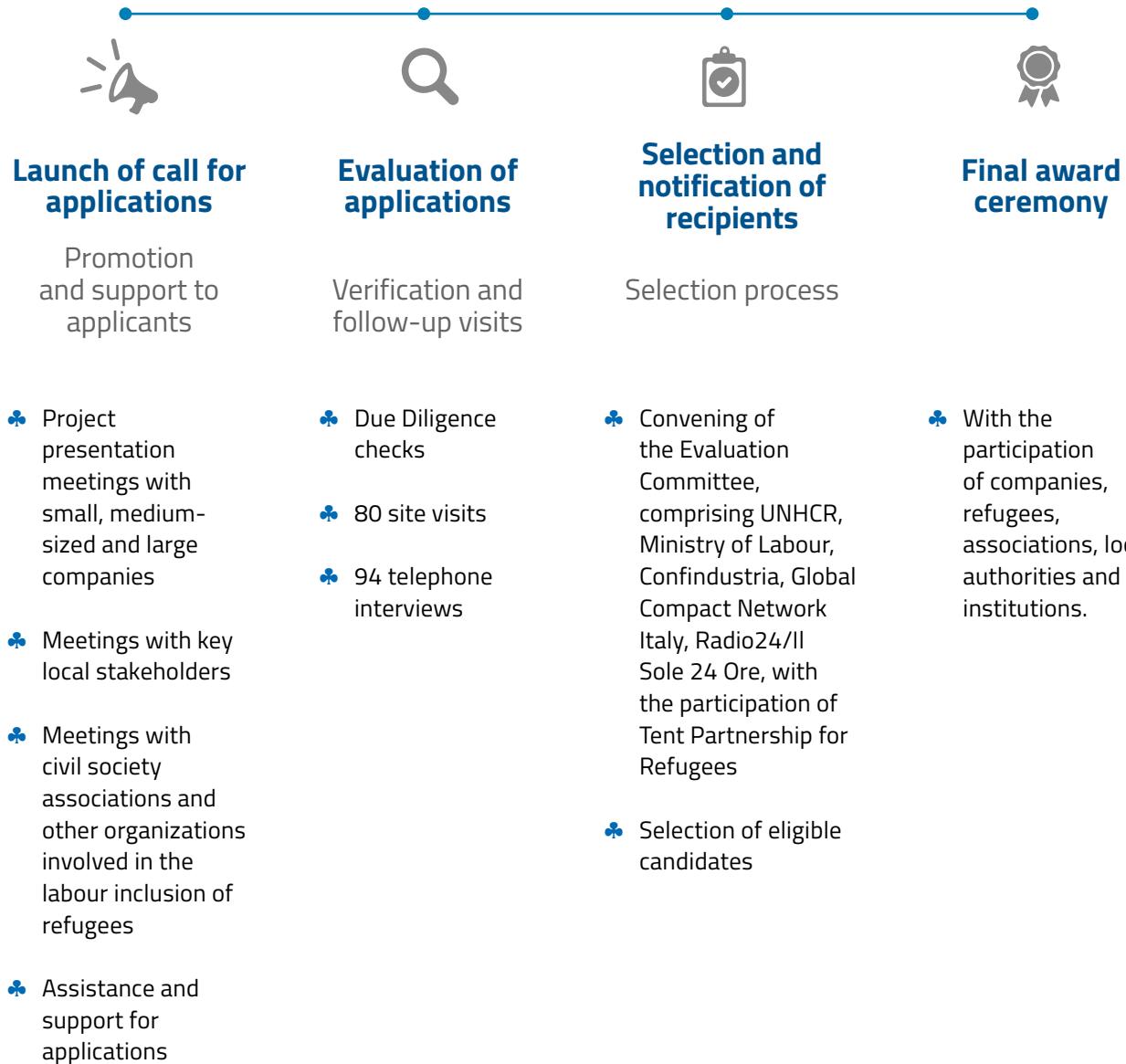
Starting from the 2019 edition, UNHCR created the *We Welcome* logo to acknowledge also the role of trade associations, trade unions, chambers of commerce, local authorities, associations, employment services and other non-business organizations that in various ways work to promote the inclusion of asylum seekers and refugees in the labour market.

Stages of implementation

DEADLINE FOR THE SUBMISSION
OF ONLINE APPLICATION:
31 OCTOBER 2019,
EXTENDED TO **30 NOVEMBER**
2019.

2 OCTOBER 2020: NOTIFICATION
WOF RECIPIENTS

10 NOVEMBER 2020





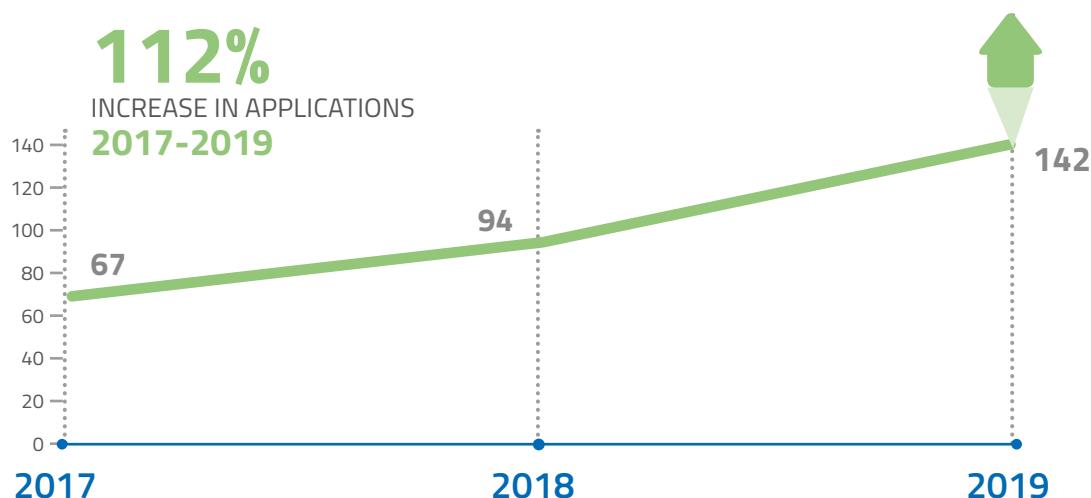
**DATA
FROM THE
2019 EDITION**

1. The Welcome. Working for refugee integration logo

1.1. Recipients

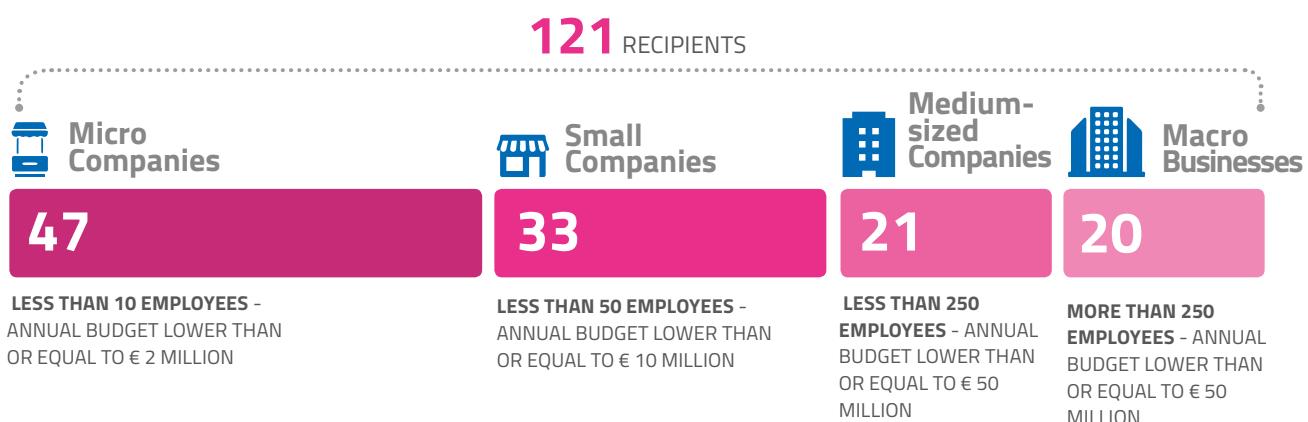
The 2019 edition saw extraordinary participation, with applications from **142 companies**, up **51%** over the 2018 edition.

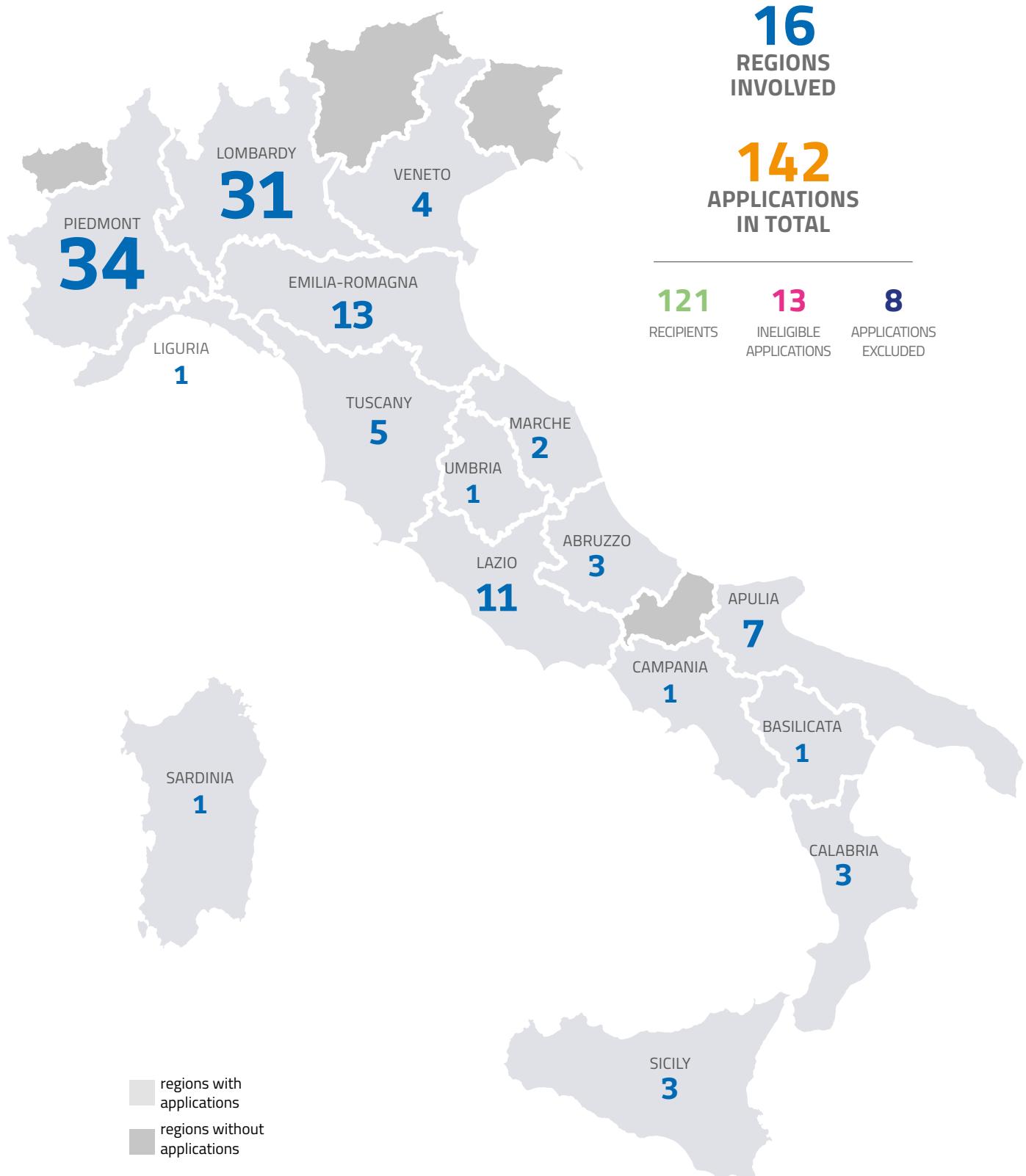
F. 1 Increase in the number of applications



The results confirm the central role played by Italian **micro and small companies** in promoting the labour market inclusion of refugees, as well as the growing participation of **medium-sized and large companies**.

F. 2 Recipients by size





Inclusion and Innovation

About REALE MUTUA

Reale Mutua's commitment to refugee inclusion started with **Powercoders**, a programme offering intensive programming training with the aim of facilitating the integration of refugees in the Information and Communication Technology (ICT) sector. Of the 20 refugees who participated in the 2019 *Powercoders* training, 15 were integrated into companies and three entered Reale Group. This reflects the company's commitment to inclusion, diversity and reducing inequality – all driving forces of sustainability – in order to create positive social impact and economic innovation.

Powercoders enabled us to respond to two challenges: providing employment opportunities for highly skilled refugees; and responding to the shortage of skilled workers in the rapidly growing ICT sector. We have always considered the centrality of people to be a fundamental value of our business, and we are convinced that the integration of different skills and experiences will not only help create positive social impact, but also enrich the Group's human heritage.

Ahmed Mussa's story of inclusion

Ahmed was born and grew up in Entkena, a small town of farmers and herders in southern Darfur, Sudan. He graduated in economics and political science at Khartoum University. As a student, he was involved in activities aimed at ending the massacres and war in Darfur. Because of these activities he was accused, along with other Darfur students, of belonging to the region's rebel groups and suffered numerous acts of intimidation, arrest and violence. Following an attack on Entkena in which over 100 people – including 11 family members – died, and after a fresh arrest attempt, Ahmed decided to flee Sudan. He worked in an import-export company in Tripoli for two years, but after the start of the war in Libya he could neither remain in the country nor return to Sudan so he decided to risk his life and try to reach Lampedusa by sea. "From Lampedusa, we were transferred to a reception centre in Taranto, and one year later I was granted refugee status. In January 2013, the reception project terminated, and I went on to pick tomatoes in Foggia", Ahmed says. However, crime and labour exploitation drove him on to Turin, where he enrolled at the university, graduating in September 2019. "After doing the most disparate jobs, I was lucky enough to get an internship with Reale Mutua. I am now an employee of Reale Mutua and I'm the happiest man in the world", he concludes.



Building talent

About UNIQLO

Japan's **Fast Retailing** is the world's third largest specialized clothing group. It operates over 3,000 stores and eight main brands, of which UNIQLO is the largest. In partnership with the International Labour Organization, the United Nations Agency for the world of work, we are committed to protecting the health, safety and rights of our workers in the countries and regions where we operate, with the aim of improving their social condition. Our historic global partnership with UNHCR, the UN Refugee Agency, has allowed us to distribute more than 30 million items of clothing donated by customers at our stores for people in need around the world and to promote refugee inclusion by hiring them as our employees.

Djiba Kourouma's story of inclusion

Djiba, aged 24, made the journey from Guinea Conakry to Europe with his brother and spent time in France and Belgium before arriving in Italy about three years ago. His dream was to become a stylist, and he had already become familiar with UNIQLO while in Paris. However, he was only able to concretely enter the fashion industry after arriving in Milan, when he immediately set about learning as much as possible: initially, he attended a language course, which he says wasn't too difficult thanks to his knowledge of French; then he entered different training programmes in the attempt to reach his goal. He took a course in Visual Merchandising and had his first real break: an internship with Carpisa, followed by another with Nike.

Around that time, Djiba read an advertisement for a vacancy at the UNIQLO Cordusio store in Milan and thought he would really like to work there. His chance arrived unexpectedly thanks to the Adecco Foundation for Equal Opportunities, which had worked with UNIQLO to open the Milan store under the banner of inclusion by hiring refugees. Djiba had already undertaken job orientation and training with the Adecco Foundation, during which his experience and talent had been recognized. And so Djiba was presented to UNIQLO: he met with HR and was offered a job contract. Encouraged by friends to follow his heart, Djiba accepted the offer. "UNIQLO is the best company I've come across in Milan because it's giving me the opportunity to grow and allows me to travel without moving", he says. He has also found an excellent team and gets along well with his colleagues. "We have fun", he says, and together they joke about him never getting angry. "When I'm at work there is a goal to be achieved and when I go into the shop, I leave everything else behind", says Djiba. "Nothing is impossible in life", he concludes with a huge smile.



Refugees' contribution to companies

About CARREFOUR ITALIA

Carrefour Italy believes strongly in inclusion, diversity and talent development and considers that these values should be put into practice every day. For this reason, the company has many labour inclusion projects, including *Carrefour for refugees*, an important experience that has allowed it to translate these values into concrete actions. However, these results have only been possible thanks to the valuable contribution of the Adecco Foundation for Equal Opportunities, which has also enabled employees to develop the ability to transfer skills and professional training.

Abdulraziq's story of inclusion

Abdulraziq arrived early for the interview, with a smile on his face and a determined look in his eyes: "I have done many jobs in my life, I know how to prepare coffee, drinks and cocktails... and I have also worked as a model!", he says. Abdulraziq is 27 and comes from Sudan. This was an important day for him, and for us too, since he was presenting himself for a traineeship as a bartender. The meeting had been facilitated by the Adecco Foundation, which had previously conducted an in-depth analysis of our context, workplace, team and skills that the person chosen would acquire. Later, together with the Siproimi/Sai reception centre, managed by the Medihospes Cooperative, it supported us in identifying a beneficiary with a professional goal that was aligned with the position we were offering, and who could acquire the skills needed to build his professional future.

Abdulraziq said he had many friends in the reception centre, where he has lived since October 2019, but also many Italian friends. During the interview, he told us that he really enjoyed talking to people and listening to music, just like people his age. He described in detail his tasks in the various bars and clubs where he had worked. When talking to him, it is impossible not to notice his natural inclination toward public relations. Abdulraziq is trying to rebuild a life in Italy, and is succeeding thanks to his drive towards self-sufficiency, his determination and a smile that never fades - even when, after high school, he had to embark on a long journey that brought him to Italy.

The interview went well and Abdulraziq started his traineeship. Every day, he expresses his enthusiasm for the work he is doing: "Working with Carrefour has given me the opportunity to learn a new job; I have learned how to make coffee and pizza but, above all, I have got to know a reality that is different from my own. I have met colleagues of the same age and had the opportunity to earn and to help my



family of origin from abroad". His inclusion in the team is also highly appreciated by his colleagues: "The work experience with Abdulraziq has been a source of enrichment both for him and for the whole team, in terms of a cultural and work exchange. The whole team took steps to support Abdulraziq in acquiring new professional skills, also in recognition of his proactive spirit and great desire to work". A few days ago, Abdulraziq had an interview to at last be included in a semi-autonomous project. In January, he will have to leave the reception centre. We hope that the internship experience at Carrefour will continue to be decisive for him in terms of directing his strengths and energy as he makes this leap towards his future.

"I believe inclusion should be pursued in every field, as it provides stimuli both culturally and in the field of work. In an increasingly multi-ethnic society this choice is in line with the times, and I think it is commendable that Carrefour is pursuing this inclusion project. Abdulraziq's inclusion in the team was an element of growth for all of us. As a sales point manager, I can only thank Carrefour for giving me this opportunity for personal and professional growth", says Gilberto Pomella, Market Manager.

The commitment of large companies alongside refugees

About GUCCI

Gucci plays an active role in promoting refugee inclusion as part of its commitment to protecting and enhancing diversity. In continuity with the pilot education project implemented in 2018, which earned the company its first *Welcome* logo, in 2019 Gucci distinguished itself for its ongoing cooperation with the Adecco Foundation for Equal Opportunities and UNHCR, contributing to the inclusion and professional integration of refugees in offices, factories and stores. Since 2019, Gucci has also worked with the global network Tent, and is carrying out a series of initiatives to promote an inclusive society model among its employees and to the general public.

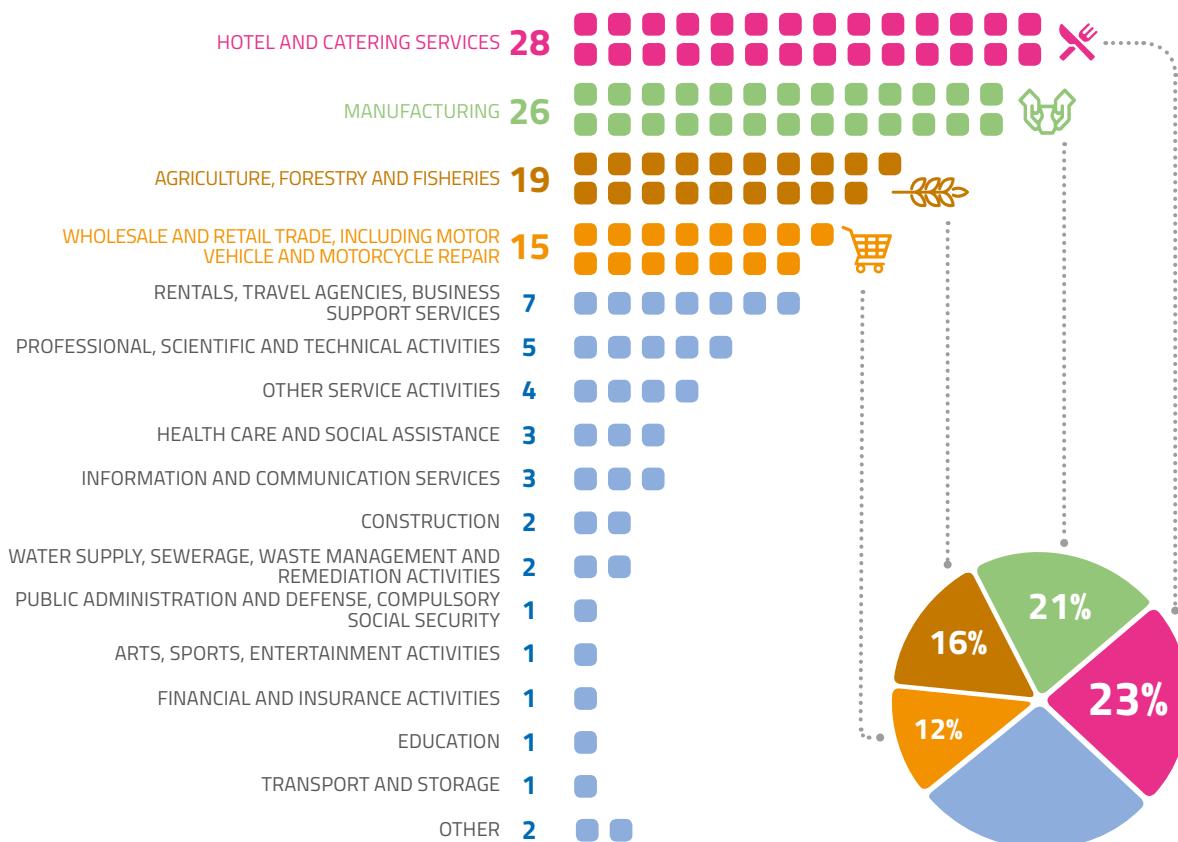
Abdulkadir's story of inclusion

Abdulkadir (or "Ali", as he is generally known), aged 25, comes from a small town in the heart of Somalia, but now effectively feels like an Italian citizen. In his country, he lived with his large family and worked on his father's farm. After the fall of the Somali Government and start of the civil war in 1991, living conditions became increasingly difficult, and his family was repeatedly harassed by local armed groups. Ali was still very young when he decided to flee in search of a better future, regrettably abandoning the land that his father had left him. He set off on a long journey characterized by numerous hardships: a clandestine truck ride to Kenya, the long walk across the Sudan border and then imprisonment. Ali did not give up, however, and resumed his journey to Egypt as soon as he was able. From there, after a sad and desperate sea journey, he finally managed to reach Italy in the summer of 2016. Ali found his happy ending in Florence, where he embarked upon a support and training programme within the Adecco Foundation project. He learned Italian and took a leather work course. He joined Gucci in 2018 with a traineeship at ArtLab headquarters, and later entered GT, one of Gucci's factories, where he now works as a leather cutter. Italy is now home to Ali and he has found peace. "For me, it is a miracle to be here today, and I will never forget this experience. Before, I didn't have the courage to tell my story, but since I got here everything has changed: I have met so many people who listened to me, gave me hope and made me feel at home. I have found a family here at Gucci and, also thanks to them, I started living again", he says.



As in past editions, 2019 saw the participation of companies operating in different industries and sectors, with a strong presence of companies operating in the **hotels and catering** and **manufacturing** sectors.

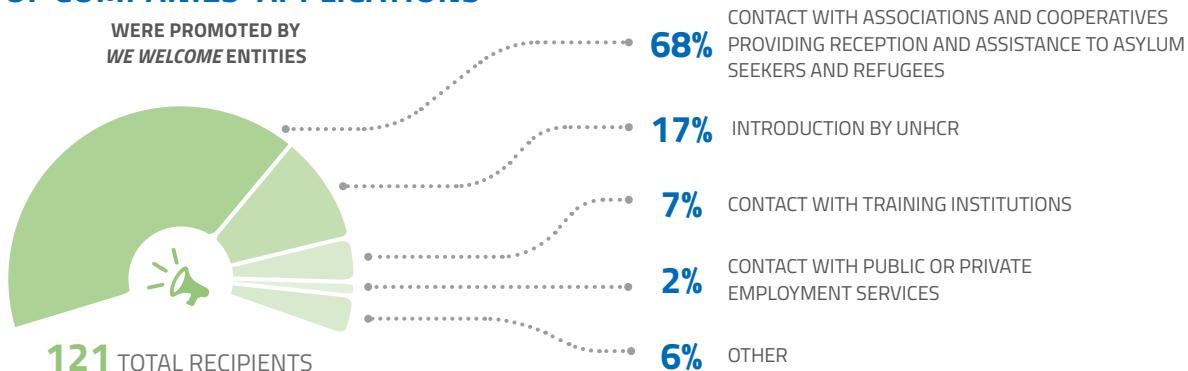
F. 4 Recipients by sector of activity



The reception system clearly has a catalytic role in **raising companies' awareness and engaging them** in inclusion activities for asylum seekers and refugees.

F. 5 Sources of information about the the *Welcome. Working for refugee integration* logo

41% OF COMPANIES' APPLICATIONS



List of Welcome. Working for refugee integration logo recipients



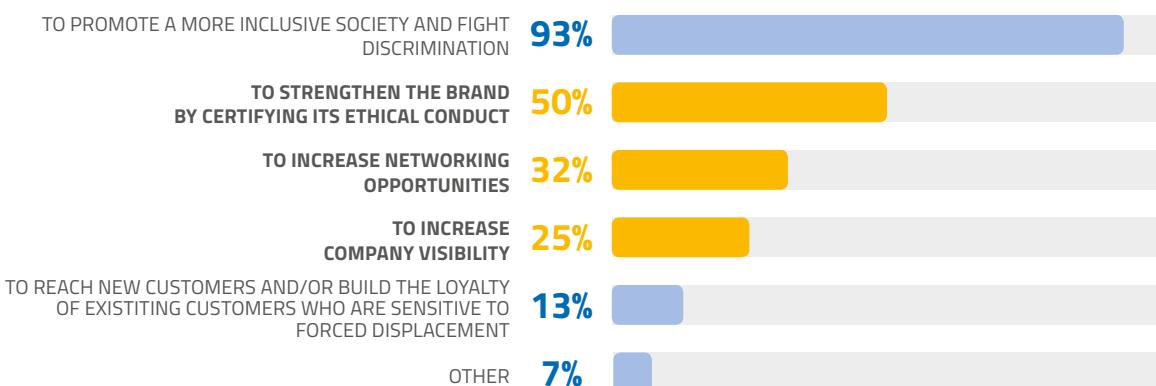
3DLaser S.r.l.	Caponi Franco
Accogliere S.c.s.	Carrefour
Agricola calafata	Cartiera Soc. Coop. Soc.
Al Kharub Coop. Soc.	Casa di Riposo G.B.Taylor
ALFARAEE SRL	Cascina Biblioteca
Apicoltura Fortini Ivano	Cascina Danesa
Apicoltura Mele Davide	Ce.F.A.S. - Centro di Formazione ed Alta Specializzazione
Apicoltura Vallera di Davide Bosio	Commerciale Lucana lamiere e paraurti
Arcadis Italia S.r.l.	Comune di Brunate
Associazione culturale Lignarius Arte e Restauro - APS	Cooperativa Quadrifoglio S.C. ONLUS
Associazione Lachesi	Cooperativa Sociale Pictor
Associazione Progetto San Carlo	Cooperativa Sociale Quid
Associazione Spazzi di Campagna ONLUS	Cooperativa Sociale S. Agostino
Azienda agricola "ELILU" di Elisa Gastaldi	Cooperativa Sociale Siamo
Azienda agricola Bertrone Mario	Cooperativa Sociale Yabboq ONLUS
Azienda agricola Il Peraccio di Folco Masiero	Cremeria Islanda di Zanacca Cristina
Azienda agricola la Soldanella	Crono S.r.l.
Azienda agricola Magnani Alberto	Eataly Distribuzione
Azienda agricola Mellisape	Euro Beta
Azienda agricola Orto Ricci	Experim
Azienda agrituristica La Canigiana	F.Ili Ferrigno Cosimo E Giuseppe S.n.c.
Azienda Amusa Miele	FA Panificazione S.r.l.
Barida Ord	FCA EMEA
Barilla G. e R. Fratelli	Flunch italia
Bici&Cibi di Lia Arianna	Forno Maurizi
Bluserena SPA	G.A.G. S.r.l.
C.F.A. S.r.l.	GAMeC - Associazione per la Galleria d'Arte Moderna e Contemporanea
Caffarel	GEA SERVICE S.r.l.
Camping Florenz di Vitali Gianfranco	

GO srl God Save the Food	NH Italia
Graphiservice S.r.l	Nova Siria
Gucci	Oriente
Hotel Corporation of Europe	Osteria dei meravigliati
I Resilienti Soc. Coop. Soc.	Ozono Factory APS
IKEA Italia Retail	Panino Giusto
Il Delfino S.r.l. unipersonale	Paolo Polli S.a.s Di Bordino Paolo E C.
Intercos Europe	Pet Nat srl Società Benefit (e/n enoteca naturale)
Ipsos	Piemonte Ponteggi
Itinere Soc. Coop. Soc.	Pontevacchio
JW Marriott Venice Resort & S.p.a. - La Sessola Service	Poormanger di Reciba S.r.l.
KàBulagna	Posta Guevara Soc. Coop. Agricola S.r.l.
LAB LAVANOLO	Pulimpiu' S.r.l.
Latterie Inalpi	Quality Lab
Lauto Lavaggio di Lali Rahmat	Randstad Italia
Leroy Merlin Italia	Reale Mutua Assicurazioni
LGD Soc. Coop.	Rooster Street food rotisserie
LORO GINO	Sabatino Vettori
Luigi Lavazza	Senza Tempo di Lia Lupino
Magnabosco Guido S.r.l.	Società Agricola Agape Ss Di Bassi G. E Rottoli F.
MAIEMI	Sodexo Italia
Mantero Seta	Spontini
Maramao	Stannah Montascale S.r.l.
Marchesini Group S.p.a.	Stazione Gomme & Service S.r.l.
Marmo Inox Srl	Sterigenics Italy
MDP Management (Mandarin Oriental, Milan)	Studio Professionale Associato a Baker Mckenzie
Mediterranea 2 S.n.c. di Mastrullo, Pastori e Olmo	Synesthesia
Mescolanze Impresa Sociale S.r.l. - Osteria del Ponte	The Adecco Group Italia
MIDAS Italia	Tiresias S.r.l.
Mirtillo rosso	Tobilì
Movistar S.r.l.	UNIQLO
	W.E.M. Waste Engineering Management S.r.l.
	Web & Com di Velluto Sergio

1.2. Motivation

For almost all recipients, the desire to contribute to the promotion of a more inclusive society and to fight discrimination was the main reason for applying for the *Welcome. Working for refugee integration* logo. Other important reasons concerned brand identity, visibility and networking opportunities.

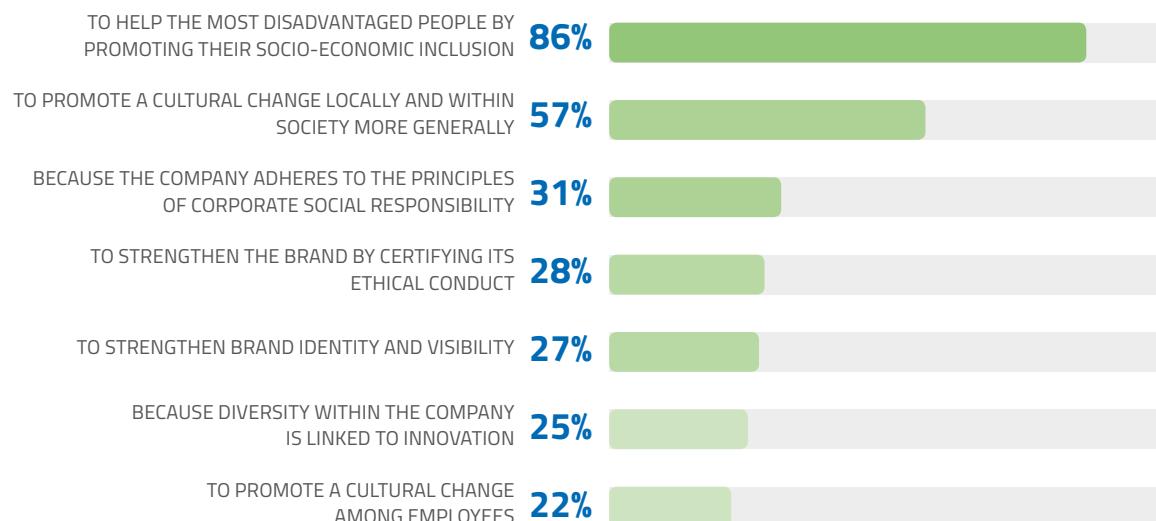
F. 6 Reasons for applying for the *Welcome. Working for refugee integration* logo



NB: The graph shows the percentage of organizations that chose each answer, with any one organization possibly having chosen more than one answer. For this reason, the sum of the percentages is greater than 100%.

Molte aziende considerano l'inclusione dei rifugiati in azienda un'opportunità perché produce **innovazione**, permette di acquisire **talenti e competenze**, di **rafforzare il brand identity** e di promuovere un **cambiamento culturale** interno.

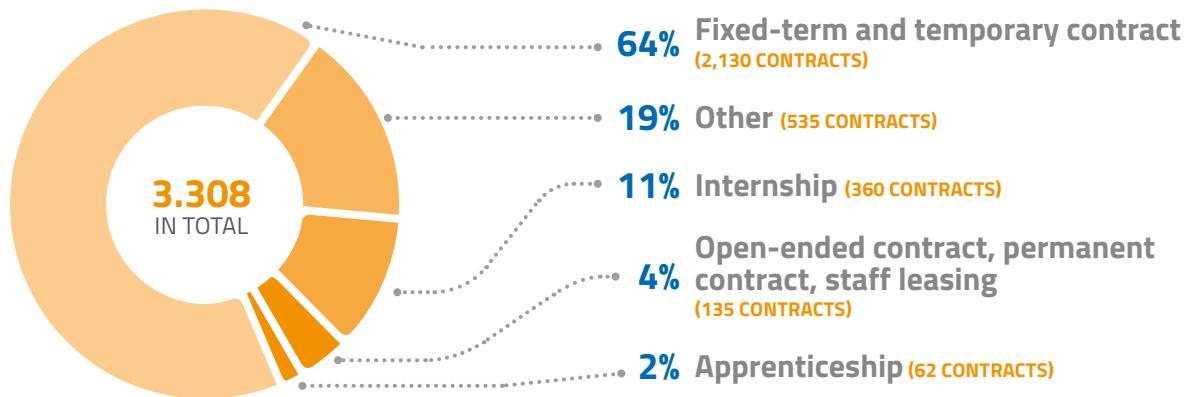
F. 7 Reasons for hiring refugees



1.3. Inclusion schemes offered by *Welcome. Working for refugee integration* logo recipients

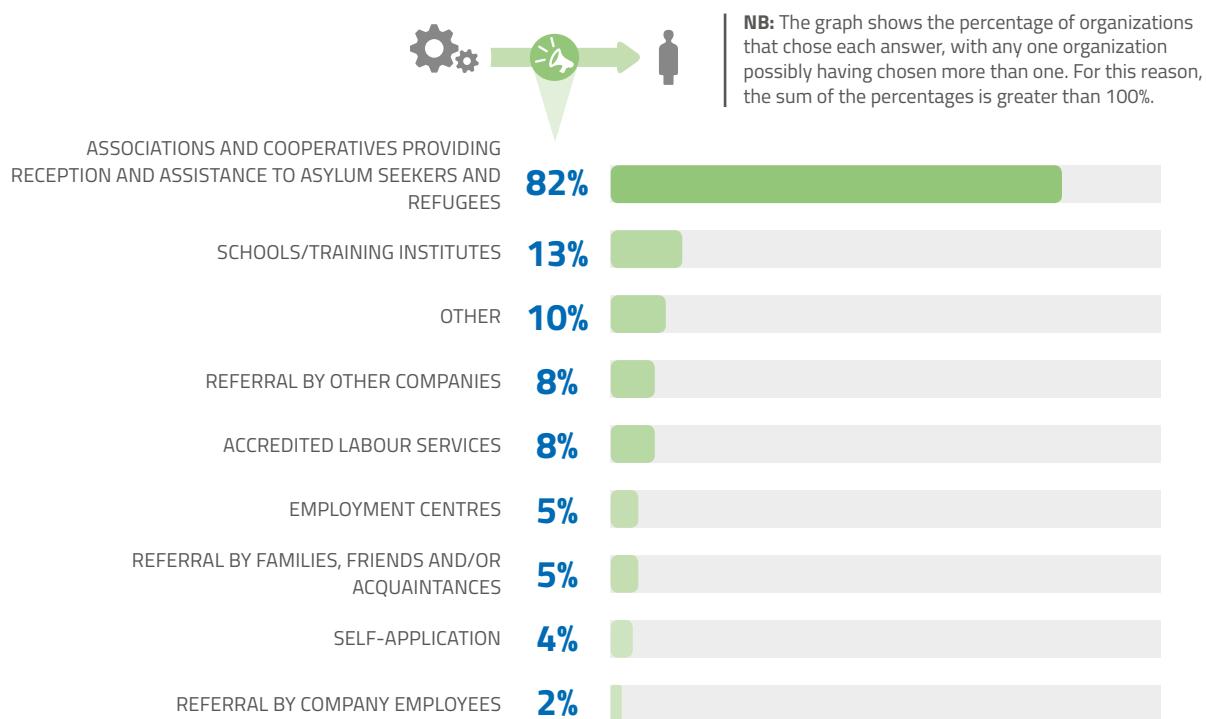
In total, **3,308** asylum seekers and refugees were **hired or taken on as trainees** in 2019.

F. 8 Refugees integrated by type of contract



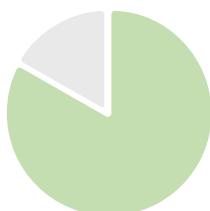
Local organizations involved in **reception and integration activities** are the main channel through which companies come into contact with refugee candidates.

F. 9 Channels for reaching refugees



Recipients are most interested in receiving information on benefits, incentives and job placement tools for **asylum seekers and refugees**, in receiving information and training on the protection and integration of refugees and diversity and inclusion, and in participating in events concerning the job placement of asylum seekers and refugees. For companies, communication problems due to **poor knowledge of Italian** represent **the main challenge** in the integration of refugees. Only in very few cases were there reports of relationship problems with colleagues or misunderstandings due to cultural differences.

F. 10 Recipients' interests



83%

RECEIVING INFORMATION ON BENEFITS, INCENTIVES AND JOB PLACEMENT TOOLS FOR ASYLUM SEEKERS AND REFUGEES



55%

RECEIVING INFORMATION AND TRAINING ON THE PROTECTION AND INTEGRATION OF REFUGEES AND DIVERSITY AND INCLUSION



47%

PARTICIPATING IN EVENTS ON ISSUES SUCH AS THE JOB PLACEMENT OF ASYLUM SEEKERS AND REFUGEES



42%

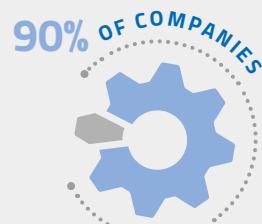
RECEIVING LEGAL-ADMINISTRATIVE ADVICE ON INTEGRATING ASYLUM SEEKERS AND REFUGEES



41%

PARTICIPATING IN INTER-COMPANY WORKING GROUPS IN ORDER TO DEVELOP COMMON ACTIONS ON THE ISSUE

F. 11 The crucial role of associations



90% OF COMPANIES

THIRD PARTY

Over 90% of companies were supported by a third party

that accompanied them in the inclusion process. The type of support received varied widely from one company to another.

Companies work with associations to:



identify and select refugees with **the most suitable profiles**



identify **skills**



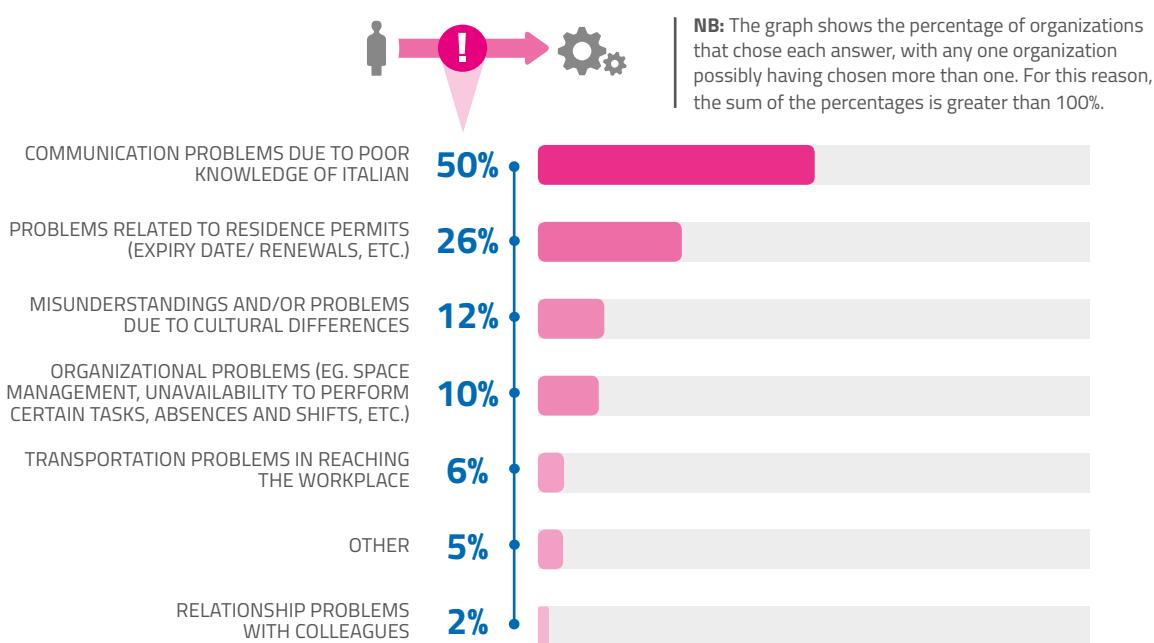
resolve problems related to **residence permits**



Often, associations assist companies and mentor refugees during their integration. In some cases, broader partnerships are built for the creation of joint projects on diversity and inclusion.

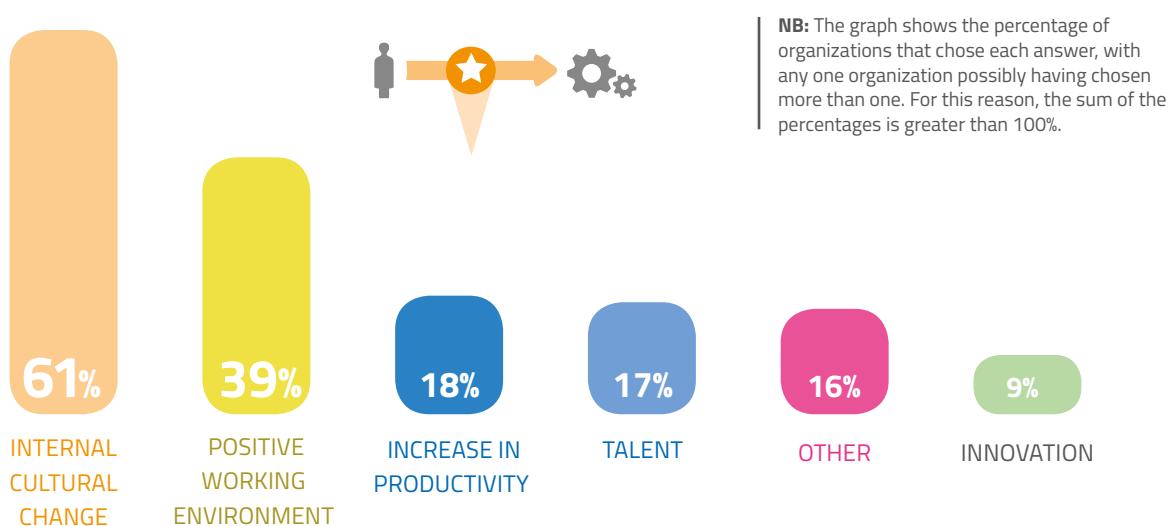
Communication problems due to a **lack of knowledge of the Italian language** represent, for companies, the **main obstacle** to the inclusion paths of refugees. Only in very few cases relationship problems with colleagues or misunderstandings due to cultural differences have occurred.

F. 12 The main problems encountered during refugee inclusion



Recipients claim the inclusion of asylum seekers and refugees contributes to an internal cultural change, the creation of a positive working environment, increased cooperation and motivation among colleagues and increased productivity and innovation, also thanks to **refugees' talents**.

F. 13 Results of refugee inclusion





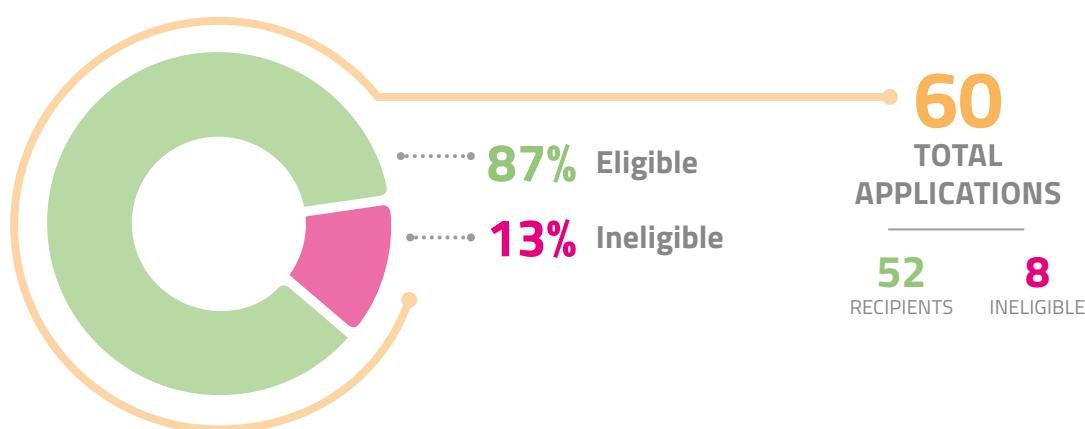
DATA
FROM THE
2019 EDITION

2. The We Welcome logo

2.1. Recipients

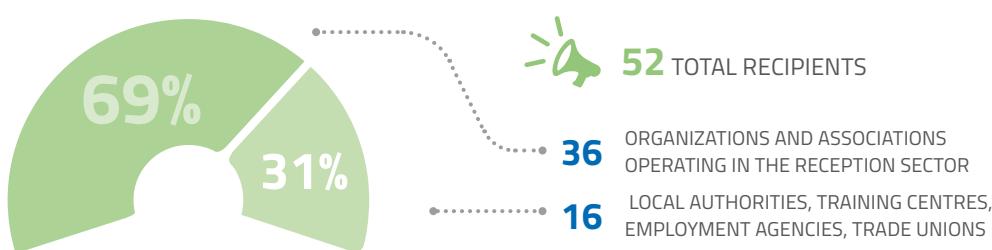
Starting from the 2019 edition, UNHCR decided to award the *We Welcome* logo in recognition of the role of the many associations, employment services, trade unions, local authorities and foundations that work in various ways **to promote the labour market inclusion** of asylum seekers and refugees. A total of 60 applications were submitted **from 14 Regions**, of which **52 were eligible**.

F. 14 Total number of applications and recipients



Two thirds of recipients were organizations involved in the management of **reception projects** for asylum seekers and refugees, while the remaining third consisted of training centres, local authorities, employment agencies, foundations and trade unions.

F. 15 Composition of recipients



F. 16 Recipients by Region



The partnership between business and the reception system

About LEROY MERLIN AND THE MEDIHOSPE COOPERATIVE

Leroy Merlin is a French retailer operating in 12 countries and is considered a leader in the DIY sector. Present in Italy since 1996, it now has about 7,000 employees in 50 stores across the country. Thanks to a sustainable and responsible business model, it aims at creating a culture of living that is respectful of the environment, people and resources.

It is the first company in Italy to have embraced social generativity and is characterized by a business ethos that focuses not only on profit but also on the interest of the community, represented by the sum of economic, environmental, social and human capital. Leroy Merlin has entered into a strong partnership with the MediHospes Cooperative, which manages 15 Siproimi/Sai reception projects on behalf of Rome Municipality. This led to the activation of 70 internships between 2016 and 2020, of which about 30% resulting in employment.

Personalized schemes have facilitated the increase in employment opportunities by promoting professional qualification in the logistics sector and the acquisition, consolidation and development of basic technical-professional and socio-relational skills required by production contexts, as well as improved labour market orientation and job seeking skills.

Alpha Diallo's story of inclusion

"They made me into a person who is useful to society. Many of my African refugee brothers have not been so lucky, and I tell them that it's never too late to learn", says Alpha, a 41-year-old Guinean who has been in Italy for almost 4 years. His life changed when, a year ago, he started an internship at the Leroy Merlin headquarters in Via Tiburtina, Rome. In Guinea, Alpha owned his own tailor shop: "I lived well, it was peaceful", he recalls. This was until his father, the head of his community, died and left him land, livestock and a large farm in inheritance. People from another ethnic group then claimed that his father's assets had been obtained illegally and a legal battle ensued, followed by increasingly serious threats and then an attack that left him in hospital for three weeks. "I couldn't get treatment in Guinea, so I was taken to Mali. When I got out of hospital, my closest friends advised me to leave the country, otherwise my life would have been at risk", he explains. In Guinea he left his wife and three daughters (aged 13, 10 and 5), as well as his three brothers, and went to Libya to work in the fields. There "they treated us like slaves", he says, and so he decided to cross the Mediterranean. He arrived in Lampedusa and was then transferred to a reception centre in Rome. Now, thanks to the internship, he has managed to rent a room in Torre Angela, on the outskirts of the capital. Today, Alpha works



in close synergy with the garden department, supporting its sales team, and he has become a reference point for new trainees. He has applied for family reunification in order to fulfil his dream of reuniting his family in Italy.

The role of local authorities in supporting the inclusion of refugees

About Celav - Municipality of Milan

The Celav - Employment Mediation Centre of Milan Municipality promotes actions aimed at the labour market orientation of asylum seekers and refugees. The taking-charge process is divided into several stages, from initial meet-up to introduction into the company.

Internships can be short on-the-job training aimed at assessing and acquiring cross-cutting skills and consolidating existing strengths or more structured experiences in which the intern can learn the required tasks, after which companies can consider a possible job offer. In 2019, Celav took charge of 120 refugees living in the city of Milan and began 157 traineeships; about one third of the trainees went on to sign a job contract. Over the years, Celav has built a relationship of trust with many companies, leading to the creation of a network for on-the-job training. Celav is committed to using the *Welcome* logo to develop communications aimed at emphasizing the sensitivity to the welcome culture shared with the companies hosting refugee interns, as well as to increasing networking opportunities for the Milan Municipality on the issues of combating discrimination and developing a more inclusive labour market.

Ibrahim Hassan's story of inclusion

Ibrahim comes from a small town near Chisimaio in Somalia. Today he is a refugee in Italy, where he arrived when he was 19 years old. At Celav, Ibrahim participated in job orientation activities and was helped to write a resume. During the meetings, he proved to have a predisposition for interpersonal relationship management, as well as good personal and teamwork organization skills. In consideration of his very good listening and conversational abilities, the Celav tutor decided to focus on an internship in the hospitality industry or trade sector. In February 2019, Ibrahim started an internship at the Babila Hostel in Milan, where he worked

in reception and supported the management of spaces and facilities. He was immediately comfortable in the job and was able to welcome the company's very young and international customers, thanks also to his excellent language skills. The internship ended with a permanent apprenticeship contract. Ibrahim is satisfied, has gradually gained the experience necessary to carry out his various tasks, and fits in well with the hostel staff. 'Thank you for the opportunity you gave me, thanks to the educators of the centre, to Celav tutors and colleagues for helping me with my project!', he says. 'I did not expect to get on so well in my first job in Italy and to be able to obtain an employment contract. Working in the hostel is also a lot of fun!'.

Refugees' participation: from reception to entrepreneurship

About MARAMAO

Social farming cooperative Maramao ONLUS was founded in 2016 from a start-up created in 2015 by Cooperativa Crescere Insieme (the managing body of SPRAR/SIPROIMI reception projects), together with members of the Cooperative, landowners and a group of asylum seekers in reception. Its statute includes a commitment to the socio-economic inclusion of asylum seekers and refugees through job placement, training courses and internships in the agriculture sector and processing and sale of agricultural products.

Two young refugees participated in the creation of Maramao: the first one, Afa, from Eritrea, who still collaborates with the Cooperative as a working partner, member of the board of directors and vice-president; and the second one, who, following a two-year scheme within the Cooperative that allowed him to find a home and build stable relationships in the area, found a job in a metalworking factory. In his labour inclusion path in the Canelles area Afa, together with the Maramao Cooperative, took part in the Rural Development Programme (PSR) of the Piedmont Region and received a loan for investment in a cooperative for Young Professional Agricultural Entrepreneurs. In 2019 he passed the regional exam to qualify as a Professional Agricultural Entrepreneur.

Through his work with the Cooperative, Afa has integrated himself into the social and economic fabric of the Canelles municipality and is currently mentoring new employees and interns. In 2019, following internships and professional training courses, Maramao initiated six-month seasonal employment contracts for two asylum seekers hosted by CAS projects in the area, as well as promoting agriculture training courses involving numerous refugees hosted in CISA Asti Sud's local Siproimi projects in the municipality of Alice Bel Colle and the Alessandria MSNA Province. These included courses in the design, construction and start-up of an organic henhouse, agricultural vehicle maintenance and viticulture.



Small companies as a driving force for refugee inclusion

About GRAPHISERVICE

Graphiservice is a small Bari-based company operating in the publishing sector and controlled by publisher Laterza. The company, which now has ten employees, has always been attentive to technological developments without forgetting traditional publishing techniques. The atmosphere in the Bari office is sparkling and dynamic thanks to a young multicultural team that has always considered integration to be the normality, as well as an opportunity: meeting and sharing of ideas, traditions and cultures stimulates growth and helps to make the job more creative, alive and genuine. This led Graphiservice to consider social and labour integration opportunities for foreign citizens in close cooperation with the training institute Ifoa, which operates in the field of social inclusion through training projects and employment services in favour of migrants and refugees.

We still vividly remember the arrival of Cirifo, the first refugee to be welcomed into the company. Ifoa had informed us about the possibility of starting internships with young foreigners, but initially – due to the fact that we mainly work in Italian – we did not think it would be feasible. We were then asked to digitize Laterza's historical archive containing the correspondence between authors and publishers. We had previously been involved in similar activities, but never on such a large scale – there were over 300,000 documents to process – and we were unable to manage the task with just our regular team. Since this type of work is well suited to young people, including foreigners, with the necessary training, we went back to Ifoa to take up their proposal.

23-year-old Cirifo was greeted with attention and care. We listened to his story several times: he was the eldest of four brothers, without a father, had been sent to Europe in search of a fortune and was suffering from bad health. There was a beautiful display of solidarity, to which Cirifo always responded with big smiles. He would get embarrassed if someone hugged him and seemed incredulous of the double cheek kiss exchanged on festive occasions. However, the work was progressing slowly, and we were afraid we would not meet the deadline so we went back to our focal point at Ifoa and were introduced to Bakary who had fled from Gambia after his mother had pushed him to flee.

His escape had lasted nine months with a very tough journey through Libya.

Again, everyone went out of their way to help and, since Bakary did not have stable accommodation in Bari, we referred him to social services, which found him a place to stay. After some time, Cirifo decided to leave the city and we said a warm goodbye. Then, with the support of Ifoa, we started



a new internship with Syed, a 30-year-old Pakistani, who was very gentle and smiley and had a poor knowledge of Italian but good English. A sort of game sprung up between him and his younger colleagues, whereby they would teach him Italian and he would help them practice their English. At the end of December his internship also came to an end; by then we were more than half way through the digitization work and we decided to let Bakary – who had meanwhile started the Civil Service programme – remain until the end of the project. Bakary was and is the person to whom we are most attached. He has enrolled in the Political Sciences faculty, winning a scholarship and finding accommodation at the student hall of residence, and we hope he will continue to work with our company, albeit in his spare time.

List of the We Welcome logo recipients

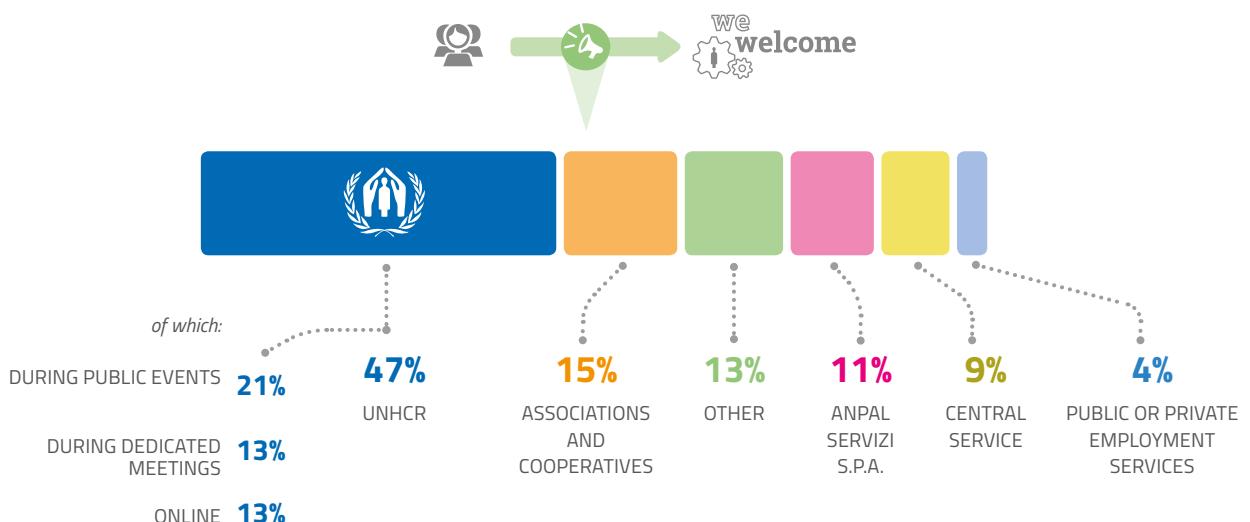


Amico Soc. Coop. Soc.	Consorzio Intercomunale Socio Assistenziale "Valle di Susa"	I girasoli Soc. Coop. Soc. e di solidarietà
AFG Associazione Formazione Globale	Consorzio Intercomunale Socio Assistenziale C.I.S.A. Asti sud	I.F.O.A. Istituto Formazione Operatori Aziendali
Arca di Noè Soc. Coop. Soc.	Consorzio Matrix - Coop. Soc.	Iblea Servizi Territoriali Soc. Coop. Soc. - ONLUS
Archè Impresa sociale S.r.l.	Consorzio Mestieri Puglia	Immaginazione e lavoro
Arci Comitato Territoriale di Brindisi	Cooperativa Animazione Valdocco	K_Alma
ASP Città di Bologna	Il Sestante Coop. Soc. ONLUS	L.E.S.S. Soc. Coop. Soc. a r.l. - ETS - Lotta all'Esclusione Sociale per la Sostenibilità e la tutela dei diritti
Ass. Le Vigne	Medihospes Coop. Soc. ONLUS	Le Soleil Coop. Soc.
Associazione di Promozione Sociale "Cambalache"	Crescerelnsieme	On The Road Soc. Coop. Soc.
Associazione Diakonia ONLUS	Croce Rossa Italiana Comitato di Milano	Progetto Accoglienza & Integrazione Soc. Coop. ONLUS
Associazione Don Bosco 2000 – Impresa Sociale	CSD Diaconia valdese - Servizi Inclusione	Programma integra
Associazione GEOS ONLUS	Dedalus Coop. Soc.	Rete IAL
BABEL Coop. Soc. ONLUS	DiaLogos Coop. Soc. Soc.	Sanitaria Delfino Coop. Soc.
C.I.D.A.S. - Coop. Inserimento Disabili Assistenza Solidarietà soc. coop. a r.l. IMPRESA SOCIALE	Energheia Impresa Sociale S.r.l.	Start Refugees
C.V. - Creare Valore	Esserci S.c.s.	Un Mondo di Gioia
CEFAL Emilia Romagna	Exar Social Value Solutions	Unione Sindacale Regionale Cisl Campania
CIDIS ONLUS- Centro documentazione, informazione ed iniziativa per lo sviluppo	Fondazione Caritas dell'Arcidiocesi di Pescara - Penne ONLUS	Wonderland
CIES ONLUS	Fondazione Consulenti per il Lavoro	Zerocento
Comune Di Milano - CELAV (Centro di mediazione al lavoro)		

2.2. Motivation

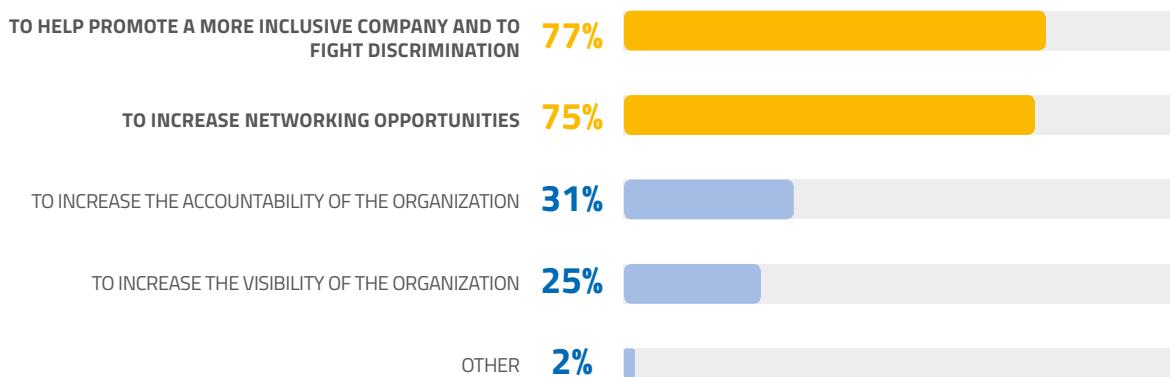
The call for applications for the *We Welcome* logo was disseminated **throughout the country**, in conjunction with the Central Service of the Protection System for Beneficiaries of International Protection and Unaccompanied Minors and ANPAL Servizi Spa, an in-house company of the National Agency for Active Labour Policies.

F. 17 Sources of information



Many *We Welcome* recipients applied for the logo on grounds it could represent an opportunity for **networking** with companies and other actors in **the labour inclusion** of refugees.

F. 18 Reasons recipients applied for the *We Welcome* logo

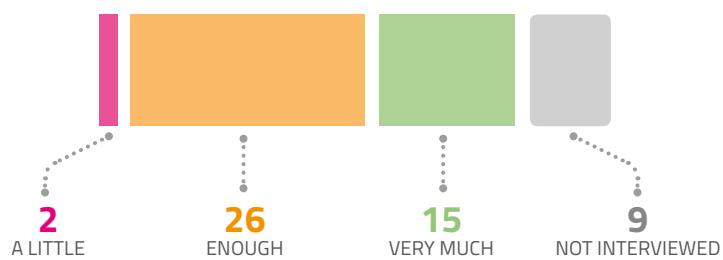


| **NB:** The graph shows the percentage of organizations that chose each answer, with any one organization possibly having chosen more than one. For this reason, the sum of the percentages is greater than 100%.

We Welcome recipients that had used the *Welcome. Working for refugee integration* logo in their dialogue with companies reported that this has been a **very effective tool for promoting engagement** and consolidating the commitment of medium-sized and large companies to refugee inclusion. While in the case of small businesses, the logo is considered an important tool for **recognizing companies' commitment** and strengthening partnerships.

F. 19

To what extent do you consider the *Welcome. Working for refugee integration* logo a useful tool for encouraging companies to hire refugees?

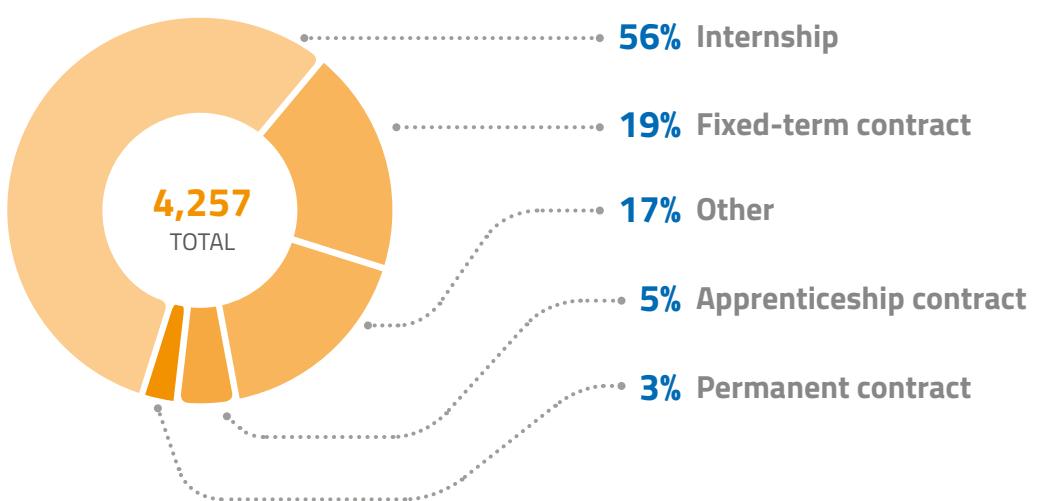


2.3. Inclusion schemes promoted by We Welcome logo recipients

A total of **4,257 asylum seekers** and refugees benefited from measures promoted by We Welcome logo recipients to support labour inclusion.

F. 20

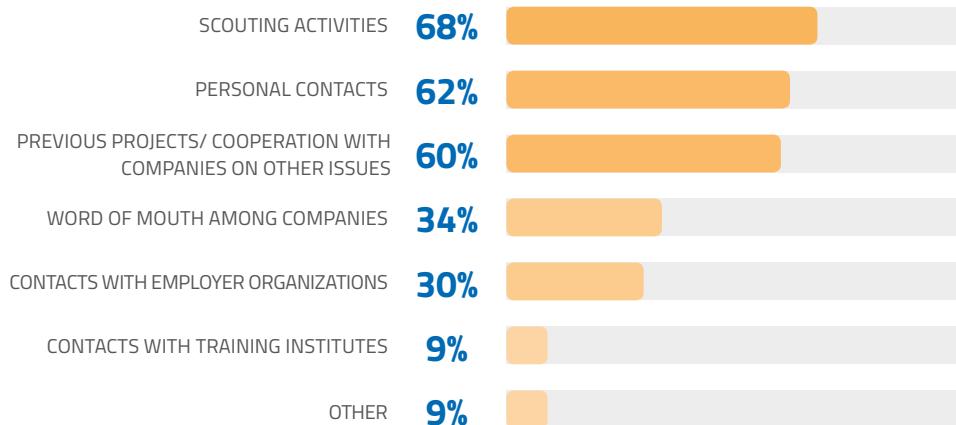
Inclusion schemes for refugees referred by We Welcome logo recipients



The total number of inclusion schemes also includes those enacted by companies that did not participate in the *Welcome. Working for refugee integration* project.

We Welcome logo recipients adopted **diversified strategies** to engage with companies. Significantly, almost **40% of recipients** said **word of mouth** among companies had been very effective and instrumental in expanding their network.

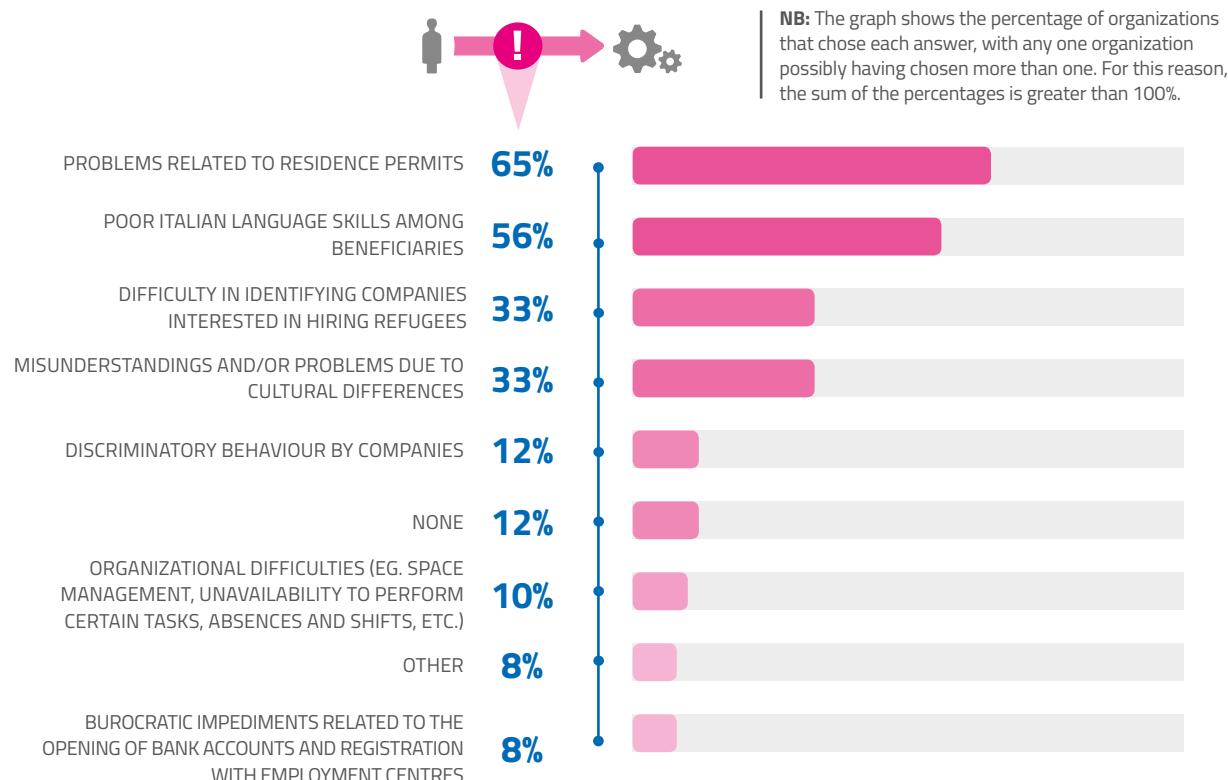
F. 21 Strategies used by *We Welcome* logo recipients to engage companies



NB: The graph shows the percentage of organizations that chose each answer, with any one organization possibly having chosen more than one. For this reason, the sum of the percentages is greater than 100%.

Poor knowledge of Italian represents the main challenge to the labour inclusion of asylum seekers and refugees. Other challenges include issues relating to the issue/renewal of **residence permits** and the difficulty of identifying companies interested in hiring refugees.

F. 22 Challenges to the labour inclusion of asylum seekers and refugees



NB: The graph shows the percentage of organizations that chose each answer, with any one organization possibly having chosen more than one. For this reason, the sum of the percentages is greater than 100%.

[UNHCR](#) staff carried out in-depth interviews with **20 We Welcome logo recipients** as key interlocutors. These interviews showed that in order to engage a greater number of companies, certain key conditions need to be met.

F. 23 Conditions for engaging more companies



MORE EVENTS AND
OPPORTUNITIES TO
MEET WITH COMPANIES



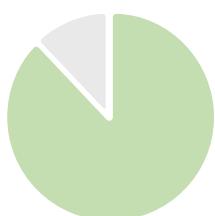
MORE INCENTIVES
TO ACTIVATE
INTERNSHIPS



TRAINING AND RESOURCES
DEDICATED TO BUSINESS
SCOUTING AND THE CREATION OF
PARTNERSHIPS WITH COMPANIES

We Welcome logo recipients are most interested in: **participating in events** on the job placement of asylum seekers and refugees, **receiving information on incentives**, job placement tools for asylum seekers and refugees, and **receiving information and training** on corporate partnerships and diversity and inclusion management.

F. 24 Interests of *We Welcome* logo recipients



88%
PARTICIPATION IN EVENTS
ON THE JOB PLACEMENT
OF ASYLUM SEEKERS AND
REFUGEES



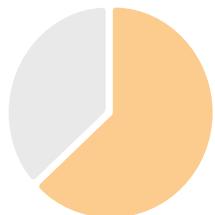
40%
INFORMATION ON
REFUGEES AND THE
ASYLUM SYSTEM IN ITALY



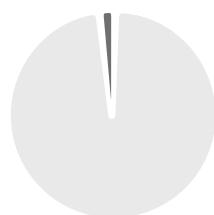
87%
INFORMATION ON INCENTIVES,
JOB PLACEMENT TOOLS
FOR ASYLUM SEEKERS AND
REFUGEES



35%
LEGAL-ADMINISTRATIVE ADVICE
ON INTEGRATING ASYLUM
SEEKERS AND REFUGEES IN THE
COMPANY



63%
INFORMATION AND TRAINING
ON CORPORATE PARTNERSHIP
AND DIVERSITY AND
INCLUSION MANAGEMENT



2%
OTHER

welcome

working for refugee integration

