



welcome

working for refugee integration

2020/2021 EDITION



UNHCR
The UN Refugee Agency



— A programme by —



— in collaboration with —



Made possible thanks to the support of the Intesa Sanpaolo Charitable Fund



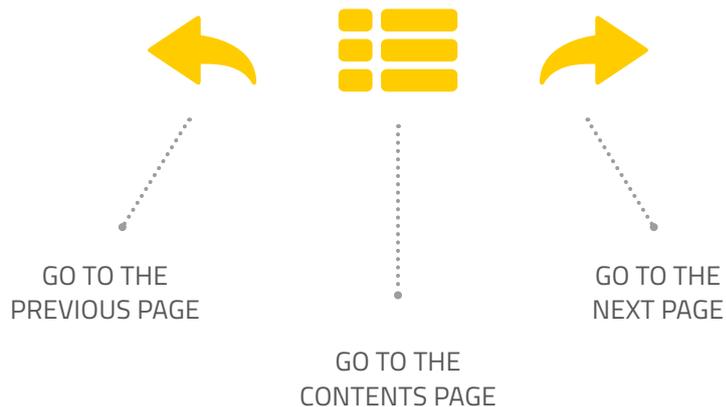
Methodological note

THIS REPORT IS BASED ON THE PROCESSING OF DATA COLLECTED THROUGH THE QUESTIONNAIRE FILLED IN BY THE COMPANIES AND ORGANISATIONS THAT PARTICIPATED IN THE PROJECT.

Navigation

THIS PDF ALLOWS BOTH INTERNAL NAVIGATION (FROM THE CONTENTS TO THE SECTIONS AND VICE VERSA) AND EXTERNAL NAVIGATION (WEBSITES). TEXT LINKS ARE UNDERLINED AND IN A DIFFERENT COLOUR; LOGOS LINK TO THE WEBSITE OF THE ORGANISATION OR BODY THEY REPRESENT.

AT THE TOP OF THE PAGE, THE FOLLOWING SYMBOLS ACT AS A BUTTON TO:



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The “Welcome, working for refugee integration” programme

WORK IS THE MAIN TOOL FOR REFUGEES TO SUCCESSFULLY INTEGRATE INTO THEIR HOST SOCIETY. AS STATED IN THE NEW YORK DECLARATION ON REFUGEES AND MIGRANTS AND THE GLOBAL COMPACT ON REFUGEES, PROMOTING THE SELF-SUFFICIENCY OF REFUGEES ALSO THROUGH MAKING EMPLOYMENT OPPORTUNITIES AVAILABLE IS THE BEST STRATEGY TO FACILITATE THEIR INCLUSION IN HOST SOCIETIES.

Indeed, work is not only a fundamental step towards regaining the social role that many of them lost through their diaspora but is also a means for achieving other important goals: access to decent housing, building social networks, and learning the language.

Moreover, for the host societies the inclusion of refugees offers huge potential as their skills and talents can be a driving force for the economic growth of the country, even helping to respond to mismatch in the labour market.

In four editions, the *Welcome. Working for refugee integration* logo was awarded to 355 companies that promoted more than 12,000 job placements. The commitment of companies in recent years has grown exponentially, certainly due to the growing attention paid to the plight of refugees in Italy and in the world, but also and above all due to the strong determination of the refugees themselves to succeed in the world of work, which, as claimed by many companies that took part in the programme, was a stimulus to strengthen the cohesion of the entire work environment.

A further element that has strengthened the involvement of the business world is related to the activities that the programme has developed in cooperation with organisations to support companies at all stages of the job placement.

Promoting and strengthening the relationship between the business world and the private social sector has enabled the *Welcome. Working for refugee integration* programme to support the building of effective corporate partnerships in many local contexts, promoting the inclusion of refugees in corporate diversity & inclusion strategies.

Thanks to specific programmes implemented by the

UNHCR, in collaboration with the Adecco Foundation for Equal Opportunities, workers from associations dealing with integration have been trained and now accompany refugees through orientation and tutoring initiatives, directing them towards jobs that meet their expectations and skills.

These activities have been greatly appreciated by companies and have contributed to the loyalty of many of them to the programme. Indeed, it is no coincidence that many have received the logo for several consecutive editions.

Given the increase in the number of companies Welcome is supporting in labour inclusion initiatives and the strong change in the profiles of the refugee population in Italy, the UNHCR felt it necessary to strengthen the programme in order to be able to provide adequate responses to the changed context.

In particular, this year the Agency plans to strengthen its cooperation with organisations through the formalisation of the *WelcomeNet* network, systematising its existing relations with reception projects for asylum seekers and refugees and with public and private employment support services.

Furthermore, in 2023 the UNHCR will launch an online platform to facilitate the labour inclusion of the many refugees who find themselves outside the reception system, and thus without support.

These activities will give new impetus to the programme so that, in the coming years, it can continue to provide adequate responses to the needs of refugees while continuing to enjoy the support of the many businesses that have wholeheartedly embraced the mission of the *Welcome. Working for refugee integration* programme.

Partnership



THE *WELCOME* PROJECT IS ORGANISED BY



IN COLLABORATION WITH



UNHCR

Established in 1950 by the United Nations General Assembly, the United Nations High Commissioner for Refugees (UNHCR) is mandated to lead and coordinate all actions at a global level to provide international protection and material assistance to refugees and other people within its mandate, and to work towards durable solutions.

The Agency's key task is to support states in seeking durable solutions that help refugees rebuild their lives in safety and dignity, through voluntary return to their countries of origin, integration in the country of asylum, or resettlement in a third country.

The UNHCR is active worldwide – directly or through partners – in protection and assistance programmes. In over 65 years of activity, the Agency has helped more than 70 million people rebuild their lives. For this, it was awarded two Nobel Peace Prizes, in 1954 and 1981.

With a staff of over 17,000 working in 135 countries, the UNHCR is one of the world's leading humanitarian agencies.

Ministry of Labour and Social Policies

The Directorate General for Immigration and Integration Policies of the Ministry of Labour and Social Policies promotes socio-occupational integration solutions for vulnerable migrants, including beneficiaries of international and temporary protection.

Confindustria

Confindustria is the main association representing manufacturing and service companies in Italy. More than 150,000 small, medium, and large businesses are voluntary members of the association.

Global Compact Network Italy

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

The Award

WELCOME. WORKING FOR REFUGEE INTEGRATION IS THE PROJECT THROUGH WHICH UNHCR ITALY FOSTERS THE INTEGRATION OF REFUGEES INTO THE LABOUR MARKET BY PROMOTING THE WIDEST POSSIBLE INVOLVEMENT OF THE PRIVATE SECTOR IN COOPERATION WITH INSTITUTIONS AND ORGANISATIONS, THUS ADDRESSING ALL ACTORS IN THE WORLD OF WORK.



- Small, medium, and large businesses
- Trade associations
- Chambers of commerce
- Public and private employment services
- Associations
- Cooperatives
- Trade unions
- Public bodies



INTEGRATE REFUGEES INTO THE LABOUR MARKET

- ♣ **Assignment** of the *Welcome. Working for refugee integration* logo to companies that have facilitated the employment of refugees and the *We Welcome* logo to associations and organisations that have supported companies and refugees in their inclusion.
- ♣ **Sharing** of materials and tools for companies that have hired or want to hire refugees.
- ♣ **Corporate partnerships** promoted with companies in the Welcome network and supported by entities operating in the relative regions
- ♣ **Targeted training** for companies on international protection and diversity in the company.
- ♣ **Exchange** of information and good practice on the integration of refugees into the labour market.

The Objectives

Each year, the [UNHCR](#) recognises companies and other entities operating in the labour market such as trade associations, chambers of commerce, public and private employment services, associations and cooperatives, trade unions, local authorities, etc. that have distinguished themselves by fostering the labour integration of applicants and beneficiaries of international protection in Italy. Also through the display of the logo earned, companies and entities that have won [Welcome. Working for Refugee Integration](#) and [We Welcome](#) awards contribute to the following objectives:

- 1. To demonstrate adherence to a model of an inclusive society**, prevent and fight feelings of xenophobia and racism towards asylum seekers and beneficiaries of international protection.
- 2. To assume a share of responsibility in building a society** that is more fair and responsive to the needs of those who have been forced to leave their country due to violence, conflict, and persecution.
- 3. To strengthen integration opportunities for applicants and beneficiaries of international protection** by encouraging other companies to employ refugees through their commitment and shared experiences.

Awards given

The *Welcome. Working for refugee integration* logo



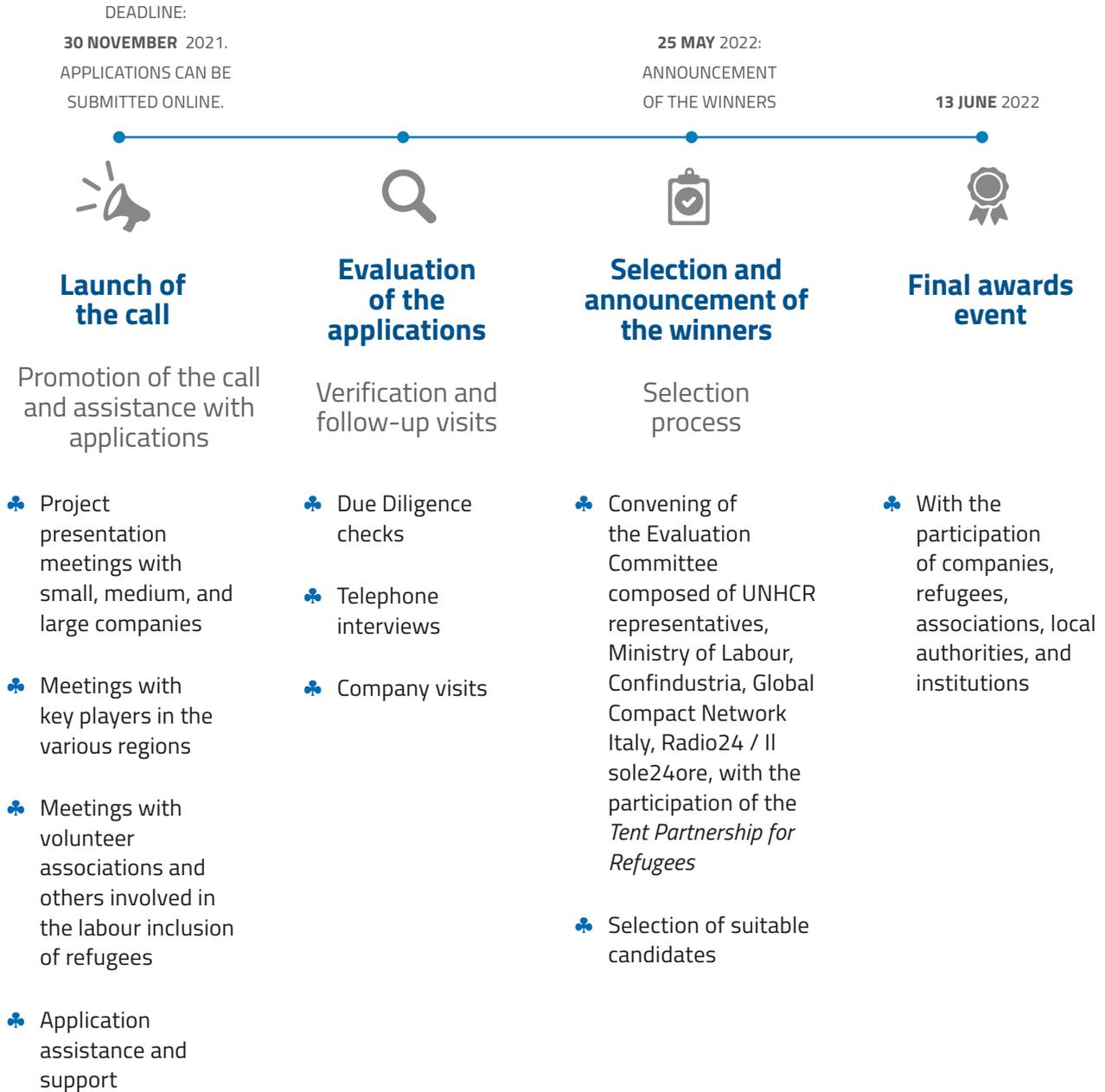
In the 2020/2021 edition, the call to receive the *Welcome. Working for refugee integration* logo was addressed to companies and organisations that have recruited new applicants and beneficiaries of international protection in 2020/2021, or in any case have facilitated their concrete integration into the labour market through effective internship and/or training programmes. Conversely, internships supported exclusively with third-party funds are not considered eligible for the purposes of the call.

The *We Welcome* logo



Starting with the 2019 edition, the [UNHCR](#) also wanted to highlight the role of all those entities that, in various capacities, are committed to promoting the inclusion of applicants and beneficiaries of international protection in the labour market. To this end, the *We Welcome* logo was established for organisations and entities (trade associations, trade unions, chambers of commerce, local authorities, employment services and associations involved in the assistance and protection of applicants for and beneficiaries of international protection) that have promoted the job placement of applicants for and beneficiaries of international protection.

The Stages



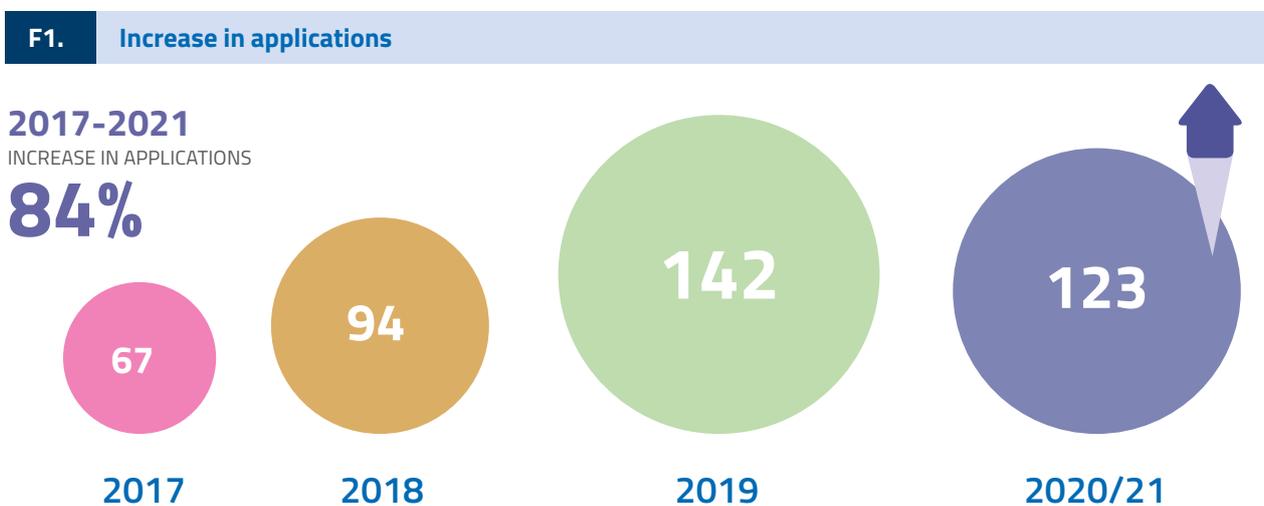


**DATA FROM THE
2020/2021
EDITION**

1. The Welcome. Working for refugee integration logo

1.1 Who are the winning companies?

The 2020/2021 edition saw significant participation, with **123 companies** submitting applications, marking an **84% increase** from 2017 to 2021.

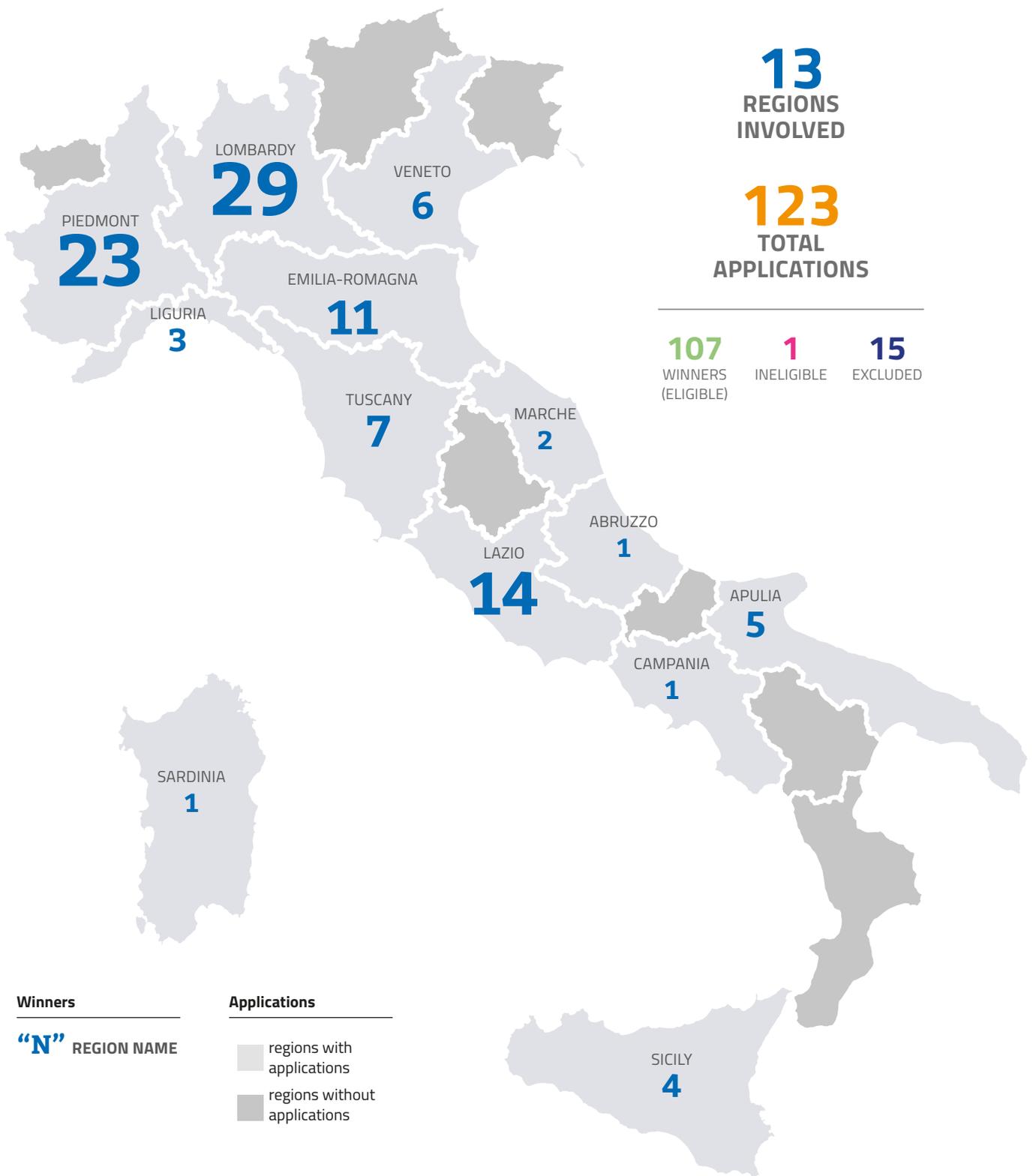


The central role of **small and medium-sized companies** in fostering the inclusion of refugees in the labour market continues while noting a significant growth in the participation of **large companies** between 2019 and 2020/2021, **amounting to 75%**.



Another highlight of the 2020/2021 edition is that out of 107 winning companies, **31 had already been awarded** in previous editions, highlighting the ever-increasing success of the inclusion initiatives promoted and the loyalty of companies to the Welcome programme. Moreover, **all** the award-winning companies expressed **their interest in continuing** to employ applicants and beneficiaries of international protection.

F3. Winners by region



Stability comes from work

Aubay Italia

Aubay Italia received the *Welcome. Working for Refugee Integration 2020-21* logo from the UNHCR for facilitating Asem's work placement and supporting his integration in Italy.

For us, it was the first experience of this kind. It was a way to give concrete expression to our values, a way to fight xenophobia and racism towards those who have been forced to leave their countries by capitalising on the potential of skills and professionalism that refugees bring with them.

These same values and motivations led us to enthusiastically share our experience, enthusiasm also shared by Asem who willingly agreed to tell his story.

Asem's Story

In 2011, in the broader context of the Arab Spring, Asem took part in the Syrian revolution, was arrested, and spent a year and a half in jail.

After his time there, he managed to escape from Syria to Lebanon on foot. "I had nothing, just the clothes on my back. Without papers and having entered illegally, I couldn't work or study in Lebanon. I couldn't live a normal life".

After several years of precarious living, Asem got in touch with the Humanitarian Corridors programme and this made it possible for him to get a visa for Italy. "For me, it was a miracle!"

Once in Italy, again through international programmes aimed at supporting and protecting asylum seekers and refugees, Asem went to Pinerolo where he studied for a year, learning Italian and earning his middle school diploma.

From Pinerolo he went to Turin, where he studied Intercultural Communication at the university for a year.

In terms of relational aspects, this period was crucial for Asem: "I met many people and found some friends.

What I experienced wasn't easy, I always tried to forget it, but it was also not easy to forget... Creating these new relationships, going out and finding people with other ways of thinking, other cultures, was interesting; they helped me to detach myself from the past and live in the present.

They got me involved in what I was doing here".

During this same period, a person in charge of the Protection System for Asylum Seekers and Refugees in Italy (SPRAR) noticed his passion for computers and put him in touch with Powercoders, a non-profit association whose mission is to give people back their independence, reduce social welfare costs, and address the shortage of talent in the IT sector.

With them, Asem participated in an intensive course on the



main web programming languages, to which *Aubay* actively contributed by providing some senior lecturers for some lessons.

In the spring of 2020, having completed the course, Asem was given the opportunity of an internship, which later turned into an apprenticeship contract. "I started during the pandemic, working remotely.

It wasn't easy at the beginning but we made it. I had a mentor who helped me and we managed to work together all the same". It was highly satisfying for the company to see Asem grow professionally, and above all to have had the opportunity to offer him job stability. "Now I live in Turin, I like it and I've settled in, also thanks to the fact that my sister also came to Italy from Lebanon. We hadn't seen each other for 10 years.

My mother and two other sisters are in Syria, while my father died while I was here.

Our dream is to see the family reunited again".

We asked Asem how he sees his future: "I'd like to be considered an added value so that I can return the hospitality and help I received in Italy!"

The social impact of inclusion initiatives

Archiginnasio Scrl

Archiginnasio Scrl, founded in 2007, operates in the real estate sector guaranteeing individual owners stable rents over time. Since 2018 it has also been constructing buildings with a focus on the environment. The environment is the space that surrounds us; it is the social context we live in; it is the circle of people we meet. The houses are built using organic construction materials – straw, wood, and hemp – by a staff that involves, integrates, and trains people in need, triggering a virtuous circle of human and economic development. The social inclusion project, strongly sought by Marco Di Mella, co-founder of the company, has yielded excellent practical, social, and economic results. Indeed, general productivity improved and several asylum seekers were able to train for a job, learning the Italian language and customs faster, thus integrating into the local community.

Ahmad's Story

In February 2021, *Archiginnasio Scrl* contacted *Arca di Noè*, a cooperative managing the SAI Metropolitan City of Bologna project. The collaboration between the two organisations took the form of several internships promoted by *ASP Protezioni Internazionali* that provided experience and training to each participant. Specifically, Ahmad's training lasted one year and ended with his employment with the company. Ahmad arrived from Syria with his wife and two children, fleeing the war like many Syrians.

His story is painful. During the bombing, his eldest daughter had a respiratory attack due to inhaling smoke. With the war raging around them it was not possible for Ahmad and his wife to reach a hospital or get help, so the little girl died. Distraught and lost, they decided to seek refuge elsewhere.

They embarked on a long journey, first to Turkey, then to Lebanon, and then they reached Italy in 2019.

Today he lives in Bologna with his entire family, which has grown with the arrival of another daughter born in Italy.

As part of the SAI project, he began his journey of integration into the local community.

Ahmad took Italian L2 courses for foreigners and classes to earn his middle school certificate at CPIA. In May 2021, he started an apprenticeship to learn "green" construc-



tion methods with the Archiginnasio cooperative, earning certificates for safety in high risk jobs, the use of cutting equipment, and working above ground. With great personal commitment, he also passed his exams for a B driving licence in January 2022, and with his first savings he was able to buy a car for his family. He will soon start the paperwork to obtain Italian citizenship.

The commitment of large companies to refugee inclusion

Decathlon's values

Valuing talent by being open to diversity, a challenge and a responsibility that are constantly evolving in an increasingly complicated and changing context. We live in increasingly complex situations that require new organisational and business models. Organisations in general and companies, especially healthy ones such as ours, have a great responsibility, which is to engage in social initiatives, to open up to local communities, schools, and institutions in order to initiate new partnerships and to convey and return value to the community and the whole of society.

At Decathlon, this has a precious value and is closely linked to our corporate sense of making the pleasure and benefits of sports accessible to as many people as possible and to the values we share: responsibility, generosity, authenticity and vitality. The issue is therefore one of identifying, welcoming and caring for resources in order to foster their success.

Creating teams that are diverse in terms of culture, gender, social background, religion and so on makes it possible to receive diverse, enriching contributions, and above all to accelerate innovation.

This diversity must be listened to, known and recognised so that everyone can feel represented, valued and free to express themselves to the fullest.

This means being Inclusive and promoting uniqueness.

For some years now, we have been promoting company internships for the most fragile and disadvantaged groups, among them people with international protection rights, and we do this with the help and support of an excellent partner, the UNHCR.

Over the years we have met incredible, talented people who shared their stories with us. Most of these stories are not happy or with happy endings, but have a great value that should be listened to and shared.

These stories are of men and women who, regardless of their area of origin, religion or age, played sports "differently" to escape from a terrible reality: some played football with a ball made of rags, some played baseball with a tree branch, some danced barefoot in the mud.

The many stories include that of Aziz (fictitious name), who was able to achieve his dream and enroll in university; Maria, who decided to keep her child, conceived when she was raped, for a new opportunity together; or Abdoul, who had the strength, years later, to refuse marriage with a child bride.

These are stories of resilience and rebirth that, thanks to a new opportunity, an outstretched, welcoming hand, allow for a new ending to be written.

List of winning companies

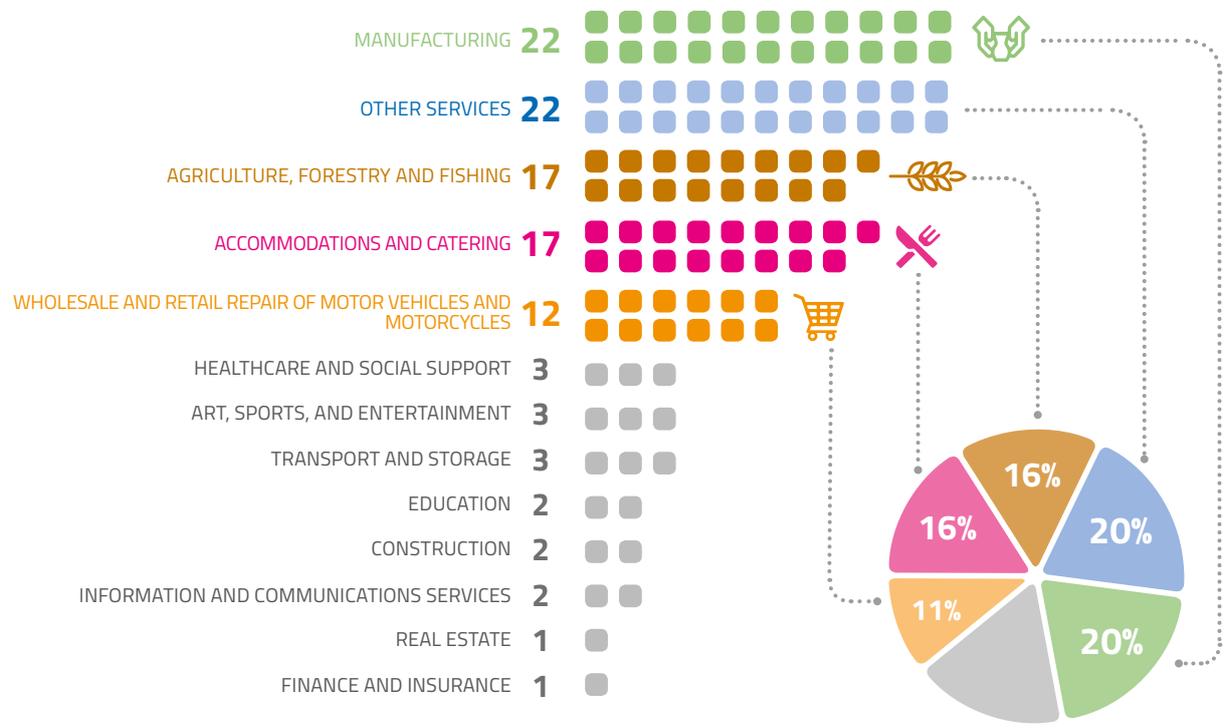


ALICE PIZZA NEGOZI SRL	OPENJOBMETIS
AUBAY Italia S.p.a.	Orienta SpA
BRICOCENTER Italia sr.l	PAVIMENTAL S.p.A.
BURGER KING RESTAURANTS ITALIA	PRINCES INDUSTRIE ALIMENTARI
Barilla G.e R. Fratelli S.p.A.	RANDSTAD Services
Bluserena S.P.A.	Randstad Italia
CAPGEMINI Italia	Reale Mutua Assicurazioni
CAPP-PLAST	Sodexo Italia S.p.A.
Coop. NUOVA SOCIALITÀ Coop. Soc. Imp. Soc. ONLUS	The Adecco Group Italia
Decathlon Italia	VIVALDI & CARDINO S.p.A.
FIDIA FARMACEUTICI	ABANTU Società Cooperativa Sociale
Freudenberg Sealing Technologies	AFFUMICO srls
GRUPPO SCAI (SCAI CONSULTING)	ALMO NATURE BENEFIT S.p.A.
GS - Carrefour Italia	ARCA
Gucci	ARCHIGINNASIO scrI
HILTON ITALIA Srl	ARCI COMITATO TERRITORIALE VALDERA APS
Inalpi	ASC - società licenziataria per McDONALD'S Italia
JW Marriott Venice Resort & Spa - La Sessola Service SRL	ASSOCIAZIONE PER LA GALLERIA D'ARTE CONTEMPORANEA DI BERGAMO
LOMBARDINI Srl - Kohler Engines EMEA	AZIENDA AGRICOLA DI CASSANO ALESSIA
Leroy Merlin Italia S.R.L.	AZIENDA AGRICOLA di PITIANA
MANPOWER	AZIENDA VITIVINICOLA GIULIA
MUTTI S.p.A.	Agricola Calafata - Società Cooperativa Agricola Sociale
NESPRESSO Italiana	Ass. FRANCESCO REALMONTE Onlus
NORAUTO ITALIA S.p.A.	Associazione Lachesi

BORGO MONCALVO AZIENDA VITIVINICOLA	MONTEC
CE.F.A.S. - Centro di Formazione ed Alta Specializzazione	Maramao
Camping Florenz di Vitali Gianfranco	NICOLI & POZZATO SOCIETA' AGRICOLA
Casa di Riposo G.b.taylor	NUOVE TECNOLOGIE APPLICATE
Cascina Sabbione	OFFICINE BRUNI
Cooperativa Sociale Quid	OLYTECMA ITALIA
Cooperativa Sociale Siamo	PROGETTO MIRASOLE Impresa Sociale Srl
Domethics	Pulimpiù Srl
EUROPEAN SYSTEM INDUSTRIAL	R. & P. COMPANY srl
EUROPRINT	RIPARO, Soc. Coop. SoC. Agricola
FARCK	RISTORO s.r.l.
FONDAZIONE CAPPELLINO	RISTOSI' S.R.L.
FP MECCANICA SRL	SALEMI PINA SOC.AGR.SRL
FRANDENT GROUP S.R.L.	SAMERYA Italy srl
Flunch Italia	SCAIOLA GASTROPASTICCERIA
Forno Maurizi	SCROFANI ARREDO INFISSI SOC. COOP
GELATERIA CIACCI snc	SHARE srl
GHMS VENEZIA SPA - Hilton Molino Stucky Venice	SICC TECH
GO SRL	SILKY
GUSTAMENTE PUGLIA APS	SINCRO HD
I PAPA' DEL CALCETTO S.S.D.	STRONGHOLD Italy
ICARUS	SVILUPPAMENTE COOPERATIVA SOCIALE
ISOLABELLA DELLA CROCE	Soc. Agr. AGAPE
ITTICA M&G sas	TECNOMECCANICA s.r.l.
II BORGO SRL	TOBILI Soc. Coop.
L'ANTICO FORNO S.A.S.	U5
M&B artigiana	UNIQLO Europe Ltd Italian Branch
MENAME'	VAMOS
	VICO Spa (Hilton Como)

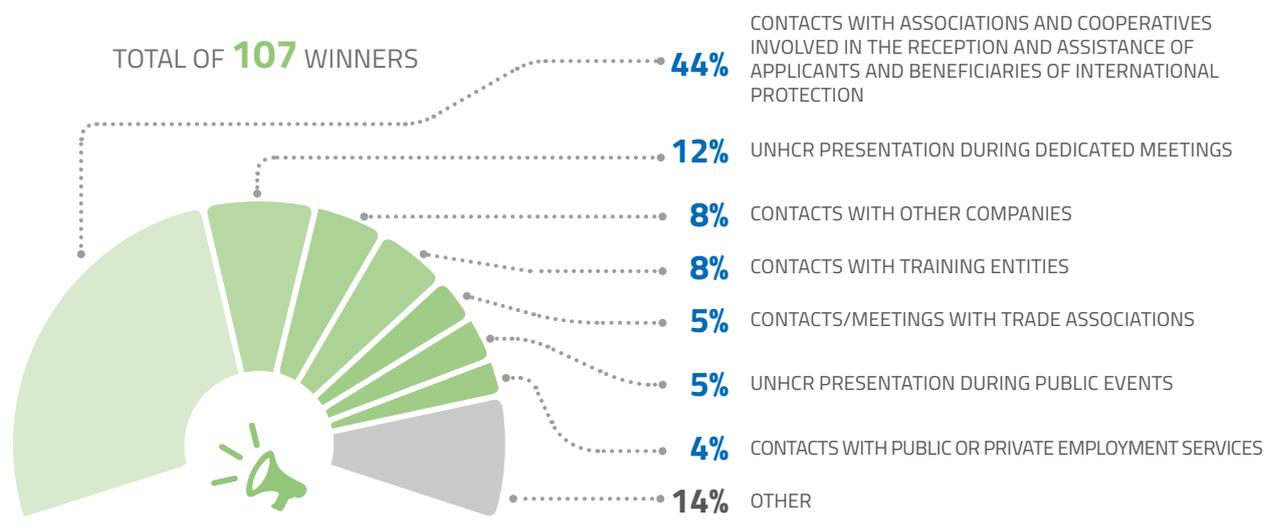
As in previous years, the 2020/2021 edition also saw the participation of companies from various industries, with a significant presence of the **manufacturing**, general services, agricultural, hotel services, and trade sectors.

F4. Winning companies by business



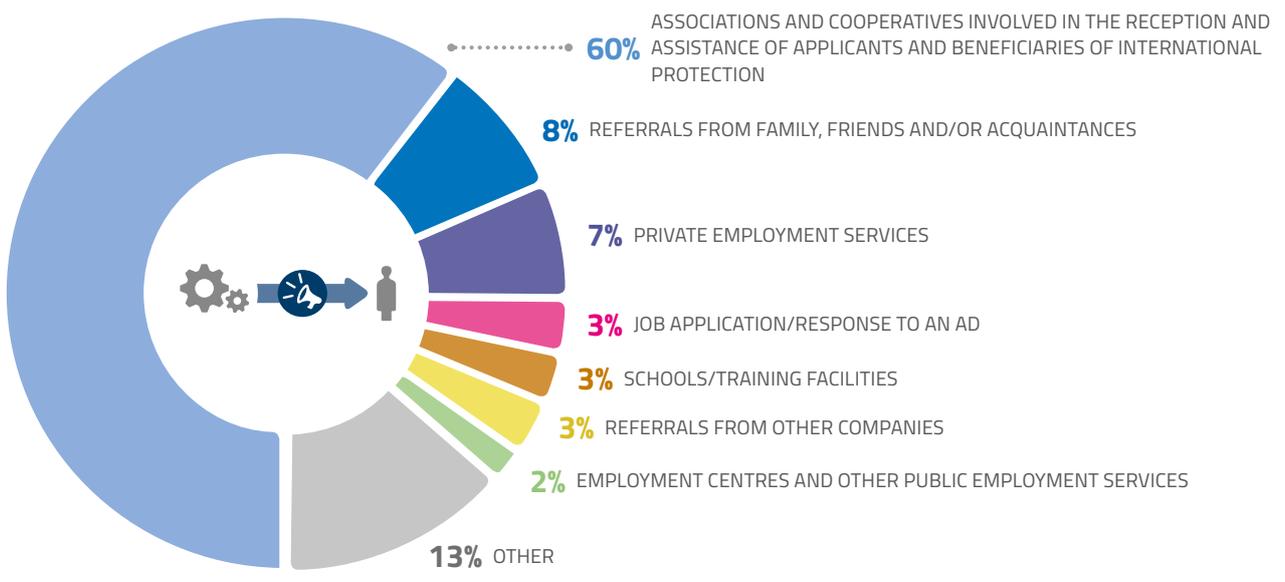
The role of the reception system remains crucial in **raising awareness and involving businesses** in the inclusion of applicants and beneficiaries of international protection.

F5. How the winning companies learned of the *Welcome. Working for refugee integration* logo

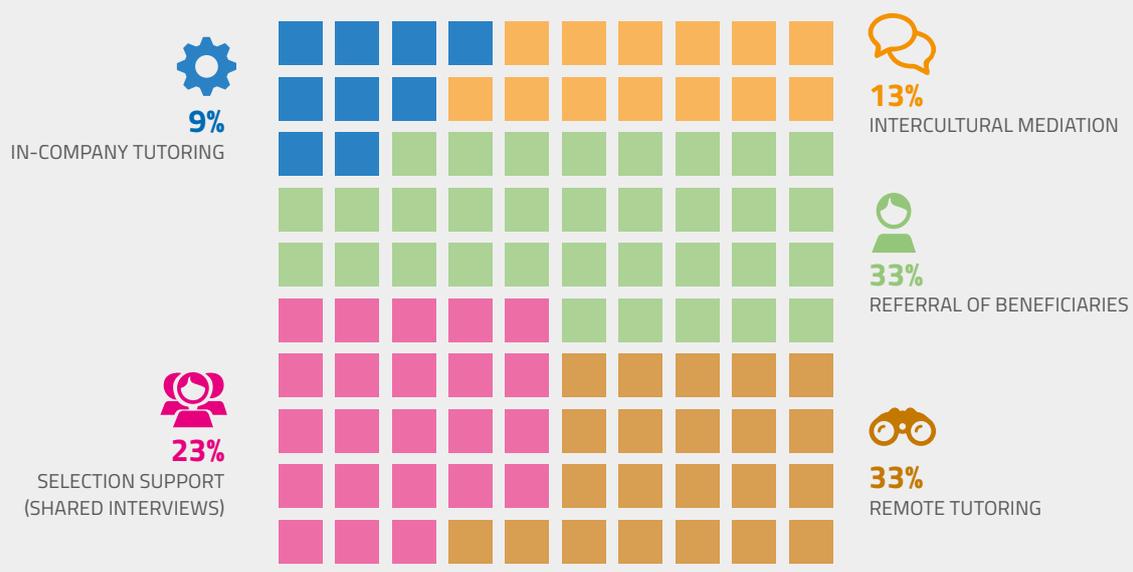


An open conversation with the local actors involved in the **reception and integration of refugees** is crucial for creating the essential link with the private sector that enables applicants and beneficiaries of international protection to access existing opportunities for labour inclusion. An **increasingly close and synergistic collaboration between companies and the private social sector** represents an essential opportunity to foster pathways to work integration while meeting the needs of the labour market.

F6. How the companies came into contact with the refugees



F7. The crucial role played by associations



1.2 A corporate world increasingly attentive to its social impact

In the 2020/2021 edition, **29% of the awarded companies had already earned the *Welcome. Working for refugee integration* logo** in previous editions.

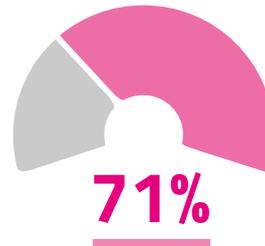
This result testifies to the **benefit** perceived by companies when offering pathways to inclusion to people seeking and benefiting from international protection, which takes the form of willingness to provide them with work opportunities on an ongoing basis.

In most cases, the factor that led companies to apply for the *Welcome. Working for refugee integration* logo relates to their intention to play a role in **making the communities the private sector operates in more inclusive and reducing the discrimination** that is an obstacle to true integration.

This predominant motivation is accompanied by a desire to strengthen their brand by demonstrating adherence to certain ethical standards and to expand their network.

F8.

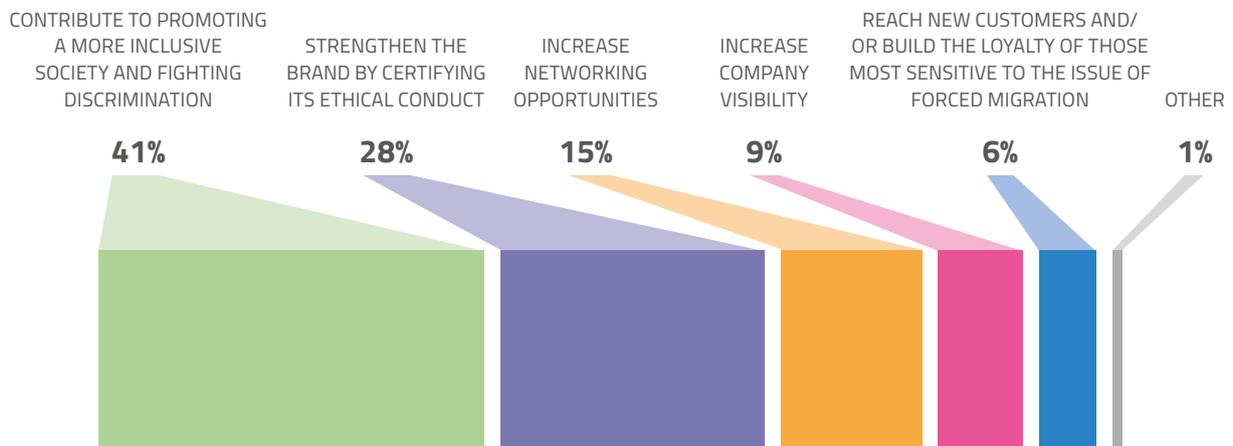
Companies remain interested in continuously offering inclusion opportunities



MORE THAN TWO THIRDS (71%) OF THE APPLICANTS PARTICIPATED IN PREVIOUS EDITIONS OF THE *WELCOME* PROJECT

F9.

Why the company chose to participate in *Welcome. Working for refugee integration* call

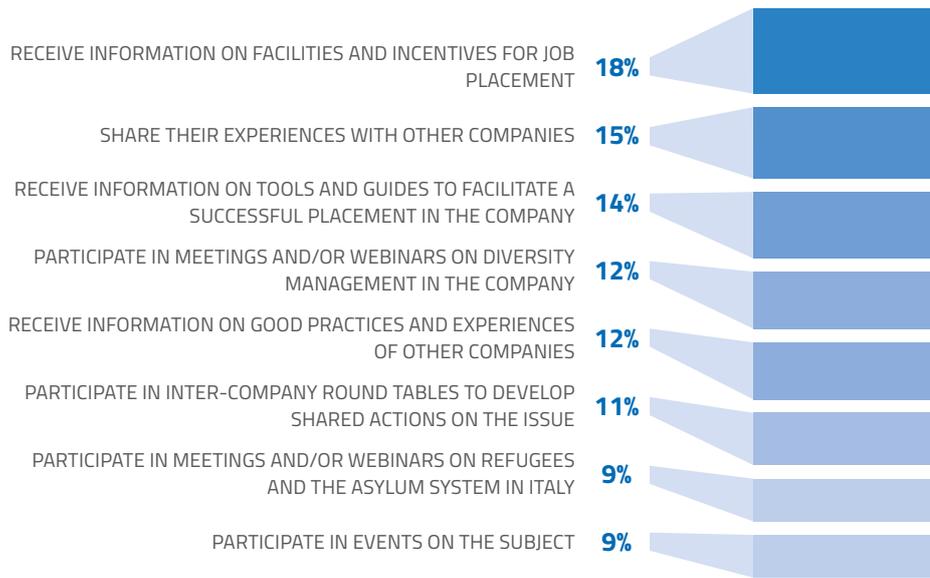


The interest of the private sector in participating in the *Welcome. Working for refugee integration* award underscores the value of **being part of the network of companies and organisations that forms the core of the programme.**

Indeed, in addition to the possibility of being made aware of the presence of possible facilitations, companies are mainly attentive both to the opportunity of **sharing their experiences with other companies in the network, with which they can exchange good practices developed**, and to accessing the various forms of **support** that the *Welcome* programme network offers so that inclusion initiatives can be pursued successfully.

F10.

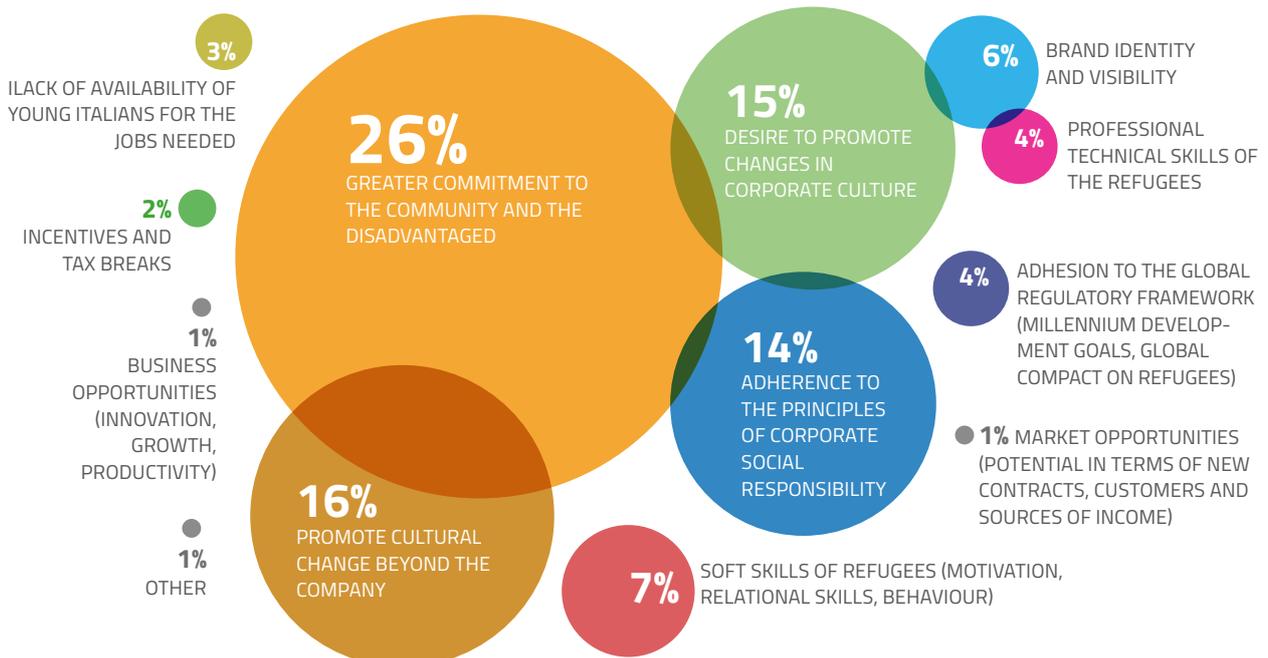
Interests of companies in relation to the experience with applicants and beneficiaries of international protection



Companies are increasingly motivated to foster inclusion opportunities for applicants and beneficiaries of international protection mainly because of their desire to **commit to their communities** and in particular to the disadvantaged. This goes hand in hand with a commitment to **fostering cultural change**, both external to the company and in-house. Italian companies are increasingly adhering to the principles of corporate social responsibility, thus combining a focus on the economic component with attention to the social component, aimed at creating both tangible and intangible values. Finally, not to be overlooked is the role played by the refugees' skills in terms of **motivation and loyalty to the company** but also the ability to relate to co-workers, **strengthening the sense of community** within the organisation.

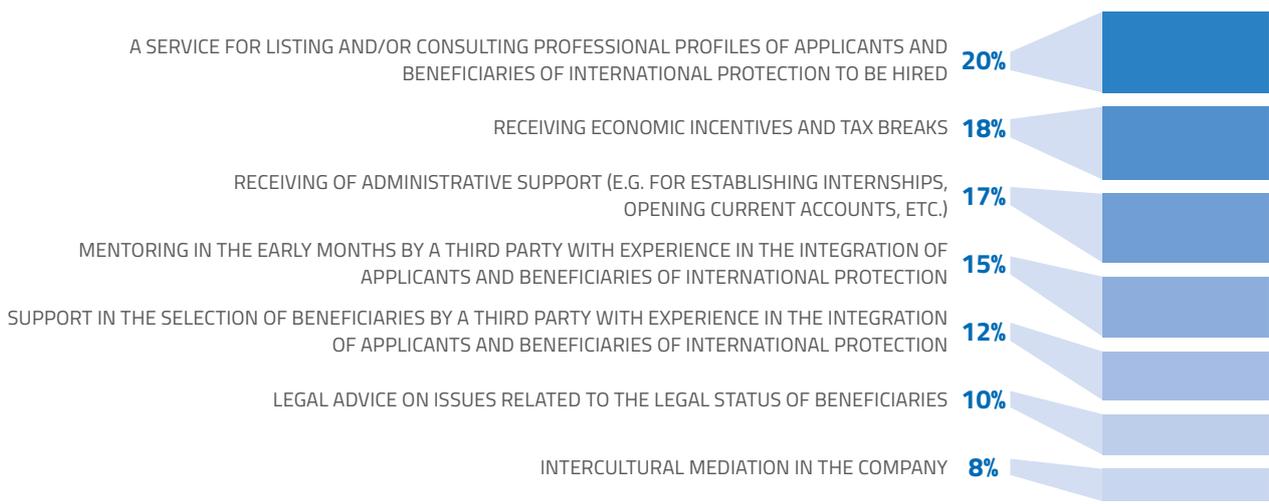
F11.

Factors driving companies to hire refugees



Among the specific services made available by participation in the *Welcome. Working for refugee integration* programme network, companies are particularly interested in being able to **obtain referrals or gain access to personal profiles of refugees who can be placed in companies**. Moreover, while the availability of **economic incentives** certainly encourages hiring, also crucial is the possibility of **obtaining support** both from an **administrative-bureaucratic** point of view, and with respect to **coaching during onboarding** to offer more support in the creation of a path to success.

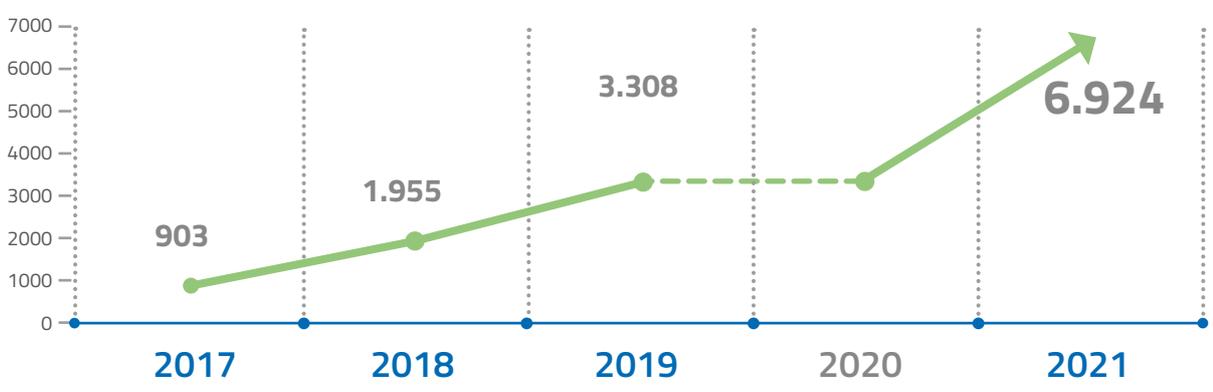
F12. The services that companies are most interested in



1.3 The inclusion of refugees in winning companies

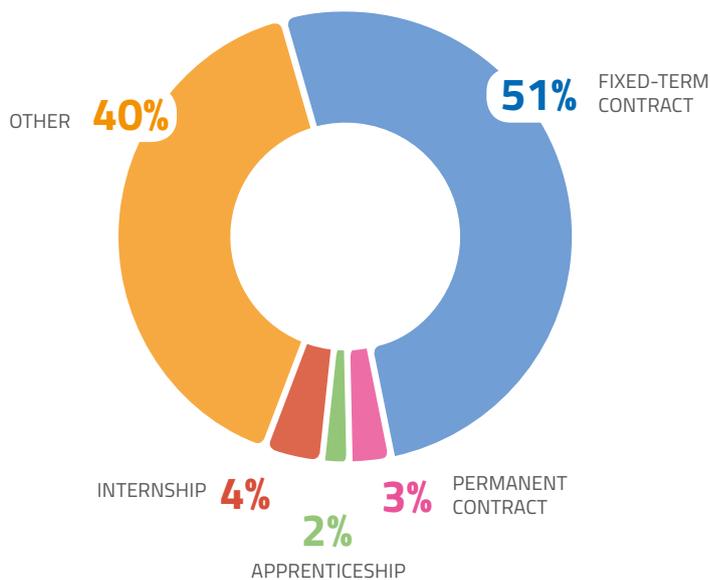
Since 2016, the year of the first edition of the *Welcome. Working for refugee integration* award, the involvement of the private sector in fostering labour inclusion opportunities for people seeking and benefiting from international protection has led to **the integration of more than 13,000 people into the world of work**.

F13. Refugees hired in the four editions of the *Welcome. Working for refugee integration* award



The total number of applicants and beneficiaries of international protection **employed or participating in internships** in 2020/2021 is **6,924**.

F14. Refugees hired by type of contract¹



1. The data refer to employment relationships for which the winning companies specified the type of contract and may not reflect the entirety of inclusion initiatives.

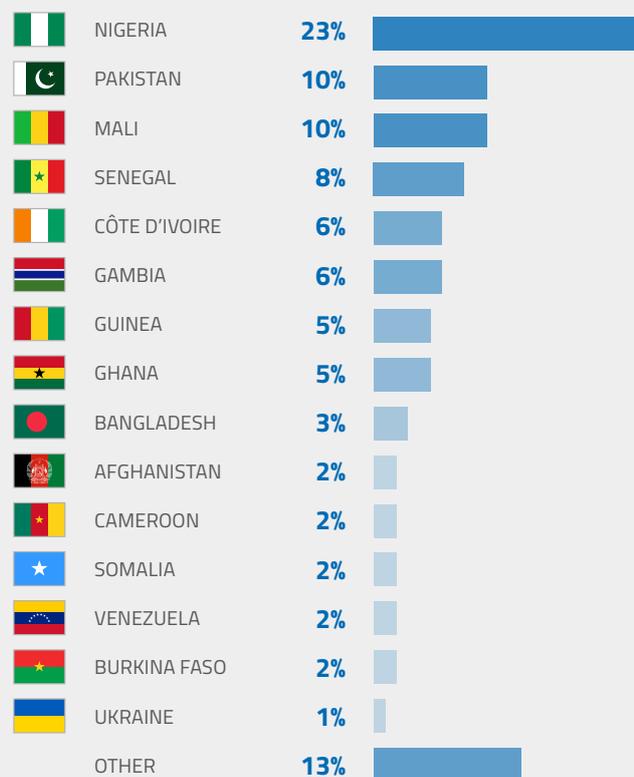
The heterogeneity that is evident in the profiles of the beneficiaries of the *Welcome. Working for refugee integration* project is partly due to the **diversity that characterises the flows of refugees** arriving in Italy, particularly with respect to origin and age.

79% percent of the placements involved **people under 35 years of age**.

With regard to the gender of the beneficiaries, only 10% of the people who have undertaken inclusion pathways are **women**, testifying to the need to continue to invest in creating employment integration opportunities for this group of refugees.

F15. Refugees included by nationality, gender and age

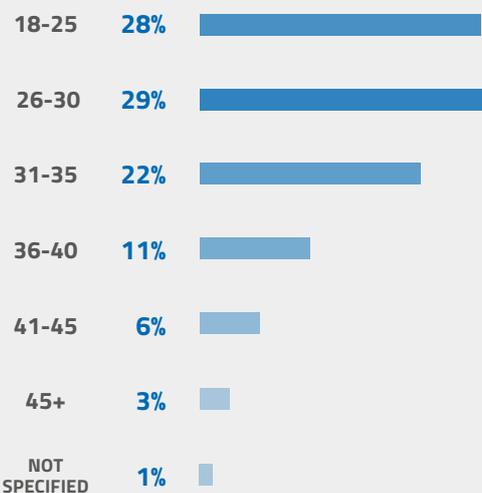
NATIONALITY



GENDER

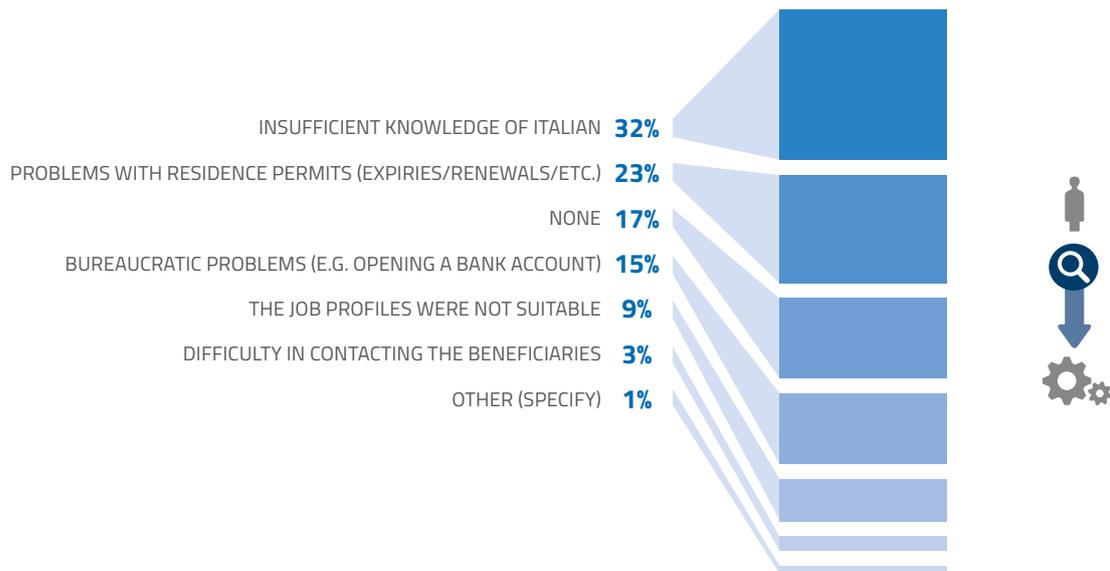


AGE

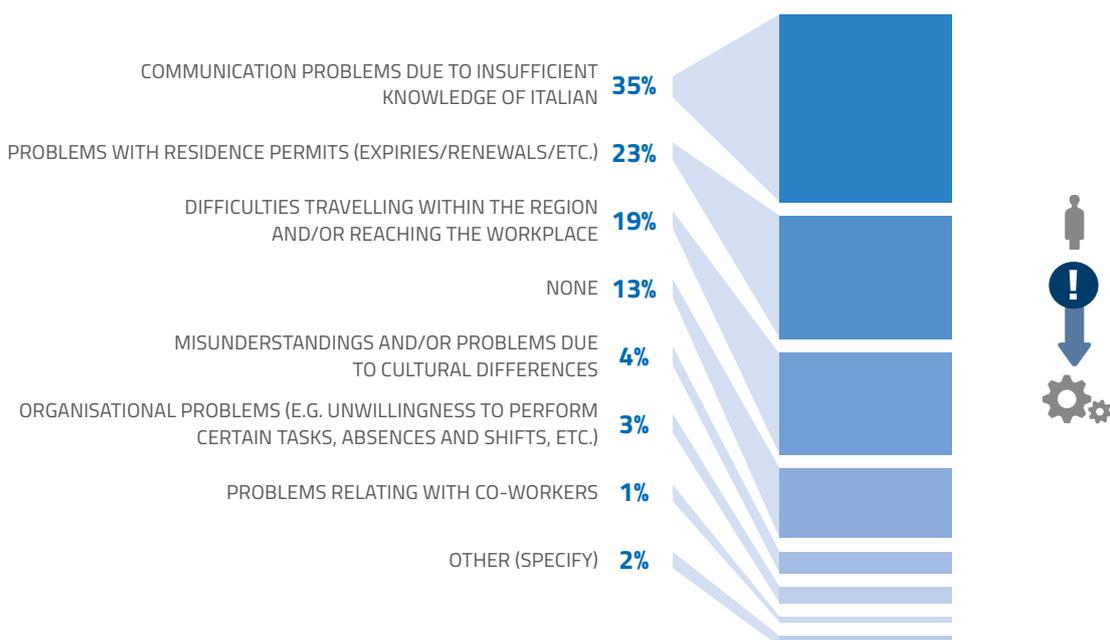


For companies, **administrative and bureaucratic difficulties** linked for example to the expiry or renewal of a residence permit or to the opening of a current account, together with communication problems due to a **lack of knowledge of Italian**, represent the main critical issue in the identification and integration of refugees in the company. Focusing specifically on the practical aspect of having a job, another major barrier is the **difficulty refugees face in travelling to work**. Only in very rare cases were problems encountered in relations with co-workers or related to organisational aspects.

F16. The main critical issues encountered in the identification of refugees by companies and in their integration within the company



F17. The main critical issues encountered in the integration of beneficiaries



ASSOLAVORO and the “Accoglienza&Lavoro” (Welcome&Work) programme

“In the aftermath of the outbreak of the war in Ukraine, we initiated a conversation with the trade unions that led to the signing of a historic Agreement on 9 April. It is the most structured private intervention at a European level to foster the reception, inclusion and socio-occupational integration of those arriving in our country.

Indeed, thanks to the over €45 million allocated through our Associated Agencies, refugees can access Italian courses, vocational training and dedicated welfare services free of charge, as well as receive compensation for the hours of training received. Following the signing, we then established an important partnership with the UNHCR which gave birth to the “Accoglienza&Lavoro” (Welcome&Work) programme, through which beneficiaries can access benefits in a simplified and immediate manner.

As Assolavoro we are very proud to have received a special mention for the Welcome award, a further recognition of how our sector has always been committed to the development of an increasingly inclusive labour market.”

Alessandro Ramazza

President of Assolavoro, The National Association of Employment Agencies

NATIONAL CHAMBER OF ITALIAN FASHION and the “Fashion Deserves the World” project

“The Fashion Deserves the World project aims to make the fashion industry more inclusive and able to respond responsibly to social and cultural demands. The initiative saw 15 participants – selected from more than 1,000 who submitted applications – take part in an extensive online mentoring programme that from January until March 2022 focused on multiple disciplinary areas, starting with the selection of fabrics and leather, moving on to design, sustainability, logistics, e-commerce and physical retail, and ending with an in-depth look at aspects related to communication and personal branding.

Many brands associated with the CNMI joined the initiative, offering placement and professional development opportunities to migrants and refugees. This project is part of the CNMI's roadmap on the topic of inclusion, which has been one of the association's strategic pillars for years now, and was made possible thanks to the collaboration with Mygrants and the UNHCR.”

Carlo Capasa

President of the National Chamber of Italian Fashion



**DATA FROM THE
2020/2021
EDITION**

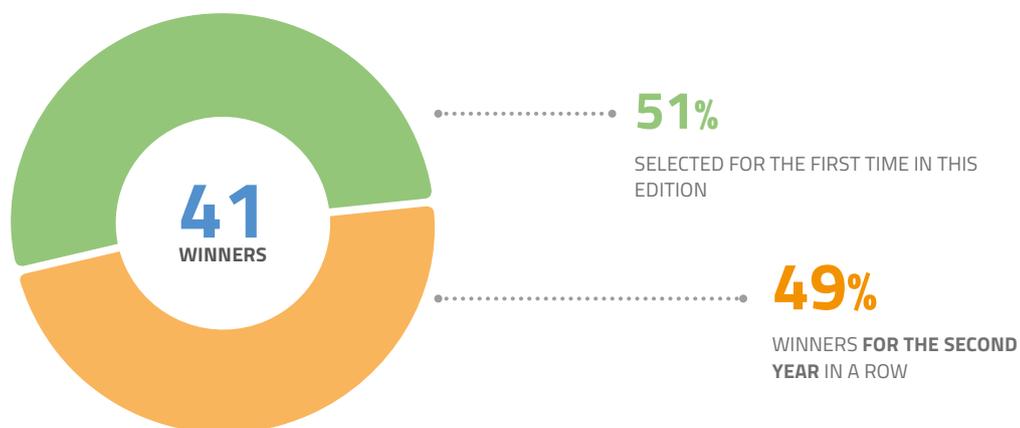
2. The *We Welcome* logo

2.1 Who are the winning bodies and organisations?

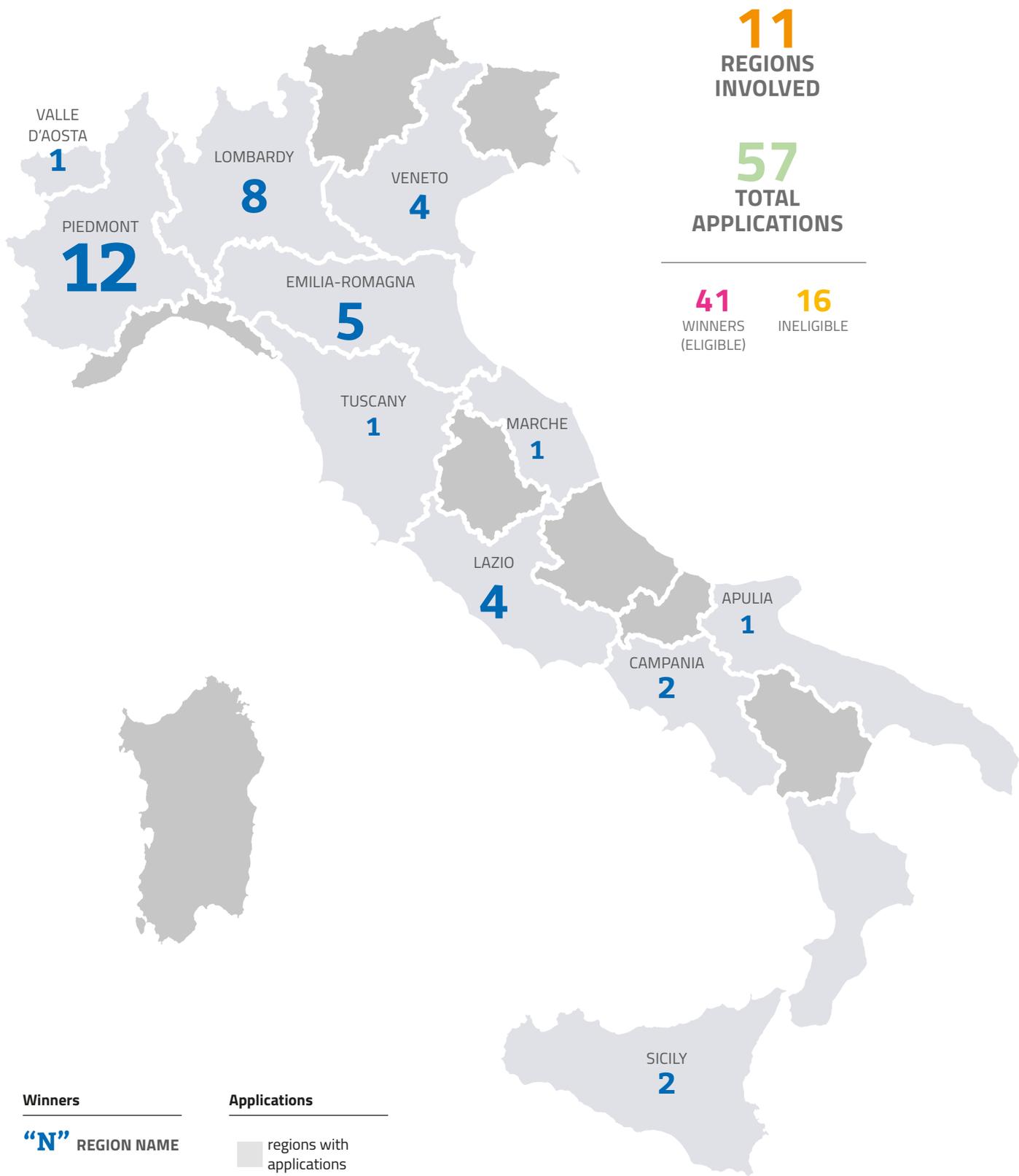
Starting with the 2019 edition, the UNHCR decided to highlight the role of entities that in various capacities are **engaged each day in promoting the inclusion** of applicants and beneficiaries of international protection in the labour market. The *We Welcome* logo, for which 57 applications were submitted by cooperatives, associations and foundations in 2020/2021. **11 regions were involved** in this crucial activity, with a total of **41 entities** that qualified and were awarded the *We Welcome* logo.

Moreover, **49% of the organisations** that earned the *We Welcome* award in this edition **had already been winners** in previous editions, testifying to the crucial role played by these entities in developing integration opportunities for applicants and beneficiaries of international protection.

F18. Total applications and winners



F19. Winners by region



Winners
 “N” REGION NAME

Applications
 regions with applications
 regions without applications

The fundamental role of skill development

ASSOCIAZIONE REALMONTE ONLUS tells its story

As a non-profit organisation, since 2009 we have been working for the economic integration and job placement of young asylum seekers and beneficiaries of international protection and to promote resilience in contexts of international cooperation and chronic vulnerability (wars, natural disasters). Alongside physical reconstruction and the satisfaction of basic needs, we believe it is essential to work on rebuilding communities and the lives of people from within the communities themselves in order to recreate conditions of psychological and emotional well-being.

In Italy, we offer our support to asylum seekers and refugees, facilitating access to services and opportunities that strengthen the skills of each individual.

In 2013 we opened the Linea Adele social tailoring shop in Milan, where we employ refugees in an attempt to professionally train new talent who can then enter the Italian labour market. With the Punto a Capo project, we offer support to asylum seekers in Milan with Italian language development courses and skills assessments to facilitate their path to integration and economic independence.

As a non-governmental organisation, we decided to submit our work to the WeWelcome project promoted by the UNHCR, recognising the need for cooperation between large and small institutions, between institutions and private entities, in coordinating and pooling resources to work together in defence of human rights and the economic and labour integration of people arriving in our country in search of a better life.

As an association, we will endeavour to display the logo by integrating it into our internal and external corporate communications, so that those who follow us will immediately see the effort and willingness of Associazione Realmonte Onlus to partner with other volunteer organisations on projects for migrants and asylum seekers.

Susan's Story

Susan is 52 years old, comes from Armenia and has been in Italy for three years. She has a daughter who is a cultural mediator and will soon marry an Italian boy, to her mother's joy. In Armenia Susan was a seamstress and organised weddings for a good 10 years, handling dresses, favours and decorations. At Associazione Realmonte Onlus, she works for the Linea Adele tailor's shop where she embellishes home and everyday textiles with precise and customised embroidery. She has a smile for everyone, puts a lot of heart into what she does and never stops telling us that she wouldn't want to work anywhere else, because she feels at home at the tailor's shop, surrounded by friends, smiles, affection and humanity.

"When I entered the Protection System for Asylum Seekers and Refugees, I didn't like the idea of sitting around all day doing nothing, so I asked my instructor to find me a job, as I had a small tailor's shop in Armenia that I managed on my own and from which I earned quite well. After a few weeks they told me there was a small tailor's shop in Milan where I could work with my residence permit and



the sewing machine I bought in Italy with the first money I saved. I went to the Associazione Realmonte and met Elisa, who told me I could come and try it out to see if I liked the project, and I did.

I immediately liked Linea Adele, because here I feel like in Armenia: everyone loves me and there is so much affection. I like Italy very much because the people are very nice, so far everyone has helped me even though I don't speak the language well".

Diversity creates value

DOMETHICS SRL tells its story

Domethics Srl is an innovative SME operating in the field of IoT and home automation. We hired Ahmed (fictitious name), a Syrian refugee who was forced to flee his country because he was persecuted by the regime in Damascus.

We placed him in the research and development group, and specifically in the area of mobile app development.

Equally important was the contribution of his cultural background, which became an integral part of the team's soft skills, which also grew through the exchange and pooling of different sensitivities. Powercoders is the computer programming academy for refugees that since 2017 has offered intensive courses and opportunities for job placement in IT companies with the aim of promoting equal opportunities and jobs for the most talented refugees, thus changing the prevailing narrative on immigration.

The project aims to continue to grow on a national scale, continuing to support as many people as possible to build their future, turning challenges into opportunities.

Ahmed's story of inclusion

Ahmed (fictitious name) arrived in Milan in 2019, where, attempting to capitalise on his engineering degree earned in Jordan in 2013 and previous work experience in Kuwait, he sought to enter the Italian job market by participating in a few interviews that were unsuccessful mainly due to his lack of knowledge of Italian.

In response to the feedback he received at the interviews, Ahmed began to study Italian and in the meantime, in

2020, he attended a coding course at Powercoders for three months during which he increased, improved and learned the skills needed to develop back-end projects in Flutter.

At the end of the course he began his career at Domethics with a fixed-term employment contract (soon to become permanent) where, after an initial learning phase, he became the point of reference for the various external teams involved in mobile app development and actively contributed to the company's research and development.

Co-designing: the key to successful inclusion initiatives

The ManpowerGroup path

For the first year, the **ManpowerGroup Foundation – Human Age Institute** – received the We Welcome award from the UNHCR for its outstanding commitment to promoting specific interventions for the job placement of refugees and for guiding a number of companies towards conscious inclusion.

The **Human Age Institute** Foundation offers its support to companies to co-design a labour inclusion pathway and foster the labour integration processes of beneficiaries of international protection. It therefore accompanies companies throughout the inclusion process as follows:

- Helps each beneficiary of international protection to prepare for the job interview.
- Supports onboarding in the company, respecting working contexts by listening to the beneficiaries and talking to co-workers and supervisors working with them, facilitating mutual conversation.
- Organises committees to monitor placements and promote learning from the experience.
- Creates onboarding and awareness-raising discussions on the issue of refugee integration - Awareness Journey and CSR Talks, stimulating the participation of all company positions in a systemic and interconnected vision.
- Assesses the overall impact of placements in the medium- and long-term, both for the company and the beneficiaries.

This careful process of participation and sharing leads the people of the partner organisations to develop feelings of acceptance, turning them into key players in the construction of a more inclusive society.

The Human Age Institute Foundation also supported ManpowerGroup Italy in the recognition of the UNHCR's Welcome-Working for Refugee Integration logo, for promoting the placement of refugees in Italy.

In 2022, in the aftermath of the conflict in Ukraine, ManpowerGroup launched the targeted initiative "We stand with Ukraine", which is part of the Group's broader solidarity mission.

In Italy, with the support of the Human Age Institute Foundation, ManpowerGroup organised a task force that can be a point of reference for the whole country.

The Group in Italy partnered with the UNHCR, creating a service charter that can provide the UN agency and its partners with job orientation, reception and placement opportunities for Ukrainian refugees abroad. At the same time, ManpowerGroup's trade association, Assolavoro, signed the Accoglienza&Lavoro (Welcome&Work) agreement with the UNHCR to support those under international and temporary protection. The programme is not only for Ukrainian refugees but for all people with the same status, regardless of nationality. Manpower also created a network of champions in the most strategic branches in the territory and with a regional deputy in order to be able to reach all of Italy.

List of winning bodies and organisations

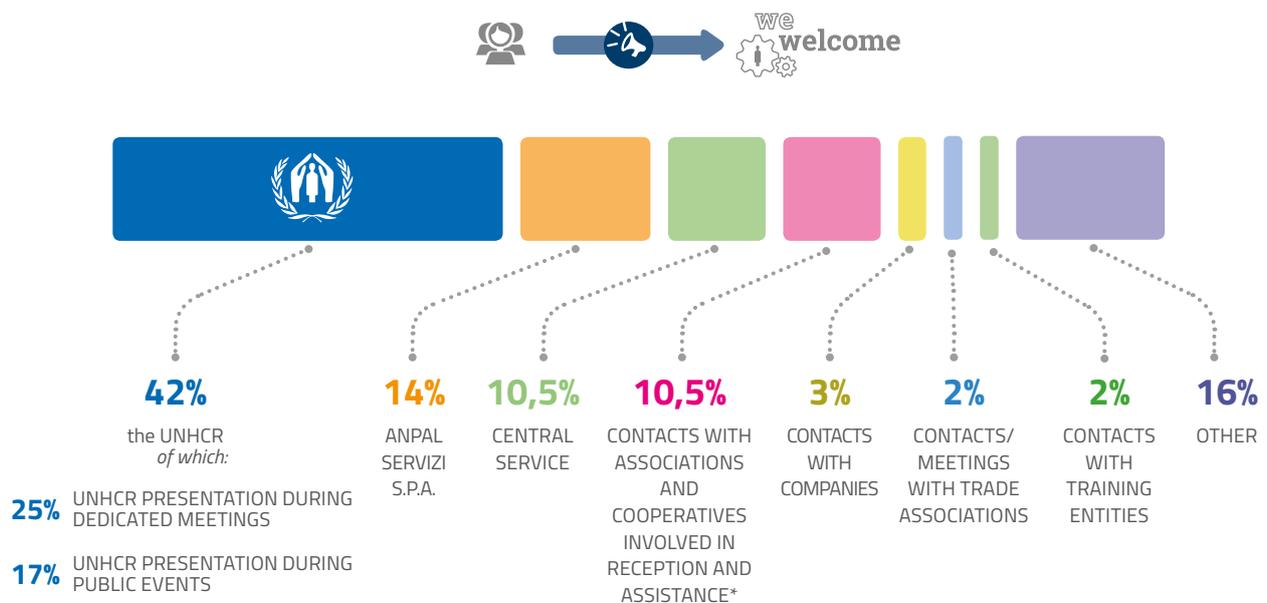


Arca di Noè Società Cooperativa Sociale	FONDAZIONE HUMAN AGE INSTITUTE
Associazione Diakonia Onlus	Fondazione Consulenti per il Lavoro
Associazione Geos Onlus	Fondazione Difesa Fanciulli
Associazione NEXT Aps	Fondazione ENGIM
Associazione culturale Linaria	I.f.o.a. Istituto Formazione Operatori Aziendali
Babel Cooperativa Sociale Onlus	Il Punto
C.V. - Creare Valore	Istud Business School
CONSORZIO SOCIALE ABELE LAVORO SCS ONLUS	LESS Società Cooperativa Sociale a r.l. - ETS
CSD Diaconia Valdese - Servizi Inclusione	Le Soleil Cooperativa Sociale
Cambalache	Liberitutti scs
Ciac Onlus	Mestieri Lombardia Agenzia Milano4
Cies Onlus	On The Road Società Cooperativa Sociale
Cooperativa Animazione Valdocco SCS Onlus	Passwork – impresa sociale scs onlus
Cooperativa Crescere Insieme scs onlus	Porto Alegre Cooperativa Sociale a r.l.
Cooperativa Sociale MEDITERRANEO, O.N.L.U.S.	Progetto Tenda - Sportello Lavoro
Cooperativa Sociale Onlus Medihospes	Randstad HR Solutions SOLIDARIETA' E SVILUPPO SOC. COOP. E IMPRESA SOCIALE
Cooperativa Sociale il Sestante Onlus	Sanitaria Delfino Cooperativa Sociale
Croce Rossa Italiana Comitato di Milano	Soleterre ONLUS
Dedalus Cooperativa Sociale	Symploké Cooperativa Sociale
Dialogos Società Cooperativa Sociale	Un mondo di gioia SCS Onlus

2.2 The motivations

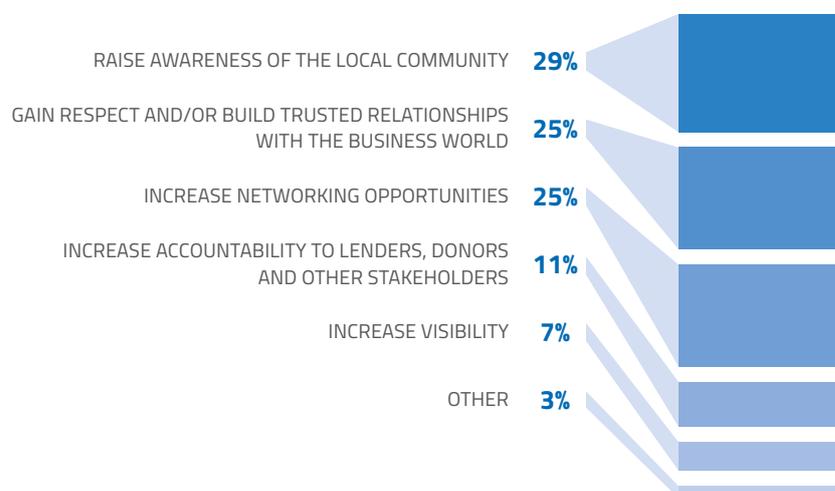
The call for applications for the We Welcome logo was promoted **nationwide**, in cooperation with the central service of the Integration and Reception System and ANPAL Servizi.

F20. How candidates learned of the project



Among the motivations that played a predominant role in the applicants' choice to apply for the *We Welcome* logo were the desire to contribute to **raising awareness** in their local **communities**, making them **more inclusive**, as well as the opportunity that participation in the project represents in terms of **networking** with businesses in order to strengthen relations with the corporate world.

F21. Why the winners decided to apply for the *We Welcome* logo



The *We Welcome* subjects that used the *Welcome. Working for refugee integration* logo in relating with companies say it has been a **very effective tool to promote involvement** and consolidate companies' commitment to refugee inclusion.

F22. To what extent do you consider the *Welcome. Working for refugee integration* logo a useful tool to stimulate the propensity of companies to hire refugees?



The WelcomeNet network

Since 2019, with the awarding of *WeWelcome* recognition, the *Welcome* programme has promoted the fundamental role of those initiatives – such as reception and integration projects for asylum seekers and refugees, trade unions and public bodies – that facilitate the inclusion of beneficiaries of international protection in the labour market, collaborating with companies and supporting refugees in the working environment.

In parallel, together with the Central Service of the Reception and Integration System (SAI) and the Adecco Foundation for Equal Opportunities, the UNHCR promoted capacity-building initiatives with the aim of increasing and diversifying employment opportunities for refugees, by strengthening the skills of integration workers in SAI territorial projects and involving more and more companies in the inclusion of refugees.

Two webinar cycles included in the [Design Thinking Talent](#) (2020) and [Employability 4.0](#) (2021) projects are now available [online](#). Hundreds of SAI operators were directly involved in the design and development of the training courses.

Drawing on these experiences and enhancing the cooperative relationships developed over time, the

WelcomeNet network was created with the objective of providing concrete answers to the need for providing employment support to refugees and the development of companies, especially considering the changes in the refugee population in Italy, where in recent years there has been an increasing number of highly qualified beneficiaries of protection.

WelcomeNet, a unique network experience made up of dozens of civil society organisations managing reception projects and public and private employment services, is working to become progressively more and more widespread and operational so that it can reach refugees living outside the major cities and outside the reception system, cooperating with companies to develop initiatives for co-designing the job placement of beneficiaries of international protection.

WelcomeNet is a qualified network shaped by the UNHCR's *Welcome* project to support companies in building corporate partnerships.

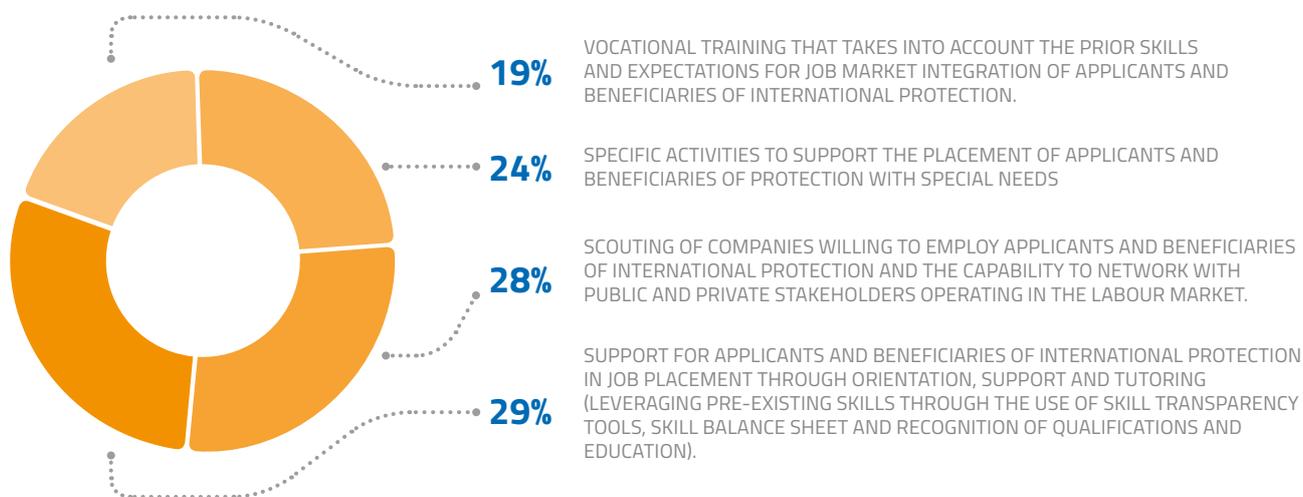
The aim of this initiative is to help promote increasingly effective inclusion actions, expanding opportunities for all beneficiaries to access the labour market, recognising the value of local partners throughout the country.

2.3 Inclusion initiatives promoted by *We Welcome* organisations

Participants in the *We Welcome* call contributed to the creation of inclusion initiatives for applicants and beneficiaries of international protection through two main lines of action: one aimed at beneficiaries, through the organisation of **orientation, support and tutoring initiatives**; the other focused on the business world, through **scouting and networking** with labour market actors.

F23.

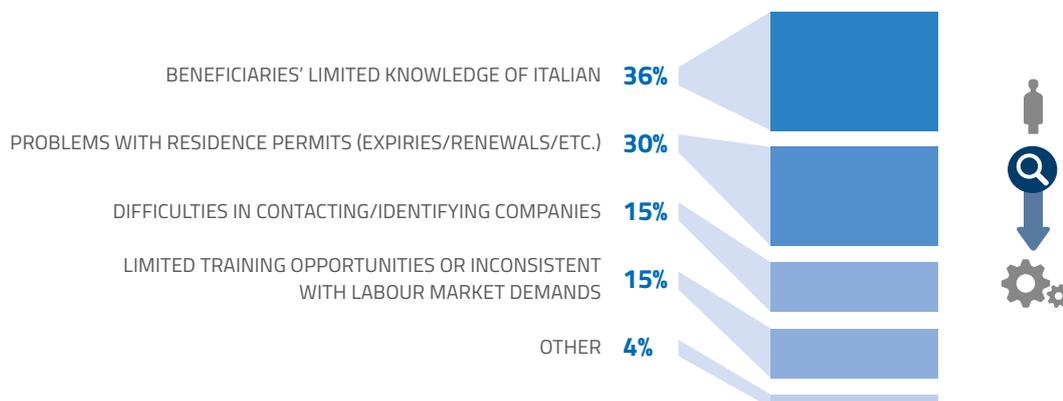
Initiatives organised for the integration of applicants and beneficiaries of international protection into the labour market



Consistent with what was also noted by the business world, according to *We Welcome* participants the **limited knowledge of Italian** represents the primary obstacle for the placement of applicants and beneficiaries of international protection in the job market. Added to this are the problems related to the **issuing/renewal of residence permits**.

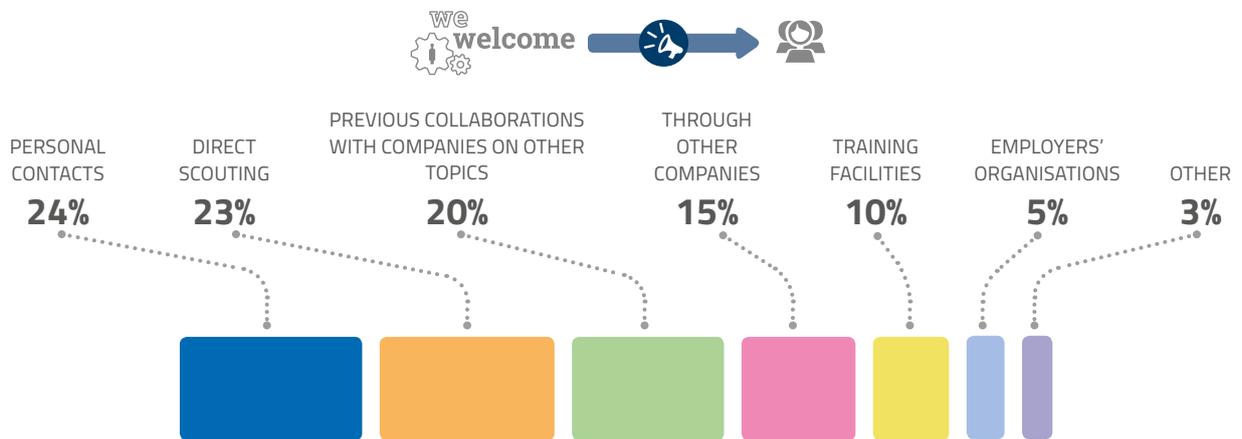
F24.

Critical issues in the identification and selection of applicants and beneficiaries of international protection



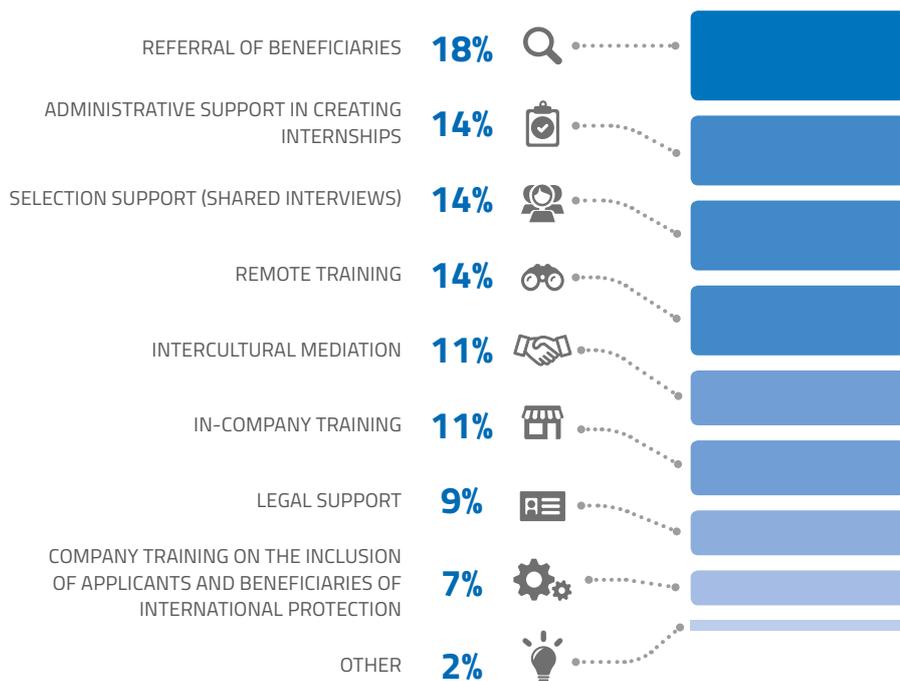
To get in touch with companies, the *We Welcome* participants adopted an array of strategies. The main efforts involved **scouting** companies on the part of the entities, together with the added value represented by the existence of **previous collaborations** with companies on other topics.

F25. Diversified strategies used by *We Welcome* to contact companies



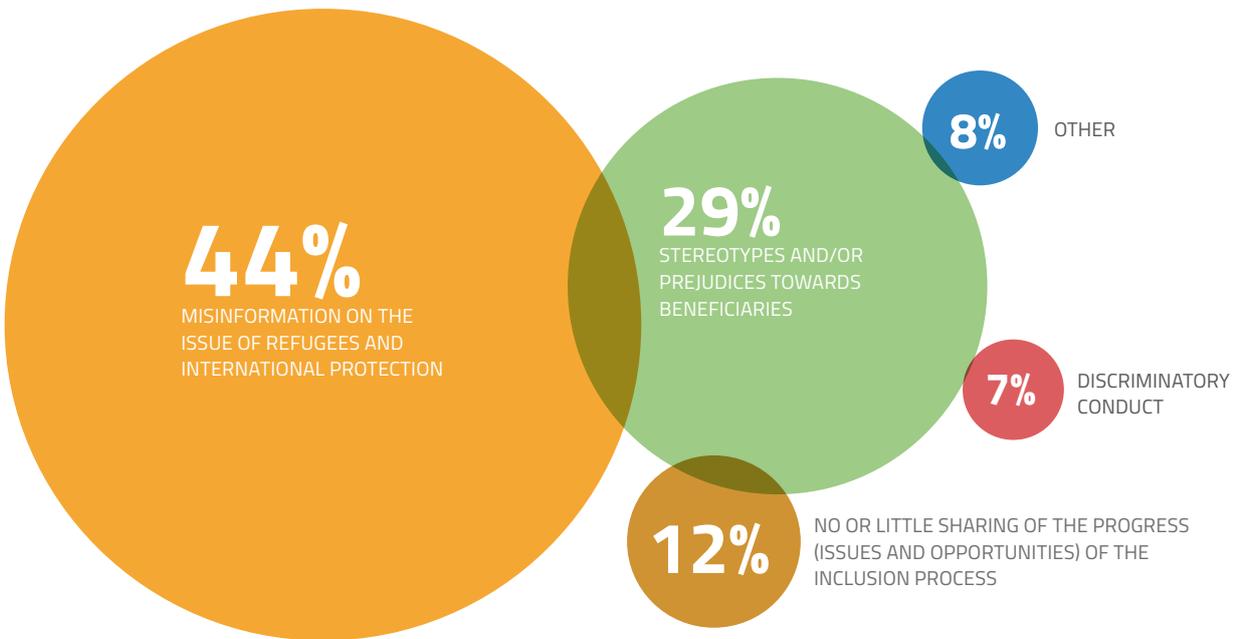
We Welcome participants **supported companies** in the employment of beneficiaries and applicants for international protection by performing different functions. First, by *referring people* in the early stages of the process. However, the support also continued in the subsequent stages, offering **assistance with selection, tutoring** (both remotely and in the company), as well as **assistance in administrative-bureaucratic matters and intercultural mediation**.

F26. The support offered to companies



In their work supporting companies in the inclusion of applicants and beneficiaries of international protection, the *We Welcome* participants also noted some critical issues. Among these, the most salient relate to a **lack of knowledge of international protection issues** on the part of businesses and – probably linked to this first aspect – the persistence of **prejudices and stereotypes** with respect to beneficiaries.

F27. Critical issues in the relationship with companies



We Welcome logo winners are most interested in: **participating in events** on the topic of work placement of applicants for and beneficiaries of international protection, **receiving information on incentives**, work placement tools for applicants for and beneficiaries of international protection and **receiving information on good practices** developed in fostering inclusion.

F28. Interests of the *We Welcome* participants





welcome

working for refugee integration

