



welcome
working for refugee
integration



UNHCR
The UN Refugee Agency

2022 EDITION

WELCOME



**WORKING
FOR REFUGEE INTEGRATION**



A PROGRAMME BY



IN COLLABORATION WITH



IMPLEMENTED THANKS TO THE SUPPORT OF THE CHARITABLE FUND OF INTESA SANPAOLO BANK



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METHODOLOGICAL NOTE

This report is based on the processing of data collected through the application questionnaires completed by the companies and organizations participating in the project.

NAVIGATION

This pdf allows internal navigation (from the summary to the entries and vice versa) and external navigation (websites). The links are marked with an underlined font and a different color, and the logos lead to the website of the organization or body they represent.

At the top of the page, the following symbols act as buttons for:





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The “Welcome. Working for refugee integration” programme and its development

The skills and talents of refugees are an essential resource for host communities and their economic development. Providing forcibly displaced persons with access to decent work significantly contributes to their self-reliance, in line with the goals of the Global Compact on Refugees, and positively affects host societies.



People forced to flee often face many practical obstacles to effective and dignified access to the labour market. Their often-precarious situation may force them to accept less protective employment conditions or make them more vulnerable to exploitative practices. Conversely, by ensuring that refugees can fully exercise their labour rights, they can not only put their skills and professionalism at the service of their host communities, but they also help to fill some of the gaps that companies report in finding specific professional skills in the national labour market.

Access to decent work will contribute to a more positive perception of diversity in the social contexts in which refugees are hosted, besides reducing marginalization, which will positively impact stability and security. Finally, work provides more opportunities for interaction between refugees and the host community, helping to strengthen peaceful coexistence.

The *Welcome. Working for refugee integration* programme contributes to the achievement of these objectives through its various dimensions. In the first five editions of the programme, 522 companies have been awarded the *Welcome* logo and over 22,000 labour inclusion projects have

been implemented. The number of companies participating in the programme has constantly been increasing, confirming the positive impact of the inclusion of refugees on both corporate climate and productivity.

The success of labour inclusion initiatives implemented since 2016 is also due to the working methodology characterized by increasingly effective collaboration between the private sector and civil society organizations developed and consolidated over the years. In recent years, the programme has focused on strengthening the bridge between the business world and civil society by promoting the creation of corporate partnerships aimed at implementing reskilling initiatives for refugees.

In this sense, *WelcomeNet* deserves special mention. Established in 2022 in partnership with Adecco Foundation for Equal Opportunities, *WelcomeNet* is a qualified network of civil society organizations and public and private employment services comprising 56 members. It aims to become increasingly widespread throughout the country to support companies in the implementation of *corporate partnerships*, maximizing the opportunities to create a connection between people forced to flee currently



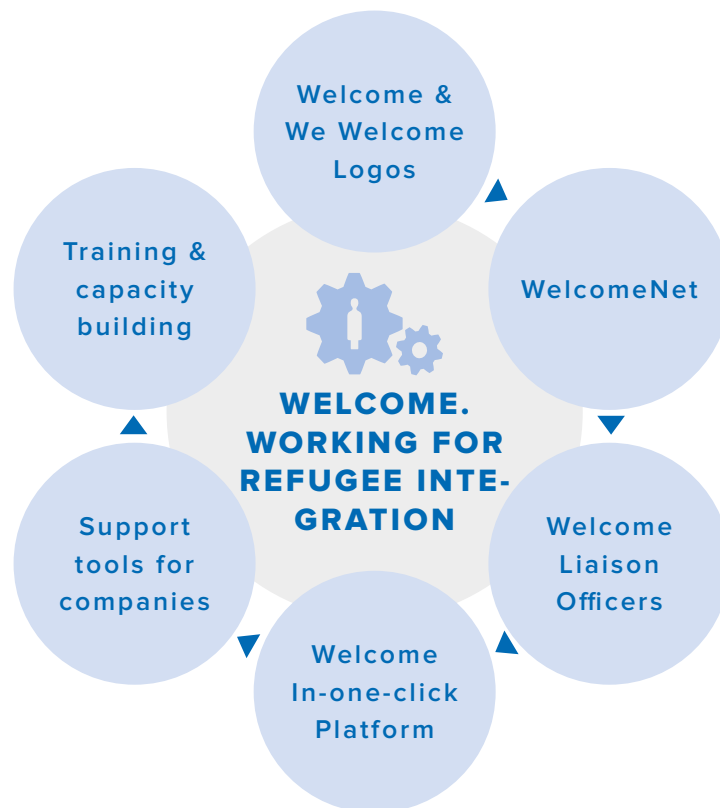
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hosted by Italy and companies that are willing to consider offering them a path to work integration, drawing on their skills and professionalism.

One of the main challenges in ensuring the labour inclusion of refugees is to make them aware of existing opportunities and to support them in their integration process, even if they do not benefit from reception projects in the SAI system. To achieve this goal, in addition to co-creating the *WelcomeNet*, UNHCR developed the *Welcome In-one-click* online platform in partnership with Adecco Foundation for Equal Opportunities. The platform is a digital implementation of integration support for people forced to flee their country promoted by the *Welcome. Working for refugee integration* programme. Through the platform companies will be able to advertise the inclusion opportunities they intend to offer refugees while refugees will be able to choose the positions they want to apply for according to their skills and experience. The *WelcomeNet* network will also have its own space within the platform to guarantee the essential function of supporting corporate partnerships with companies.

Finally, to provide qualified support for labour integration, especially for those who do not benefit from a structured reception project, in 2022, *Welcome Liaison Officers* were introduced within *Spazi Comuni* -multifunctional centres designed to facilitate access to services needed for the integration of refugees- supported by UNHCR in the cities of Bari, Milan, Naples, Rome, and Turin. The role of *Welcome Liaison Officers* is primarily focused on assisting the work inclusion of refugees, but also on enhancing what the local area offers in terms of opportunities and expertise to support access to work by strengthening local networks.

These actions have enriched and nourished the ecosystem of the *Welcome. Working for refugee integration* programme to effectively meet rapidly evolving needs while relying on the support of all the actors who have contributed in a fundamental way to the growth and success of the programme since 2016: companies, institutions, trade unions, civil society organizations, recruitment agencies and training bodies.





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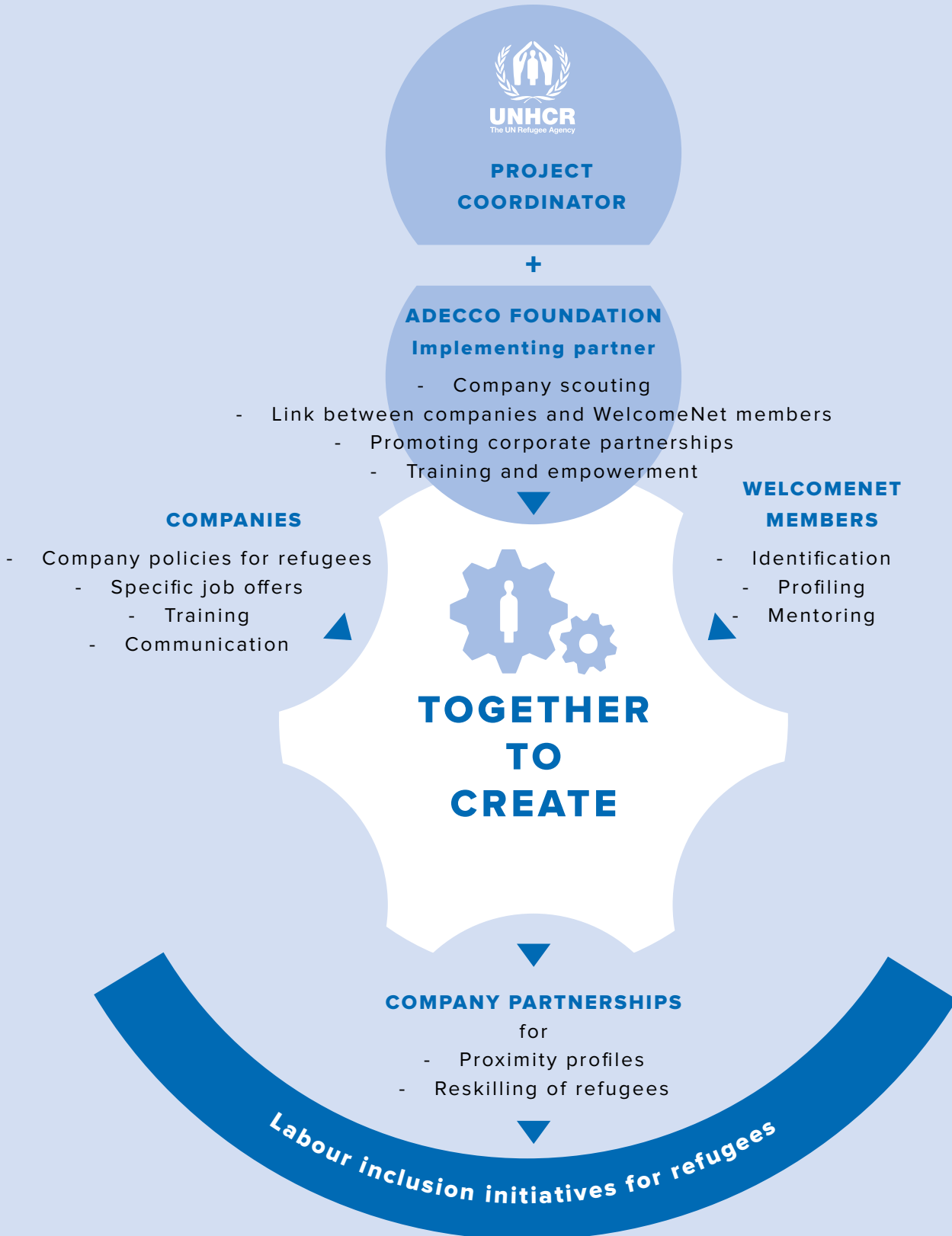
WelcomeNet





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How does it work?





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Partnership

UNHCR

Established by the United Nations General Assembly in 1950, the United Nations High Commissioner for Refugees ([UNHCR](#)) is mandated to lead and coordinate, at a global level, all activities aimed at providing international protection and material assistance to refugees and other people within its mandate, and to work towards durable solutions. One of the Agency's main tasks is to assist States in seeking durable solutions that enable refugees to 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. UNHCR is active in protection and assistance programmes worldwide, either directly or through partners. In more than 70 years of activity, the agency has helped tens of millions of people rebuild their lives. For this, it was twice awarded the Nobel Peace Prize, in 1954 and 1981. With its staff members working in 134 countries, UNHCR is one of the world's leading humanitarian agencies.



THE WELCOME
PROGRAMME
IS IMPLEMENTED BY



IN PARTNERSHIP
WITH

Ministry of Labour and Social Policies

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



Confindustria

Confindustria is the main association representing manufacturing and service companies in Italy. Over 150,000 small, medium-sized and large companies are voluntary members of the association.



Global Compact Network Italia

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 bodies have joined the Network, including private foundations, business associations, universities, etc.





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The Welcome Programme

Welcome. Working for refugee integration is the project through which UNHCR Italy promotes the integration of refugees into the labour market, encouraging the widest possible involvement of the private sector in cooperation with institutions and civil society organizations. It is therefore aimed at all actors in the world of work.



UNHCR
The UN Refugee Agency

DEvised



involves

Small, medium-sized and large businesses

Trade associations

Chambers of commerce

Public and private employment services

Associations

Cooperatives

Trade unions

Public institutions

Provision of materials and tools for companies that have hired or are considering hiring refugees.

Corporate partnerships promoted with Welcome network companies and supported by institutions active in the relative areas.

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

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

Awarding the *Welcome. Working for refugee integration* logo to companies that foster the employment of refugees and the *We Welcome* logo to associations and institutions that support companies and refugees in their inclusion programmes.

take steps to promote the



**INCLUSION OF REFUGEES
INTO THE LABOUR MARKET**



Objectives

Every year, [UNHCR](#) promotes the programme among companies, supporting them in corporate partnerships with civil society organizations that are part of the WelcomeNet network and awarding those among them that stand out for promoting the labour inclusion of asylum seekers and beneficiaries of international and temporary protection in Italy. Companies and organizations that have earned the [Welcome. Working for Refugee Integration](#) and [We Welcome awards](#), contribute -also by using the logo in their communication- to achieving the following objectives:

1.

Demonstrating adherence to a model of inclusive society, preventing and combat xenophobic and racist feelings against asylum seekers and beneficiaries of international and temporary protection;

2.

Sharing responsibility in building a society that is more equitable and responsive to the needs of those who have been forced to leave their countries owing to violence, conflict, and persecution;

3.

Strengthening integration opportunities for asylum seekers and beneficiaries of international and temporary protection, encouraging other companies to employ refugees through their commitment and example.

Logos awarded



The *Welcome. Working for refugee integration* logo

In the 2022 edition, the call for applications for the *Welcome. Working for refugee integration* logo was addressed to companies and organizations that had hired asylum seekers and beneficiaries of international and temporary protection or concretely facilitated their labour inclusion through successful internships or training programmes that same year. Internships funded exclusively by third parties were not considered eligible for the call.

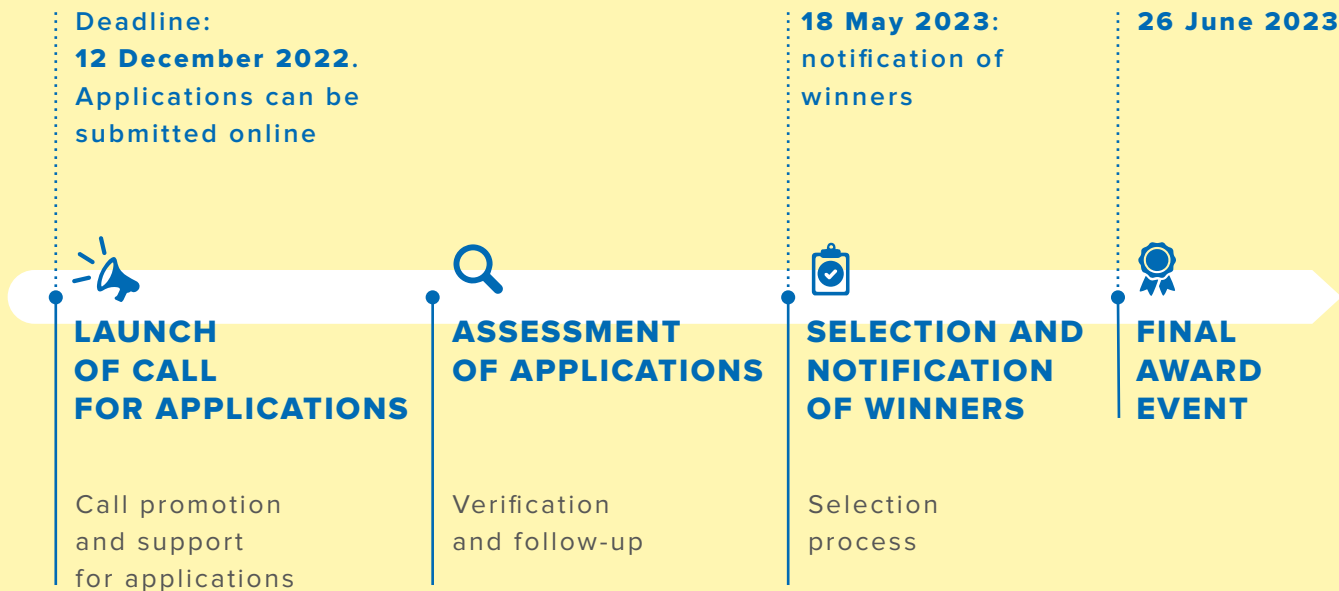


The *We Welcome* logo

Starting from the 2019 edition, [UNHCR](#) also wanted to acknowledge the role of all those organizations that, in various ways, work to promote the labour inclusion of asylum seekers and beneficiaries of international protection. To this end, the *We Welcome* logo was created for organizations and entities (trade associations, trade unions, chambers of commerce, local authorities, employment services and associations providing support and protection to asylum seekers and beneficiaries of international and temporary protection) that have promoted the labour inclusion of people forced to flee.



Stages of implementation



- ▶ Project presentation meetings with small, medium-sized and large companies
- ▶ Meetings with key local stakeholders
- ▶ Meetings with third-sector organizations and other stakeholders involved in the labour inclusion of refugees
- ▶ Assistance and support for applications

- ▶ Due Diligence checks
- ▶ Telephone interviews
- ▶ Site visits to companies

- ▶ Convening of the Evaluation Committee, made up of representatives of UNHCR, Ministry of Labour and Social Policies, Confindustria, Global Compact Network Italy, Radio24/Il Sole 24 ore, with the participation of *Tent Partnership for Refugees*
- ▶ Selection of eligible candidates

- ▶ With the participation of companies, refugees, associations, local authorities and institutions



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DATA FROM THE 2022 EDITION



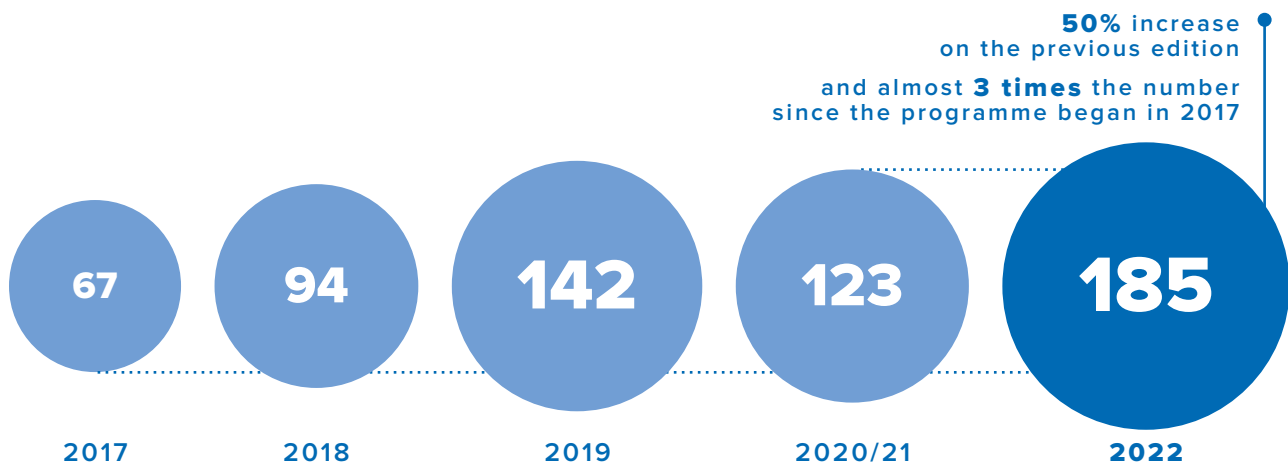
The Welcome. Working for refugee integration logo



1.1. AWARDED COMPANIES OF THE 2022 EDITION

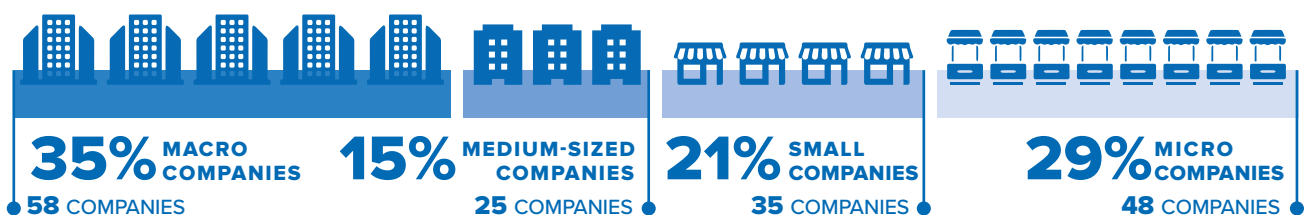
The fifth edition of the programme saw a significant increase in the number of applications from companies (**185**), a 50% increase on the previous edition and almost three times the number of applications since the programme started in 2017.

F1 – INCREASE IN THE NUMBER OF APPLICATIONS



This edition confirms the crucial role played by **small and medium-sized companies** in making the labour market more inclusive for refugees. It also confirms the growing participation of **large companies** in the programme, which accounted for 35% of the logo awardees in 2022, a **65% increase** on the previous edition.

F2 – AWARDED COMPANIES BY SIZE

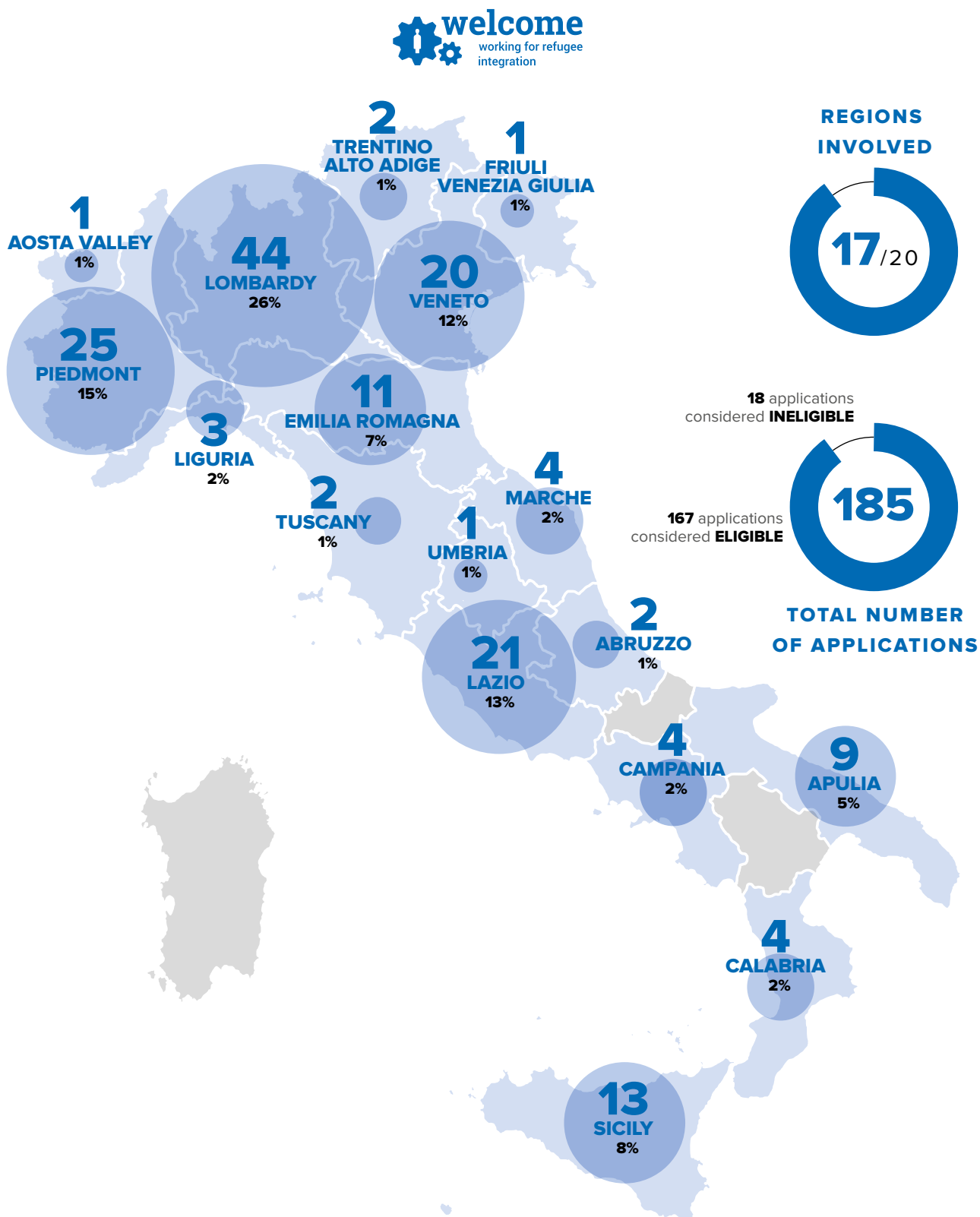




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Out of a total of 167 awarded companies in 2022, **51 had already been awarded** in previous editions. Moreover, all the awarded companies confirmed **their interest in continuing to implement labour inclusion initiatives for asylum seekers and beneficiaries of international and temporary protection**. This shows the growing loyalty of companies to the Welcome programme, confirming the success of the labour inclusion processes promoted.

F3 – LOGO AWARDEES BY REGION





GIVING NEW LIFE TO TRADITIONAL TRADES BY INVOLVING REFUGEES

Fornace Cotto antico

Eleonora Chiacchella is 44 years old and single-handedly runs the family company in Acquapendente, in the province of Viterbo, founded by her father, who taught her the art of handmade terracotta.

"I started working with him, directly in the production department, right at the time of the crisis, when we had to downsize the company. Then my father retired and now I run it, making terracotta and enamelled floors, tiles and coatings. Everything is strictly handmade. Every tile is different, it carries the uniqueness of the person who made it. I can tell if it was made by me or by Ogar, by Abdul or by Lamin. Each one has their own characteristic and that is valuable, very valuable!"

Over the years she has employed four people: Baba, Ogar, Lamin and Abdul. All refugees. The first was Baba, a person from Nigeria. "Then, through Baba, I met Ogar, who has been with me for three years. He is also a political refugee."

Then came Lamin and Abdul.

In them she saw respect and a desire to learn that she had never seen in anyone before.

"They like to learn. Every time we do something new, every time there is a new responsibility, I can see a sparkle in their eyes."

At the beginning, Eleonora had some concerns about being a 'female leader', especially for those who are of the Islamic faith.

"But I was proved wrong and I'm glad I was. We have matured together and that has been a good thing" she concludes with a smile. She is happy like someone who has acquired a new awareness and she can now work well with people with whom she has built a relationship of trust, doing unique and precious things with an ancient tradition such as that of the antique Tuscan terracotta.



The Abdul's story



"In Afghanistan, I worked in the army. After the government fell, I had to flee, leaving my family behind. Now this is a good job and it helps me. Each job can help me and this will allow me to bring my wife and my son to Italy." Abdul's voice is slow and deep, he does not talk much.

The owner of the furnace describes him as a reserved person. But he is also someone who is eager to learn and they understand each other with a nod; mutual understanding is important at work, it is a sensitivity that has grown, overcoming linguistic and cultural barriers.

"Thanks to the Italian Government, I entered the SAI system in 2022. I was hosted in some projects in the province of Viterbo, until I arrived in the centre in Acquapendente, run by ARCI Solidarietà Viterbo."

Thanks to the project, he attended an Italian course offered by the CPIA (Provincial center for adult education and training) in Viterbo and one by ARCI Solidarietà: he

wanted to improve his language skills as soon as possible.

Then with the help of SAI staff he managed to find this job straight away. He says that Eleonora, his 'boss', is a good person; the people he works with are also good people. In his experience, all the people he has met since he arrived have been welcoming.

"Now it is important for me to work here in the Furnace. My project is important to me, so that I can have my family with me soon. Do I want to stay here in Acquapendente? - he smiles and shrugs - we'll think about it later."

"At first, with Abdul it was more difficult than with the others. He had just arrived in Italy," Eleonora recalls "and I had to struggle a bit with him. But with time he has smoothed his edgy character." Now there is mutual trust.

Like the others, Abdul too follows Eleonora's instructions, and their working relationship unfolds based on esteem and respect. They do not speak much, but they understand each other immediately.

"He is a determined person," says the ARCI worker who supported him in the first months, "with high expectations. But he showed willingness, he was able to adapt. Work helped him a lot to live with the suffering, the difficult memories, the distance from his family."



INCLUSION THROUGH GAMES

Clementoni

Clementoni is an important and well-established Italian company, a leader in the development and production of toys for all ages. Throughout its 60-year history, it has always been committed to the values of gender, sexual and cultural equality. The company continues to look to the future, firmly believing that toys can and must actively challenge gender stereotypes and the “dream gap”, a goal which it pursues also by offering STEM toys for boys and girls, as well as toys that can offer real cultural and educational projects.

Inclusion initiatives represent a positive cross-fertilization between cultures that opens new perspectives for the company, enabling it to have a more open and valuable approach. Thanks to this, over the years, the Clementoni family has acted as a go-between, welcoming and hiring workers from countries with critical socio-political situations.

A company like Clementoni, founded in 1963 with a deep awareness of the social value of work and its positive impact on both the community and families, could not fail to get involved in an issue as sensitive and topical as that of refugees.

This is why Clementoni enthusiastically joined the Welcome project promoted by UNHCR Italy, contributing to the temporary employment of three Ukrainian refugees in the factory, for which the company was awarded the logo in the 2022 edition. “I am proud of receiving this award on the occasion of our 60th anniversary,” says Emilio Zampetti, CHRO of Clementoni, “because integration and inclusiveness are deeply rooted in our company’s history and culture. Working every day with colleagues of more than 20 different nationalities is not only a constant stimulus but also a human and professional enrichment.”

The Recanati-based company has implemented a series of projects in favour of refugees, through integration strategies that take into account both their needs and the company’s production characteristics. This partnership has been a valuable challenge on the issues of diversity and inclusion, with a view to continuous improvement.

Serhii’s story

One of the people hired by Clementoni is Serhii, who lived with his family in Odessa, Ukraine, and worked as an event organiser. On 22 February 2022, his city was suddenly awakened at 5am by noises that sounded like an omen that something terrible was about to happen. So Serhii and his family packed their bags and fled. First to Moldova, where they stayed for a month, then to Italy, to Treia, a small village in the province of Macerata, where they were hosted into the local parish as part of a project for asylum seekers. Thanks to Manpower’s Human Age Foundation, Serhii soon found a temporary job as a worker at Clementoni, where he was welcomed by his new colleagues. The world of manufacturing is new to him, but every day he receives positive feedback that encourages him and sets him on a new path. “I am doing well,” says Serhii, “I started out as a worker and in a month I will start studying to become a machine operator!”

For him and for the other refugees, it is a significant experience marking a new beginning in Italy. It has provided him with valuable guidance which has helped him regain his confidence and commit to becoming a machinist to start a new life in Italy.

PHOTO: © CLEMENTONI





AN INTERNATIONAL NETWORK PROMOTING EMPOWERMENT AND ENTREPRENEURSHIP

Assicurazioni Generali SpA

Assicurazioni Generali SpA, one of the world's largest insurance groups active in over 50 countries, has for years supported a proactive policy of Diversity, Equity and Inclusion (DEI), one of the pillars of their People Strategy 2022-2023. Generali is committed to promoting a corporate culture in which DEI is an integral part of its way of working and doing business. With reference to the inclusion of refugees, since 2018 Generali has been supporting The Human Safety Net, the Generali Group's community initiative. Through The Human Safety Net's refugee programme, Generali has implemented more than 20 projects in 5 countries focused on entrepreneurial

training, job placement in third-party companies and empowerment and inclusion schemes.

The Human Safety Net has been pursuing the goal of unlocking the potential of people living in vulnerable situations since 2017. It is a movement of people helping people, active in 25 countries with a network of more than 70 NGO partners in almost 400 cities. As part of the *Per i Rifugiati* programme, since 2018 the Human Safety Net has offered 3,700 refugees entrepreneurial training and job placement, contributing to the creation of more than 300 refugee-led start-ups and the provision of over 500 jobs in Germany, France, Switzerland and Italy.

Ilona's story

"I am from the Lugansk region and currently work in the Real Estate Business Intelligence & Analytics department of Generali Real Estate, the company of the Generali Group that manages its real estate assets. I studied at the Kharkiv National Aerospace University, where I graduated in Systems Analysis and Management. During my studies, I started working as a marketing specialist at a digital marketing company in Kharkiv; later, I worked as a quality testing engineer at a company developing digital games in Kiev.

When I arrived in Italy in the spring of 2022, I started attending various Italian courses. A friend from one of these courses referred me to Cometa, one of the NGO partners of The Human Safety Net in Italy. After handing in my CV, they proposed me to Generali. After two interviews, I started working for Generali Real Estate.

At the beginning, the main challenge was to quickly understand the whole process and acquire the knowledge I lacked to be useful to the team. I wanted to be able to make a valuable contribution because I had no prior experience in this field and had worked in completely different positions. At the beginning, I had a lot of doubts, because I thought I lacked the basic knowledge of Italian and of the field.

In the end I realised that it was not critical and that it was possible to do it! And I continue to study Italian with the help of Generali.

My job now fits in well with my academic training and helps me improve my skills in coding, analytics and data research. I like it and I really appreciate the support of my team and the opportunity to explore different activities, which allows me to explore my aptitudes and further hone my skills.





List of awarded companies



- 5.0 Srl
- A2A SpA
- Abantu Società Cooperativa Sociale
- ALS - Associazioni Lavoratori Stranieri MCL
- Amazon Italia Logistica Srl
- Amplia Infrastructures
- ANIMISTERIA VICENTINA
- Archliving
- Area Tecnica Srl
- Arnaldo Caprai società agricola
- ASC srl società licenziataria per McDonald's Italia
- Assicurazioni Generali SpA
- Associazione DOMINA
- Associazione F.O.C.S
- Associazione Francesco Realmonte
- Associazione Lachesi
- Athena Art di Longhitano Antonino
- Avanade Italy
- Azienda Agricola di Cassano Alessia
- Azienda Vivaistica EUROPLANT Società Agricola Semplice
- Banca Ifis SpA
- Blue Srls
- BLUSERENA
- Bottega Veneta
- BRETON
- Bricocenter Italia Srl
- Burger King Restaurants Italia
- C.E.V.I.G.
- C.T.E. Costruzioni Tecnoelettriche
- Camping Florenz di Vitali Gianfranco & C s.n.c.
- Cantiere del Pardo
- CARLOFELICE33
- CARPENTERIA INDUSTRIALE
- CLEMENTONI SpA
- Cloud Food Solution Srls
- COMPAGNIA TESSILE LA FENICE Soc. Coop. A R.L.
- CONSORZIO MESTIERI PUGLIA
- Cooperativa Nuova Socialità Cooperativa Sociale Impresa Sociale Onlus
- COOPERATIVA SOCIALE CARING
- Cooperativa Sociale Quid
- Cooperativa Sociale Siamo
- Cosmint SpA
- CS Park Srl
- CTS S.n.c di Cazzola Luciano & C.
- Cyklop
- D.A.S. Società Cooperativa
- DAMA & CO Srl
- DECATHLON ITALIA
- Deghenghi STOP PIZZA
- Diesel
- Diesel Farm
- Dikuntu odv
- Dotenv
- Eataly SpA
- Eco Recupero Sud di Vincenzo Pranzo
- ECOMETALLI SUD Srl



- ECTM INGEGNERIA Srl
- Engineering Ingegneria Informatica
- Ermenegildo Zegna Group rappresentato dalla Holding Ermenegildo Zegna N.V.
- ESI SpA
- Eurogarden di Quinzi Roberto
- EY
- FAI Srl
- Family Care Srl. Agenzia per il lavoro
- FERCAM Echo Labs srl impresa sociale
- Fiege Ecommerce Logistics
- FLUNCH Italia
- Food & Drink Experience Srl
- Fornace Cotto Antico
- Forno Maurizi Srls
- FRANDENT GROUP Srl
- FREUDENBERG SEALING TECHNOLOGIES Italy
- GALARDONE Srl
- Gelateria Splash di Cervelli Simonetta
- GENNARO MASSIMO Srl
- GHMS Venezia SPA - Hilton Molino Stucky Venice
- Giannetti Logistic System Srl
- Go Srl
- Gucci
- Hotel Corporation of Europe
- ICARUS
- IES Srl
- IKEA Italia
- IL FILO COLORATO
- INALPI
- IN'S MERCATO SpA
- Intercos Europe SpA
- ITT Italia Srl
- ITTICA M&G s.a.s.
- K-PAX Società Cooperativa Sociale ONLUS
- La Doria SpA
- La Sessola Service
- Lameccanicasf
- Lavoropiù
- LEONI SRL / WHITE BAKERY
- LEROY MERLIN Srl
- Lito Terrazzi
- Lombardini Srl - Kohler Engines EMEA
- LUCERI COSTRUZIONI Srls
- Luigi Lavazza SpA
- MAN Truck & Bus Italia SpA
- Manpower
- Marigliano Service Srl
- MASTROCICCIO Srl
- MCDONALD'S Development Italy LCC
- MLLM s.n.c. di Martino Luca Devito
- MOBILITY VILLAGE
- MOLKO Srl
- MONDIN GIOVANNI
- MUTTI SpA
- NATURALMENTE LEONFORTE Soc. Agricola Semplice
- Neosperience



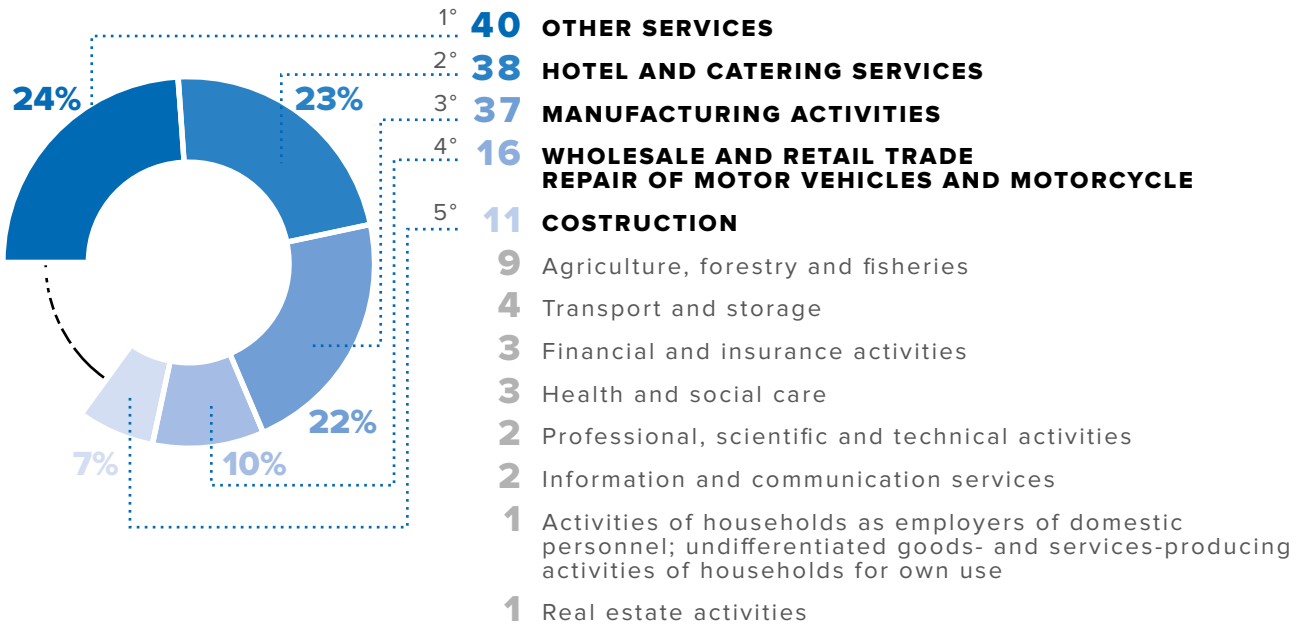
- Nespresso SpA - Società Benefit
- Norauto Italia SpA
- O Fiore Mio
- Olytecma Italia Srl
- Openjobmetis
- Orienta SpA Società Benefit
- OTB SpA
- PAGGI Srl
- Palermo s.n.c. di Palermo Domenico Sante e C.
- PARROT
- Passoni & Di Mauro Srl unipersonale
- Pfizer Italia Srl
- Piazza Scammacca
- PO.GE.MA
- Pompe Garbarino
- Primark Italy Srl
- Princes Industrie Alimentari
- Proges soc.coop. sociale
- Progetto Mirasole Impresa Sociale Srl
- PROGRESS Soc. Cooperativa Sociale
- PRONTO CHEF 999 di Petaccia Tiziana & C. s.n.c.
- Pura Vida Srl
- Quence
- Randstad Italia
- Randstad Services
- Reale Mutua Assicurazioni
- Riello SpA
- Ristorante Circolo dei Lettori
- S.E.K.I. Srl a Socio Unico
- S.I.F.E.L.
- SAATI
- Saturno
- SCROFANI ARREDO INFISSI Società Cooperativa
- SELIP SpA
- Sephora Italia Srl
- Silky
- SOCIETÀ AGRICOLA I GIARDINI
- Società Cooperativa Riciclo arl
- SOLARE SISTEMI Srl
- Sorint.lab SpA
- Staff International
- Supermercato COOP di Barbera Rosa
- TEFIN SCARL
- The Adecco Group Italia
- Tiemme Srl
- Tobiù Società Cooperativa Sociale arl-ets
- TRAPIZZINO
- TREESYSTEM Srl
- UNIQLO Europe Ltd Italian Branch
- VALLE VERDE RISTORANTE HOTEL
- Vasté s.c.s. Impresa sociale
- VIVALDI & CARDINO SpA
- WOLFENTERTAINMENT SRL SEMPLIFICATA
- Zobebe Holding SpA
- Zordan Srl. SB



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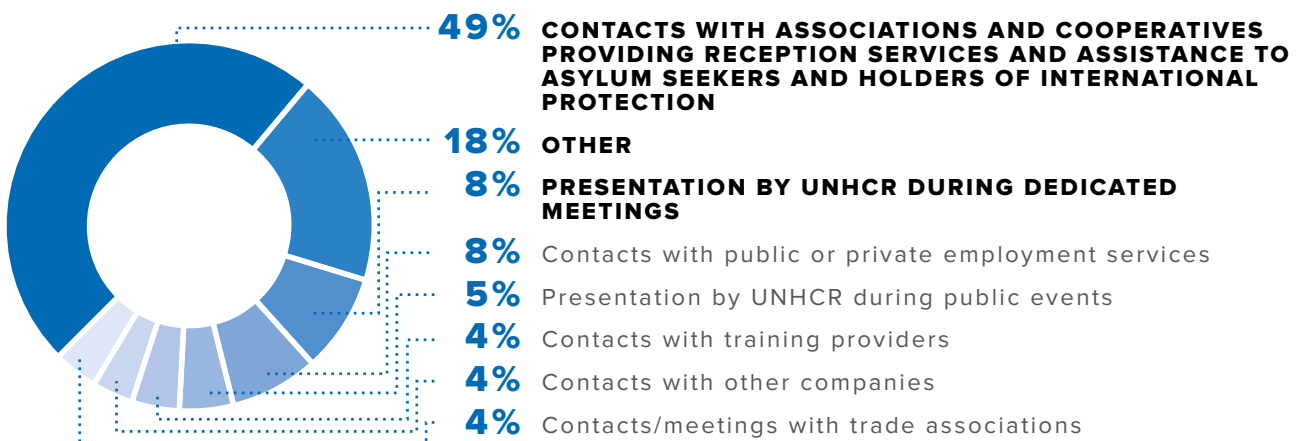
In 2022, the production sectors where awarded companies operate are varied. This edition saw a significant decrease in the number of companies operating in the agricultural sector, which accounted for 16% in the previous edition. At the same time, there was an increase in the number of companies operating in the **hotel and catering sector** and **manufacturing**.

F4 – LOGO AWARDEES BY SECTOR OF ACTIVITY



Projects related to the **reception system** once again proved to be crucial in promoting the *Welcome. Working for refugee integration* programme among businesses and in encouraging their involvement in labour inclusion initiatives for refugees.

F5 – SOURCES OF INFORMATION ABOUT THE WELCOME. WORKING FOR REFUGEE INTEGRATION LOGO

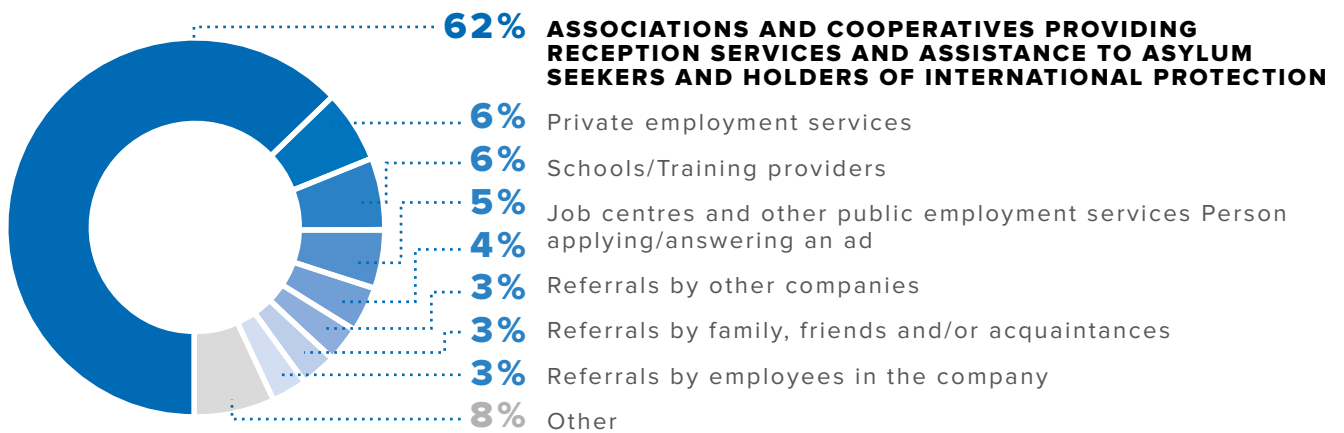




FOCUS ON 2022

Cooperation and dialogue with **local actors involved in the reception and integration of refugees** continue to play a central role in linking the business world with asylum seekers and beneficiaries of international and temporary protection. **Synergies between companies and the private social sector** are crucial to promoting labour inclusion initiatives that offer real opportunities to refugees while meeting the needs of the labour market. While the role of private employment services remained almost unchanged (from 7% to 6%) from the previous edition, the contribution of schools, training providers, and public employment services to bringing refugees and businesses together increased (from 3% in 2020-2021).

F6 – CHANNELS USED BY AWARDED COMPANIES TO REACH REFUGEES



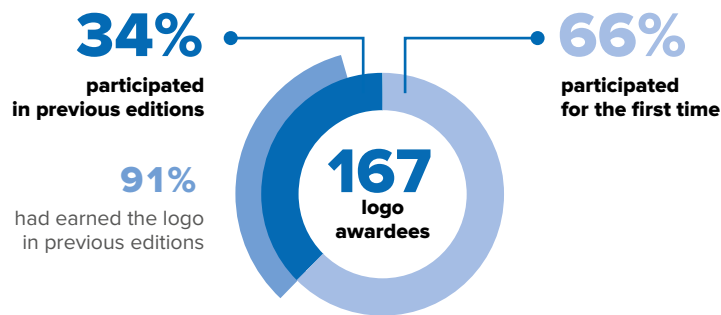


FOCUS ON 2022

1.2. THE GROWING INTEREST OF COMPANIES IN THEIR SOCIAL IMPACT

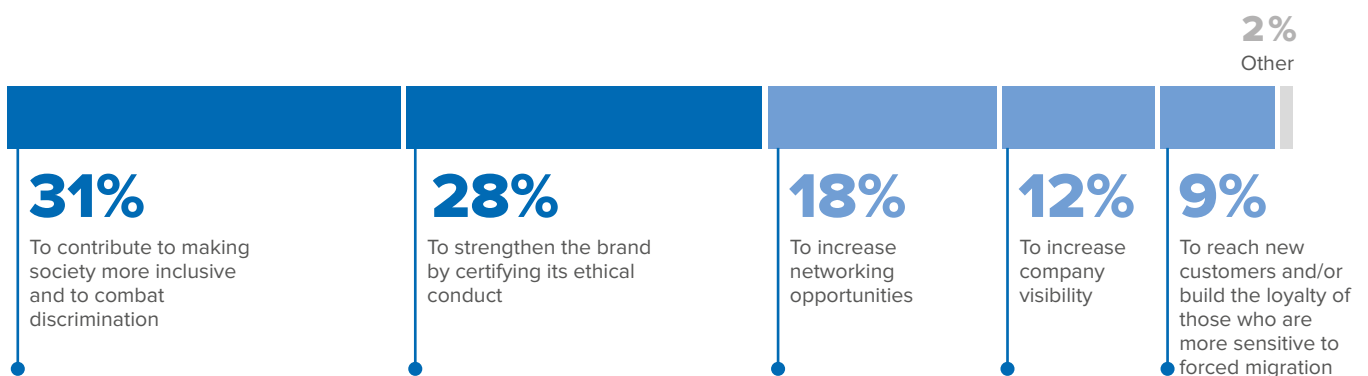
In line with the previous year, **30% of companies awarded** in the 2022 edition **had already been awarded the *Welcome. Working for refugee integration* logo** in earlier editions. This element of continuity in participating in the programme demonstrates the extent to which companies acknowledge the benefits of including asylum seekers and beneficiaries of international protection in the workplace.

F7 – COMPANIES CONSOLIDATE THEIR INTEREST IN OFFERING PERMANENT INCLUSION INITIATIVES



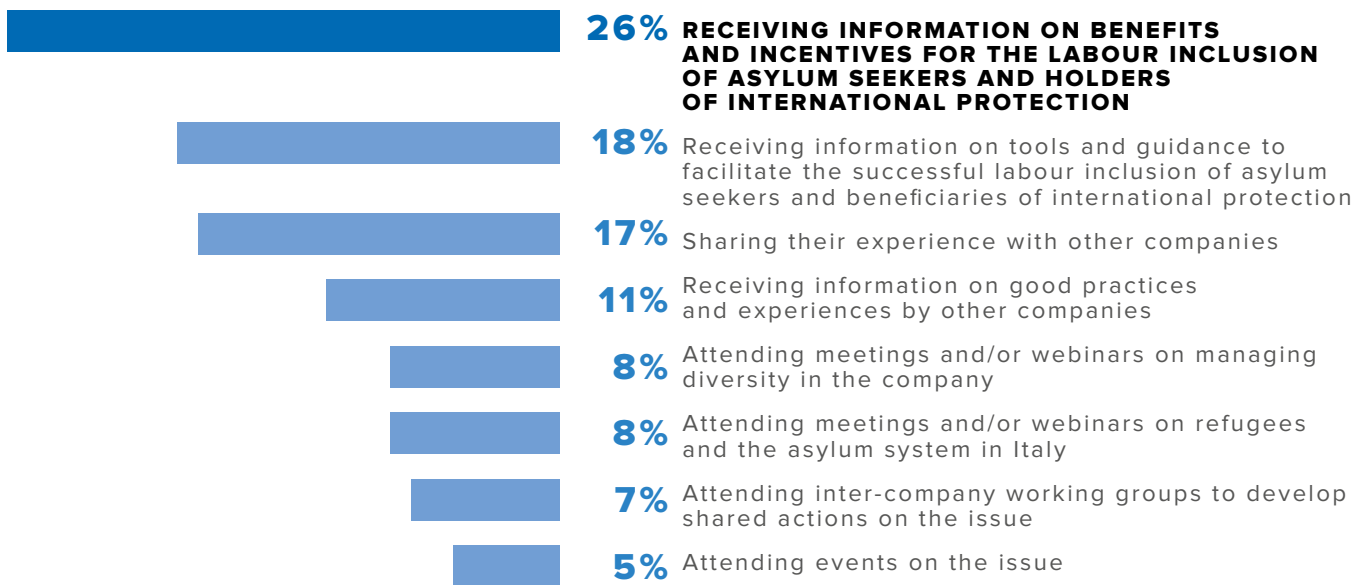
When asked why they applied for the *Welcome. Working for refugee integration* programme in 2022, most companies stated the main reason was the desire to help **make the communities in which they operate more inclusive and combat discrimination**. Other reasons include the intention to strengthen their brand by showing ethical conduct and the opportunity to expand their network of contacts.

F8 – REASONS FOR APPLYING FOR THE WELCOME. WORKING FOR REFUGEE INTEGRATION CALL



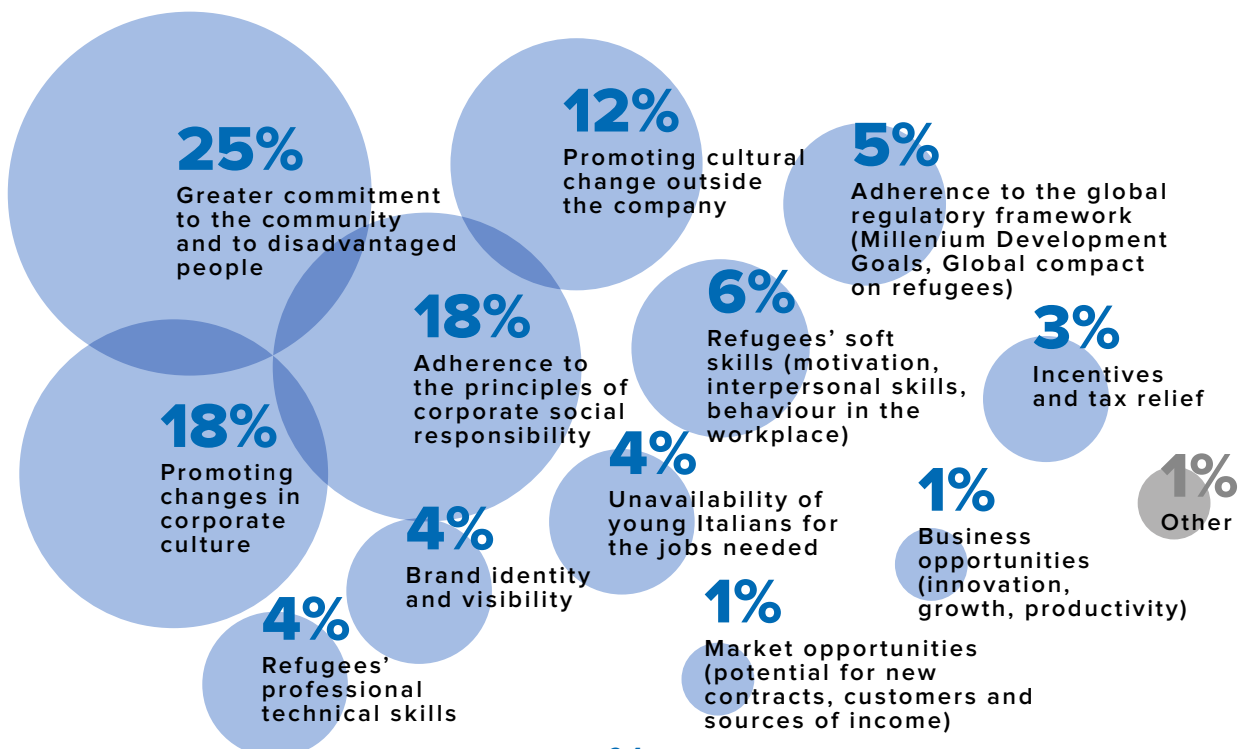
In addition to the possibility of **receiving information on available financial incentives** for job inclusion, companies expressed their wish to **access tools and guidance** to help them implement successful labour inclusion initiatives. They also expressed an interest in **sharing their experiences** of inclusion and good tried and tested practices, thus highlighting the added value of being part of a network of companies and organizations, which is at the heart of the Welcome programme.

F9 – COMPANIES’ INTEREST IN RELATION TO THEIR EXPERIENCE WITH ASYLUM SEEKERS AND BENEFICIARIES OF INTERNATIONAL PROTECTION



The main reason prompting companies to implement labour inclusion initiatives for asylum seekers and beneficiaries of international and temporary protection is the wish to **commit to their community** and to people in disadvantaged situations. Following this, the intention to **promote a change in corporate culture** and the company’s adherence to the **principles of corporate social responsibility** are also key reasons. Companies also stated that they wanted to contribute to cultural change externally, underlining that they are aware of the crucial role they can play in building a **more inclusive society**. In addition, the **soft skills of refugees**, including motivation, commitment, and the ability to relate to others in the workplace, were recognised as a further factor facilitating their inclusion in the company.

F10 – FACTORS PROMPTING COMPANIES TO HIRE REFUGEES

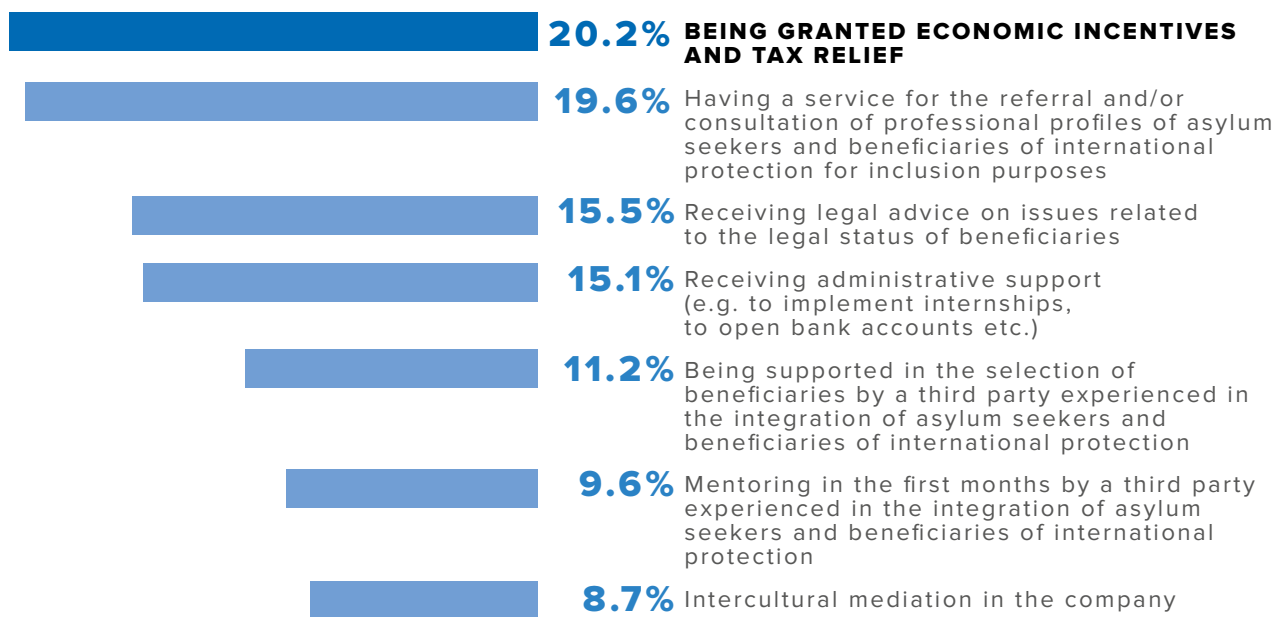




FOCUS ON 2022

Among the opportunities and services that companies believe would facilitate the labour inclusion of refugees, the main ones include the availability of **economic incentives and tax relief** and a service enabling them to **access the professional profiles** of asylum seekers and beneficiaries of international and temporary protection. The importance for companies of having **legal and administrative support** is also confirmed, as it is needed to deal with the often difficult issues related to the legal status of beneficiaries and the bureaucratic procedures involved in implementing internships.

F11 – SERVICES OF MOST INTEREST TO COMPANIES WISHING TO IMPLEMENT LABOUR INCLUSION INITIATIVES

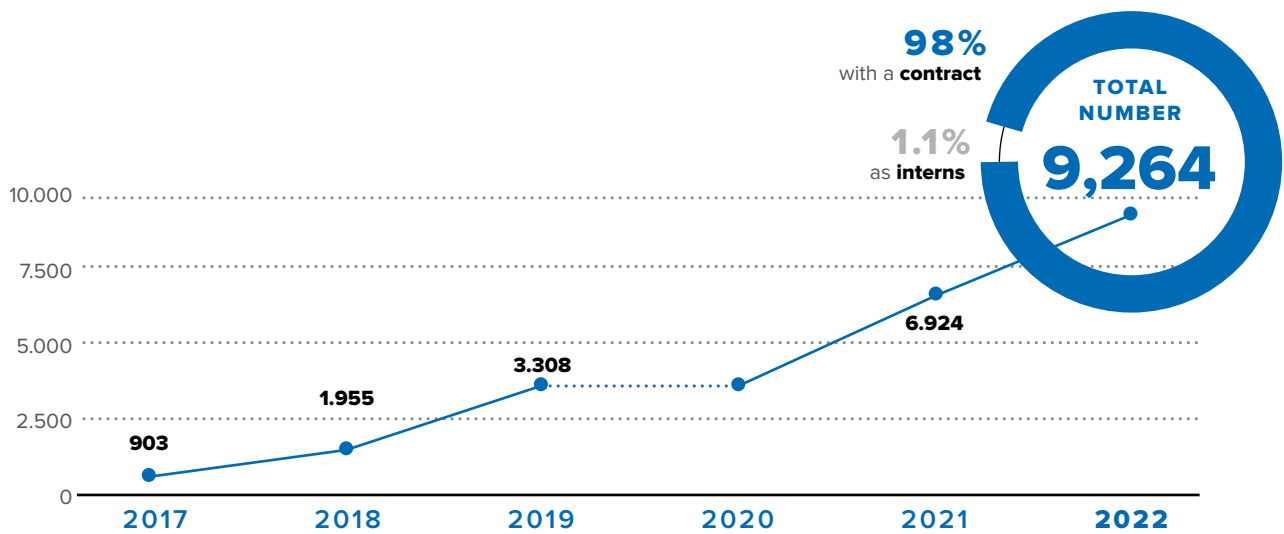




1.3. LABOUR INCLUSION INITIATIVES OFFERED BY AWARDED COMPANIES

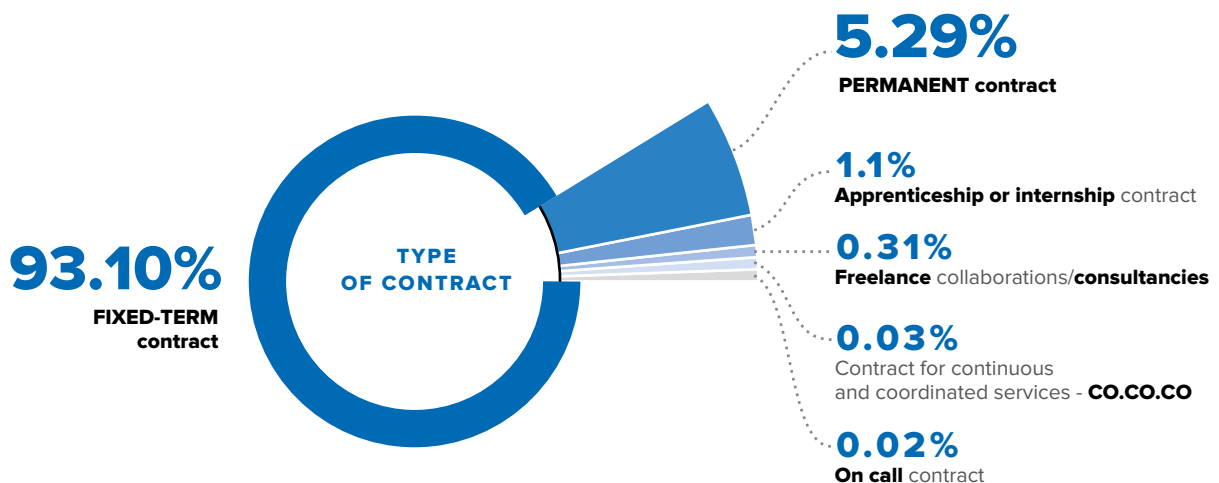
Over six years, the *Welcome. Working for refugee integration* programme has facilitated the implementation of **more than 22,000 labour inclusion initiatives**, recognising the crucial role and commitment of the private sector in fostering labour inclusion for asylum seekers and beneficiaries of international and temporary protection.

F12 – REFUGEES HIRED DURING THE FIVE EDITIONS OF THE WELCOME. WORKING FOR REFUGEE INTEGRATION PROGRAMME



In the fifth edition of the programme alone, **9,264** inclusion initiatives were implemented, either through various forms of employment or through internships.

F13 – REFUGEES HIRED BY TYPE OF CONTRACT

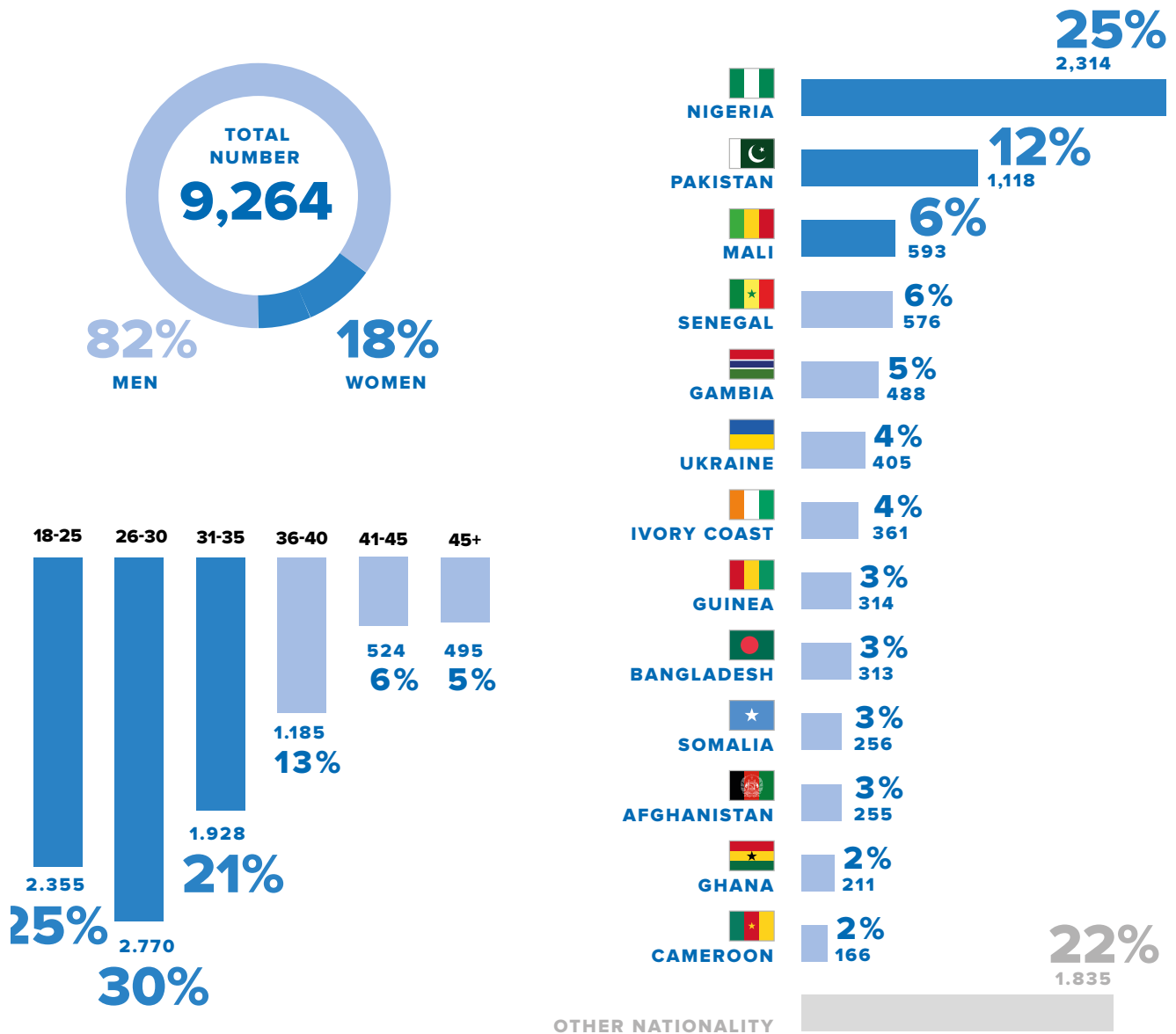




FOCUS ON 2022

The profiles of the people who benefited from the inclusion initiatives implemented by the awarded companies reflect the most common profiles among asylum seekers and beneficiaries of international protection in Italy. Although there is a diversity of nationalities among the beneficiaries, Nigerian and Pakistani nationals remain the most numerous group; moreover, **76% of the beneficiaries are under 35 years of age** and **82% are men**. Although there was an **increase in the number of women** in the labour inclusion projects implemented, there remains a **clear need to support this group of people** in accessing the labour market.

F14 – REFUGEES HIRED BY NATIONALITY, GENDER AND AGE





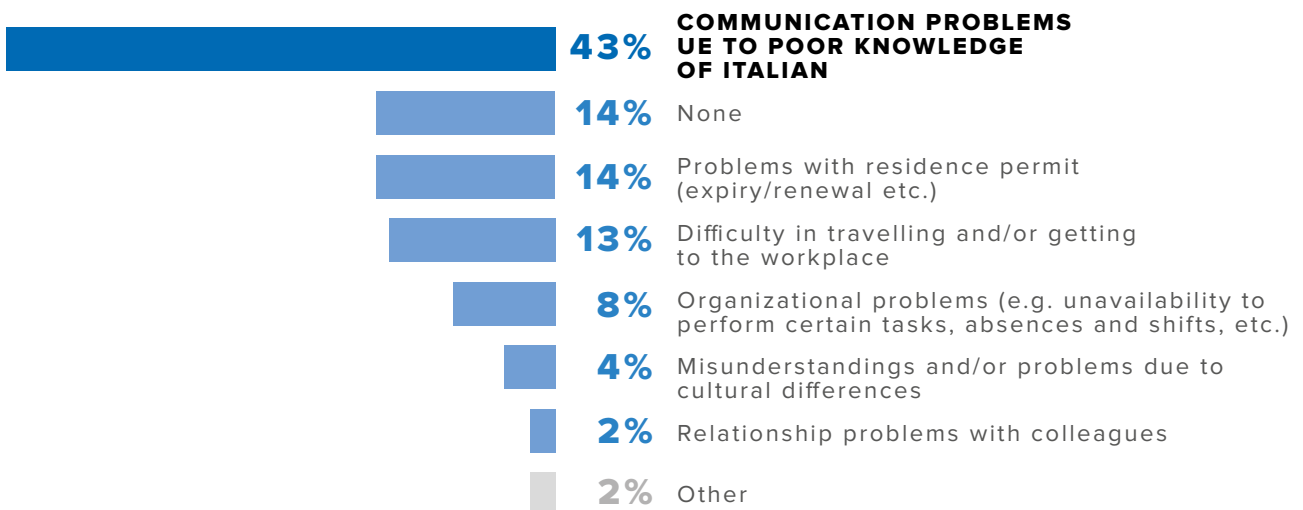
FOCUS ON 2022

The main difficulties faced by companies in the labour inclusion of refugees are the beneficiaries' **poor knowledge of Italian** and the **difficulties related to administrative and bureaucratic procedures**, such as the expiry or renewal of residence permits or problems in opening a bank account. These problems arise both in the selection and the integration stages, the latter being exacerbated by the **difficulties refugees often have in travelling to work**. On the other hand, relationship problems with colleagues or misunderstandings due to cultural differences were reported in only a small percentage of cases.

F15 – THE MAIN DIFFICULTIES FACED BY COMPANIES IN THE IDENTIFICATION OF REFUGEES AND IN THEIR INTEGRATION WITHIN THE COMPANY



F16 – THE MAIN DIFFICULTIES ENCOUNTERED DURING THE LABOUR INCLUSION OF BENEFICIARIES

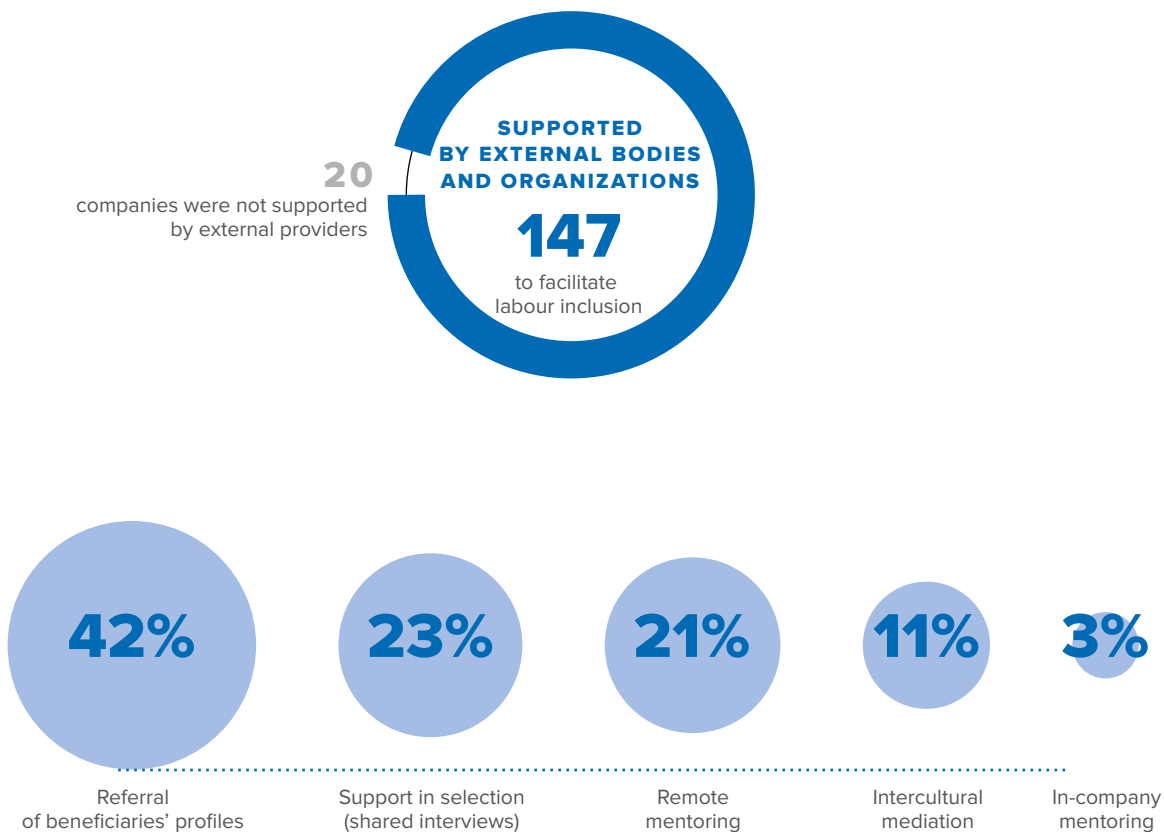




FOCUS ON 2022

88% of the companies used the **support of external bodies and organizations** to facilitate the labour inclusion of refugees, which testifies to the crucial role played by these actors, particularly in terms of **profile signaling, selection support and mentoring**.

F17 – SUPPORT BY EXTERNAL BODIES AND ORGANIZATIONS FOR IN-COMPANY MENTORING





Special mentions



AIDP and the cooperation with UNHCR

AIDP – the Italian Association for People Management – aims to “contribute to the improvement of all aspects of the relationship between people and work by actively promoting the cultural and professional development of people working in private and public organizations.” Since the signing of the Memorandum of Understanding with UNHCR on 9 February 2022, AIDP, also thanks to the great work of the AIDP Inclusion Area, has enthusiastically supported the *Welcome* programme among its members, promoting the socio-labour inclusion of refugees and asylum seekers. To this end, a series of technical meetings were held during which HR Directors and Managers engaged in concrete discussions, sharing experiences and best practices, and implementing job inclusion initiatives for refugees. In addition, AIDP and its Inclusion Area, together with UNHCR, helped organise three training webinars for its members on international protection and the promotion of diversity. This shows the concrete and passionate commitment to refugees of AIDP in 2022, a commitment which, as President Matilde Marandola says, “is only the beginning!”



The Memorandum of Understanding for labour inclusion in the construction industry

In 2022, the social partners of the construction industry signed a three-year Memorandum of Understanding with the Minister of Labour and Social Policies to promote the socio-labour inclusion of asylum seekers and beneficiaries of international protection and other vulnerable foreign nationals. Three thousand vulnerable migrants hosted in reception centres will be offered throughout Italy training courses in Building Schools complemented by internships in companies, with the aim of subsequent employment. It is a way of supporting people on their path to autonomy, meeting the labour needs of the construction industry and promoting the country’s economic growth. It is the first implementation in Italy of the European Partnership for Integration between the European Commission and the social partners, according to which “making better use of the skills and potential of refugees will be key to making our labour market more inclusive and will contribute to the prosperity and cohesion of European societies in the long term.” For more information on the Memorandum and on the schemes already implemented, please visit the Migrant Integration Portal at Integrazionemigranti.gov.it

Organizations involved: **ANCE, FILLEA CGIL, FILCA CISL, FENEAL UIL, ANAEP Confartigianato Edilizia, CNA Costruzioni, FIAE Casartigiani, CLAAI, LEGACOOP Produzione e Servizi, CONFOPERATIVE Lavoro e Servizi, AGCI Produzione e Lavoro, CONFAPI ANIEM.**



FOCUS ON 2022



DATA
FROM THE 2022 EDITION



2. The *We Welcome* logo



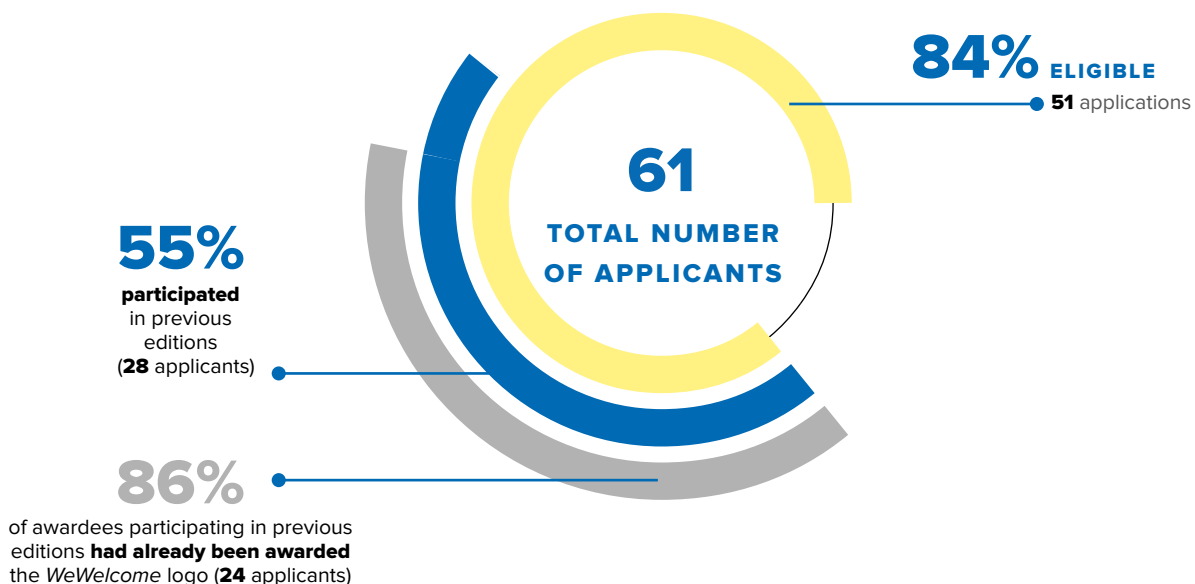
2.1. AWARDED BODIES AND ORGANIZATIONS

With the *We Welcome logo*, UNHCR aims to recognise the commitment of public and private actors in promoting the labour inclusion of asylum seekers and beneficiaries of international and temporary protection, and to highlight their fundamental role in making the labour market more inclusive.

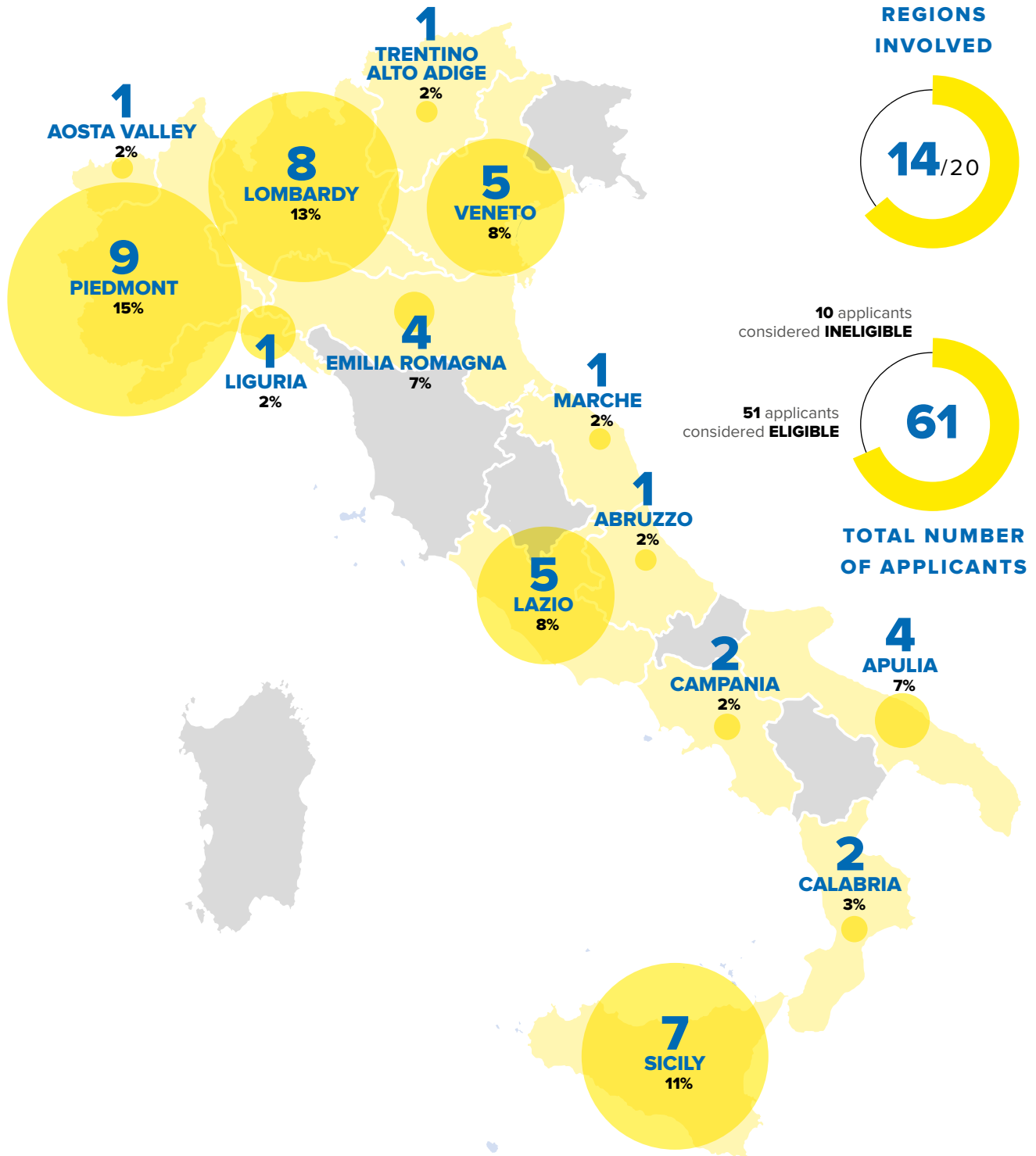
In 2022, **61 bodies and civil society organizations** from **15 regions** participated in the programme. Of these, **51 earned** the *We Welcome logo*, for promoting labour inclusion initiatives for refugees in cooperation with companies awarded with the *Welcome logo*.

In addition, 55% of the awardees had participated in previous editions of the programme, and 86% had already been awarded the *We Welcome logo*.

F18 – TOTAL NUMBER OF APPLICANTS AND LOGO AWARDEES



F19 – AWARDED BODIES AND ORGANIZATIONS BY REGION





INCLUSION OPPORTUNITIES OFFERED BY THE WORLD OF DIGITAL TECHNOLOGIES

Avanade

Avanade, a joint venture of Accenture and Microsoft, is a provider of innovative digital services, cloud, consulting, vertical industry solutions and design-led experiences within the Microsoft ecosystem. Integration, equality and inclusion are core values at Avanade, which is deeply committed to making a human impact on the communities where it operates, fostering a diverse and productive work environment. In June 2022, Avanade was introduced to the new ReadyforIT pilot training and job inclusion programme for refugees in the IT sector promoted by Fondazione Italiana Accenture ETS and Accenture and implemented by Academy Rapido. Participation in ReadyforIT was Avanade's first initiative to promote job inclusion for refugees in the IT sector. The profiles of 14 Afghan refugees who had completed the first pilot course were presented to Avanade.

Sediqa and Asif went through the selection process.

"I am Rosa Fiorenza, TC Lead Security at Avanade, and this has been a wonderful and successful experience. It all starts with the desire to help people who have been forced to flee their homes, but the path is based on very concrete elements, namely the skills of the people involved and their desire to get in the game and build a career and, therefore, a new life. In particular, our experience with Sediqa and Asif so far has been extraordinary. They have both joined the team with incredible ease and have been involved in projects right from the start, showing unparalleled skill, dedication and commitment. Not only do I hope to repeat this experience, but I highly recommend it."



Sediqa's and Asif's stories

"My name is Sediqa Fasihi and I graduated in Afghanistan from the Polytechnic University of Kabul with a Bachelor's degree in Computer Science. When I arrived in Italy, about two years ago, I wanted to continue my studies so I decided to take the ReadyforIT course. I was able to broaden my knowledge in the field of IT support and IT security, and I had the opportunity to meet many people. After completing this course, I also decided to attend ReadyforIT's Level II course on "Android Application Development" offered by Develhope. At Avanade, I found a job that perfectly matched what I had studied. What I like most about my job is the environment, which is very friendly and constructive. I also learn new skills through the projects we do. I find all my colleagues very nice and I can count on my contact person who always helps me to solve my problems easily. I think every challenge is an opportunity to improve, and the main challenge I'm facing these days is learning Italian, because to work in Italy you need to have a good command of the language. But I am improving every day! I like diversity, because people from different cultures and backgrounds share amazing ideas that help us broaden our thinking and perspectives. I like working with different people because it is an opportunity to learn new things."

"My name is Asif Ramin and I graduated from the Faculty of Civil Engineering, but my specialization is in Computer Science.

Before moving to Italy, I worked as an IT technician for a few years. After arriving here, I was lucky enough to find an opportunity to take the ReadyForIT course. It was extremely useful because it allowed me to continue working in my field. I not only gained valuable technical skills, but also soft skills, which can help me in my professional future. Currently, I'm happy and proud to be part of the Avanade family, which is the most amazing and incredible place I've seen in my life.

The people here are kind and supportive. Avanade is focused not only on business, but also on its employees and promotes clear values that I share. Working in the technology industry always involves new challenges, and I enjoy them because working with technology is fun. One of my biggest barriers is Italian, but I am working to improve my language skills. I am enthusiastic and a big fan of working in this kind of environment. I am a person who appreciates the beauty of the world, because, after all, who doesn't love a garden with different flowers?"





SYNERGIES BETWEEN BUSINESSES AND CIVIL SOCIETY FOR INCLUSION

Selip SpA

Selip SpA is a leading Italian company in the supply of industrial composite materials, operating in several sectors. Founded in 1961 in its historic premises in Fontanellato, the company has consolidated its presence in Italy with a second production plant in Ariccia (Rome). With around 70 employees, who, on average, are less than 40, and a turnover of more than 12 million euros, the company has a vision focused on sustainability, change, and the inclusion of diversity. The company's policy has always placed the enhancement of human resources at the centre of its objectives, employing young people from all over the world and offering them highly specialised training. Selip facilitates their integration process by offering them only permanent contracts and supporting them both in their studies and in their extra-curricular activities.

In January 2022, a wonderful collaboration began with Associazione Next in Parma, led by Anna Baiguera; this marked the beginning of an incredible socio-entrepreneurial

adventure (as we like to call it). From the start, the partnership has been proactive, meeting the needs of the company on the one hand, and promoting inclusion on the other.

Over the last 18 months, Selip and Associazione Next have strengthened their partnership, enabling the young people involved to embark on extraordinary journeys. Thanks to a variety of support programmes focused on ad hoc training (known as Aula 162), Next promotes, in close collaboration with Selip, the achievement of true social inclusion through work, seen as the main tool for regaining human dignity.



Christelle's story

Christelle arrived in Italy in 2012. She is passionate about Computer Science and sees her studies as a way to find the right means and tools to build a life project for herself. But a serious family problem destabilized her, Christelle lost her chance of obtaining a scholarship, the student residence no longer allowed her to stay and within a few days she found herself without a place to live. Some supposed friends turned their backs on her, and soon the priority became finding a roof over her head and a warm place to sleep.

With a bit of creativity and the will to succeed, she found small makeshift jobs: repairing computers, assisting with filming events, and other odd jobs that enabled her to make a living, despite being in a situation of hardship and deprivation. Christelle found new courage in the trust that the owner of the flat she was staying in had in her, recognising her honesty. However, she fell victim to several scams, and those occasional jobs did not offer any useful guarantees for rebuilding a life.

One of her few friends, the real ones, offered her a meeting with NEXT. With nothing to lose, and filled with resignation and skepticism she went there. She remembers talking a lot, but also being listened to. No promises, no

illusions, just the wonderful feeling of being alive, listened to. "I was very stressed... I arrived, I was greeted, listened to and I talked about myself...a lot, very much, maybe too much for the way I am. When I came out, I WAS SMILING!"

Soon, thanks to NEXT, she had the opportunity to get her first real contract, at SELIP. Eight months later, Christelle has had a fantastic carrier path. She quickly settled in and took on a back-office sales job. She is helpful, friendly, and professional. Her colleagues noticed this immediately. It is a real pleasure to help Christelle achieve her training and development goals. The company has given her the freedom and flexibility to complete the Computer Engineering degree course she started but never finished.

"I do my best every day, but without NEXT and Mr. Romani from SELIP

I'm not sure I would be where I am today." The path to integration is now underway.

In Cameroon we say: "TODAY RAIN, TOMORROW SUN!"



PHOTO: © SELIP SPA



WELCOMENET: LOCAL CONNECTIONS FOR GLOBAL INTEGRATION

The Soleterre's experience – Work Is Progress within *WelcomeNet*

Soleterre is a foundation that, since 2002, has been working for the recognition of the right to health in its broadest sense of psycho-physical well-being of the individual. For this reason, for more than 10 years, we have been running the *Work Is Progress* programme dedicated to the socio-labour inclusion of vulnerable people, which reaches more than 400 beneficiaries every year, 90% of whom are of foreign origin. The centre of our activities is in Lombardy, in particular the Metropolitan City of Milan and the neighbouring provinces. Thanks to our commitment to the labour inclusion of asylum seekers and beneficiaries of protection we were awarded the *WeWelcome* logo in 2022: a very important recognition for us, as well as becoming part of *WelcomeNet*, the network that brings together all the organizations whose commitment to this issue is recognised by UNHCR.

We experienced the importance of the network precisely in 2022, when we entered into a partnership with a prestigious fashion group. The project was particularly ambitious: to facilitate the employment of highly skilled refugees in the Maison, testing a model that could provide a possible answer to the problem of over-qualification of foreign nationals in Italy. The objective was important but complex, given the very different locations of the workplaces, ranging from large cities to provincial villages. The profiles themselves, which were very specific in terms of required skills and experiences, had to be selected on a large scale.

Labour inclusion is a process that develops locally, in relation to a specific territory and to all the other dimensions of an individual's life. All of us who work every

day to facilitate people's employment, do so in close connection with a local network of organizations and services and even in physical proximity to the beneficiaries of our services. However, this local rootedness, which gives strength and guarantees effectiveness, risked being an obstacle to this project.

WelcomeNet has been a vital resource for connecting different local dimensions facilitating global integration processes. First and foremost, it has been a space for sharing goals and methods: its implementation of the project led by *Work Is Progress* has allowed us to engage with all the other members which, in practice, has meant that more beneficiaries of protection have been able to apply for the planned inclusion schemes. Not only that, but the opportunity to meet stakeholders who knew the history, resources and skills of the candidates allowed us to work with them to develop meaningful paths to sustainable integration. Finally, thanks to *WelcomeNet* and its member organizations, we were able to develop shared support models when placements were successful.

Indeed, work is linked to many other factors that can influence its outcome for better or for worse: housing, daily logistics, language are elements that must be considered when planning a path to labour inclusion. Social integration, certainly more difficult to define and measure, is a prerequisite for successful economic integration. *WelcomeNet* has been a connecting space to support labour inclusion, paying due attention also to the personal and social components. Integration is real only if it manages to encompass all dimensions of a person's life.



List of awarded bodies and organizations

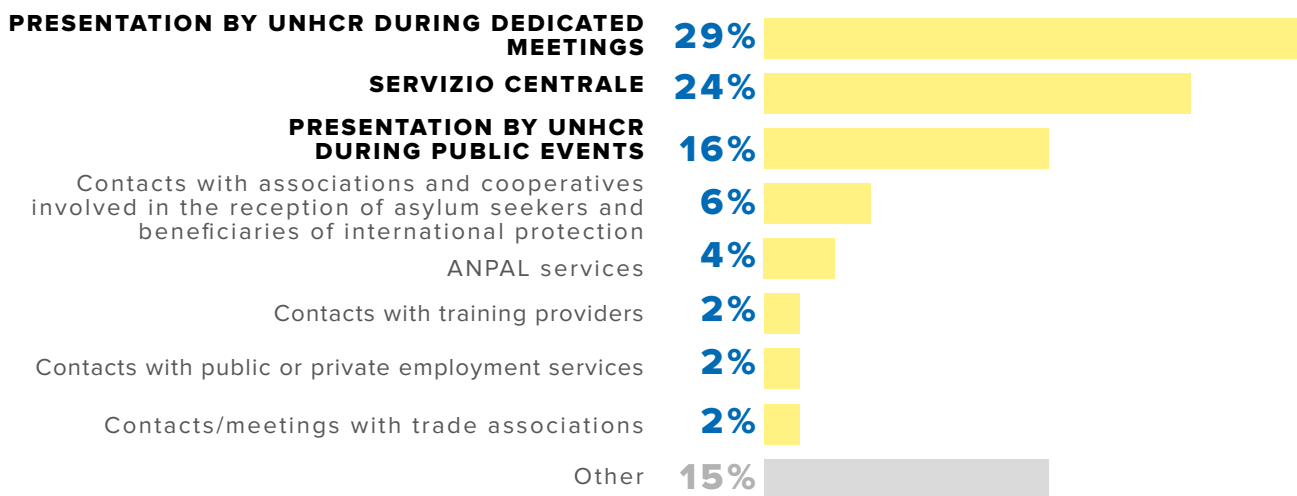
- A.N.O.L.F. territoriale di Milano
- AGORÀ SOCIETÀ COOPERATIVA SOCIALE
- APS CAMBALACHE
- Arca di Noè Società Cooperativa Sociale
- ARCHÈ Impresa Sociale Srl
- ARCI Solidarietà Viterbo Impresa Sociale
- Associazione culturale Linaria
- ASSOCIAZIONE DIAKONIA ONLUS
- Associazione Don Bosco 2000 – Impresa Sociale
- Associazione Il Mondo nella Città ONLUS
- Associazione NEXT Aps
- C.V. - Creare Valore Società Cooperativa Sociale
- CIES ONLUS - Centro Informazione e Educazione allo Sviluppo ONLUS
- COMUNE DI ADELFA
- CONSORZIO MESTIERI PUGLIA scs
- CONSORZIO UMANA SOLIDARIETA scs
- Cooperativa Animazione Valdocco Società Coop. Sociale Impresa Sociale Onlus
- Cooperativa OPERA PROSSIMA scs
- Cooperativa San Francesco scs
- Cooperativa Sociale Babel scs - ONLUS
- Cooperativa Sociale Medihospes
- COOPERATIVA SOCIALE MEDITERRANEO ONLUS
- Croce Rossa Italiana Comitato di Milano
- CSD Commissione Sinodale per la Diaconia
- Dedalus Cooperativa sociale
- DiaLogos società cooperativa sociale
- Etnie aps ets
- Eurocoop Servizi
- Fondazione Caritas dell'Arcidiocesi di Pescara-Penne Onlus
- Fondazione Difesa Fanciulli
- Fondazione Human Age Institute
- Fondazione Italiana Accenture ets
- Iblea Servizi Territoriali Soc. Coop. Sociale Onlus
- Il Punto
- Istud Business School
- Le Soleil
- LESS Società Cooperativa Sociale a r.l. - ETS
- LIBERITUTTI - SOCIETÀ COOPERATIVA SOCIALE SpA
- On the Road Società Cooperativa Sociale
- OTB Foundation
- Progetto Tenda scs
- Programma integra
- Randstad HR Solutions
- Soc. Coop. Soc. TEAM Ti Educa A Migliorare
- Società Cooperativa Sociale Le Nove Lune Onlus
- Soleterre ONLUS
- Studio Progetto
- Un Mondo di Gioia scs
- Union Social Cooperatives
- Università degli Studi di Trento
- Zerocento società cooperativa sociale onlus



2.2. REASONS TO APPLY FOR THE *WE WELCOME* LOGO

The call for the *We Welcome* logo was promoted **throughout the country**. Candidates learned about it mainly through public or dedicated meetings, organised in collaboration with various actors, including AIDP, and through information provided by the Servizio Centrale of the Reception and Integration System (SAI) and ANPAL Servizi.

F20 – CHANNELS THROUGH WHICH CANDIDATES LEARNED ABOUT THE PROJECT

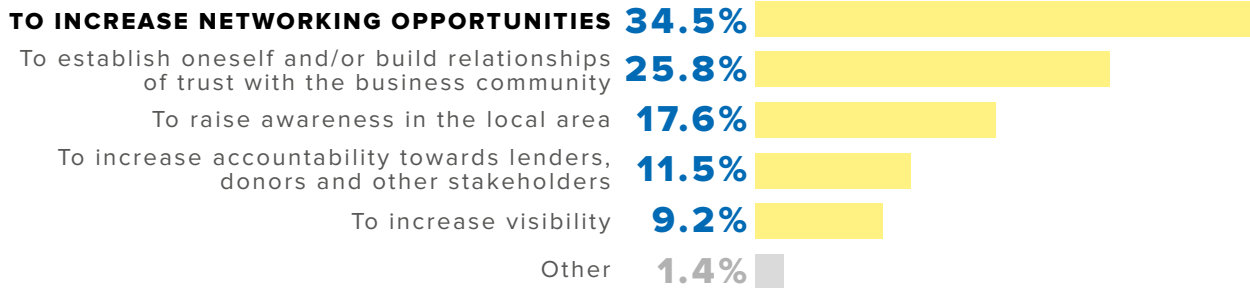




FOCUS ON 2022

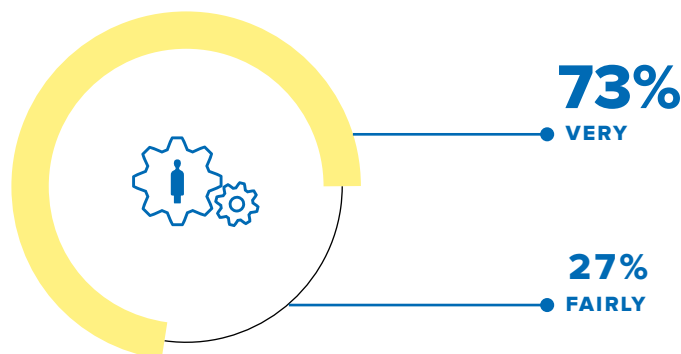
The main reasons prompting organizations and institutions to apply for the **We Welcome** logo include increasing **networking opportunities**, building **relationships of trust with the business world**, and **raising awareness in the community** in which they operate.

F21 – REASONS WHY AWARDEES APPLIED FOR THE WE WELCOME LOGO



Most of the organizations and bodies that liaised with companies and were awarded the *We Welcome* logo consider the *Welcome. Working for refugee integration* logo a **very valuable tool to encourage companies to employ refugees**.

F22 – TO WHAT EXTENT DO YOU CONSIDER THE WELCOME. WORKING FOR REFUGEE INTEGRATION LOGO A USEFUL TOOL TO ENCOURAGE COMPANIES TO EMPLOY REFUGEES?

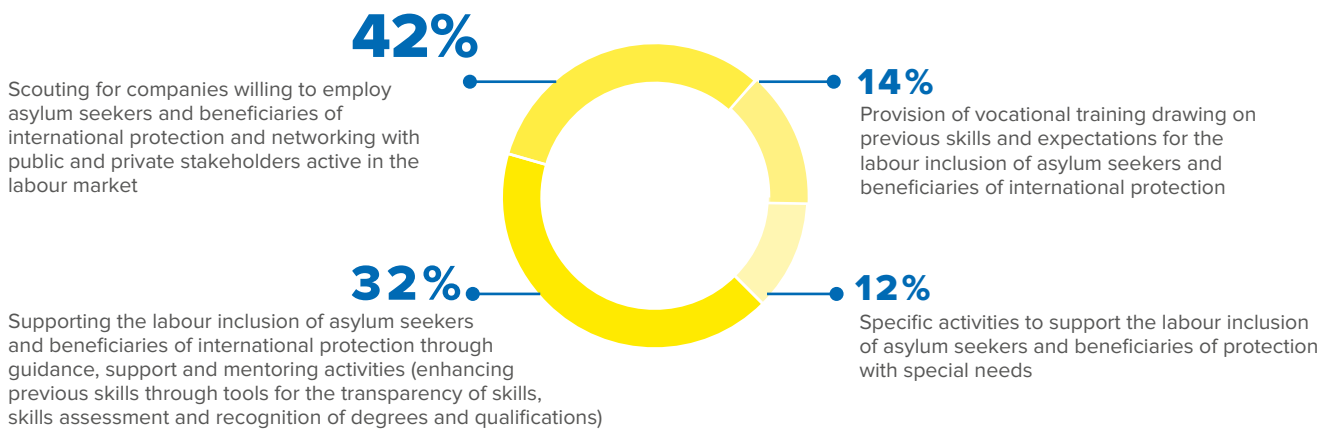




2.3. INCLUSION INITIATIVES PROMOTED BY WE WELCOME LOGO AWARDEES

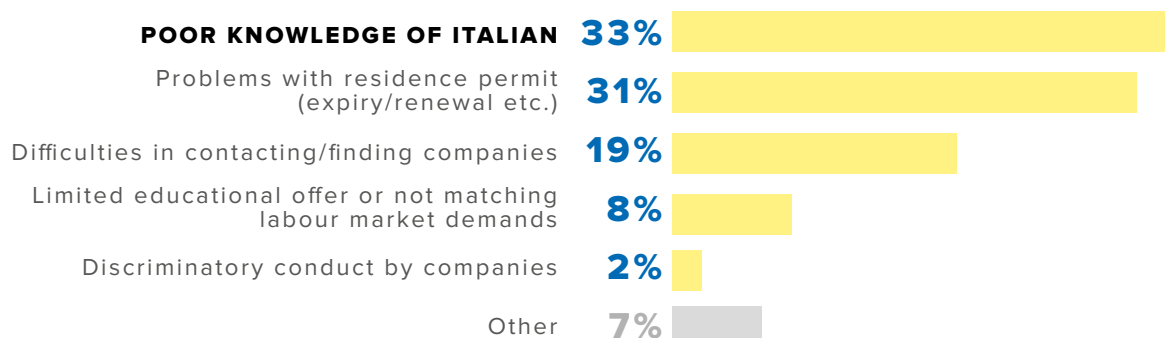
Candidates who applied for the *We Welcome* logo in 2022 contributed to the implementation of labour inclusion initiatives mainly by **scouting for companies** and, at the same time, by **working with** labour market actors to build a network of several subjects that can contribute, in different ways, to the success of the inclusion initiatives. Moreover, the significant efforts made by candidates in implementing **guidance, support, and mentoring** activities for beneficiaries testify to the crucial role played by the third sector in developing labour inclusion initiatives for refugees.

F23 – ACTIVITIES TO FACILITATE THE LABOUR INCLUSION OF ASYLUM SEEKERS AND BENEFICIARIES OF INTERNATIONAL PROTECTION



Also, the *We Welcome* awardees, along with the awarded companies, consider **poor knowledge of Italian** and the **difficulties in obtaining and renewing residence permits** the main obstacles to the access of asylum seekers and beneficiaries of international and temporary protection to the labour market. Additionally, some *We Welcome* awardees report difficulties in finding companies willing to implement labour inclusion initiatives.

F24 – DIFFICULTIES IN IDENTIFYING AND SELECTING ASYLUM SEEKERS AND BENEFICIARIES OF INTERNATIONAL PROTECTION





FOCUS ON 2022

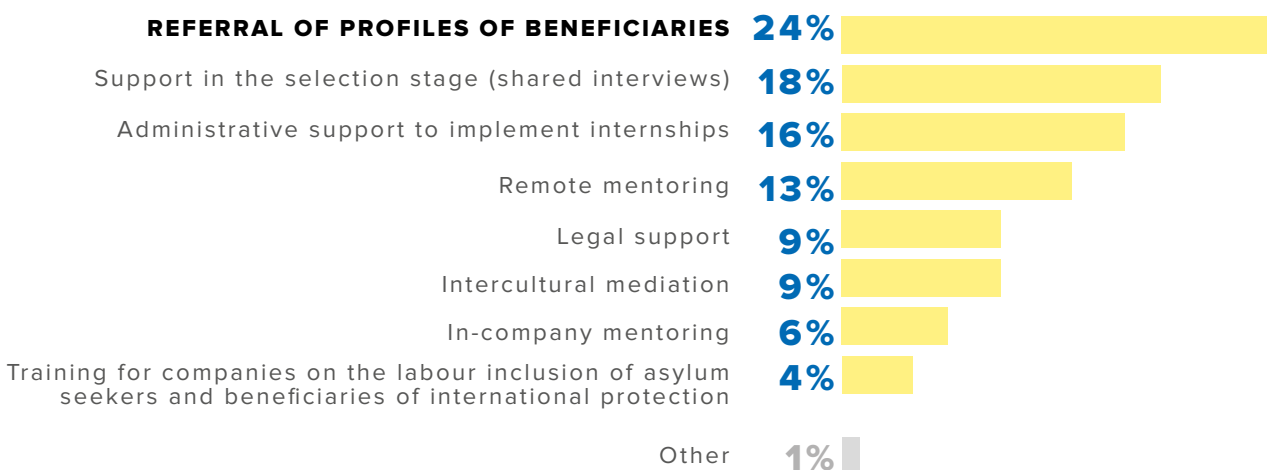
We Welcome awardees used different strategies to reach companies. The main ones involved making **personal contacts** with companies, **previous collaboration** on other issues and **scouting** activities.

F25 – DIVERSIFIED STRATEGIES USED BY WE WELCOME AWARDEES TO REACH COMPANIES



We Welcome awardees provided concrete support to companies, offering their expertise and contacts with refugees. In particular, they contributed to implementing labour inclusion initiatives, **signaling profiles** of possible candidates, assisting companies with **selection interviews**, and helping them with the **administrative procedures** to implement internships. They also supported companies in the phase following the first entrance into the workplace through **mentoring**, **legal assistance**, and **cultural mediation** activities.

F26 – SUPPORT PROVIDED TO COMPANIES

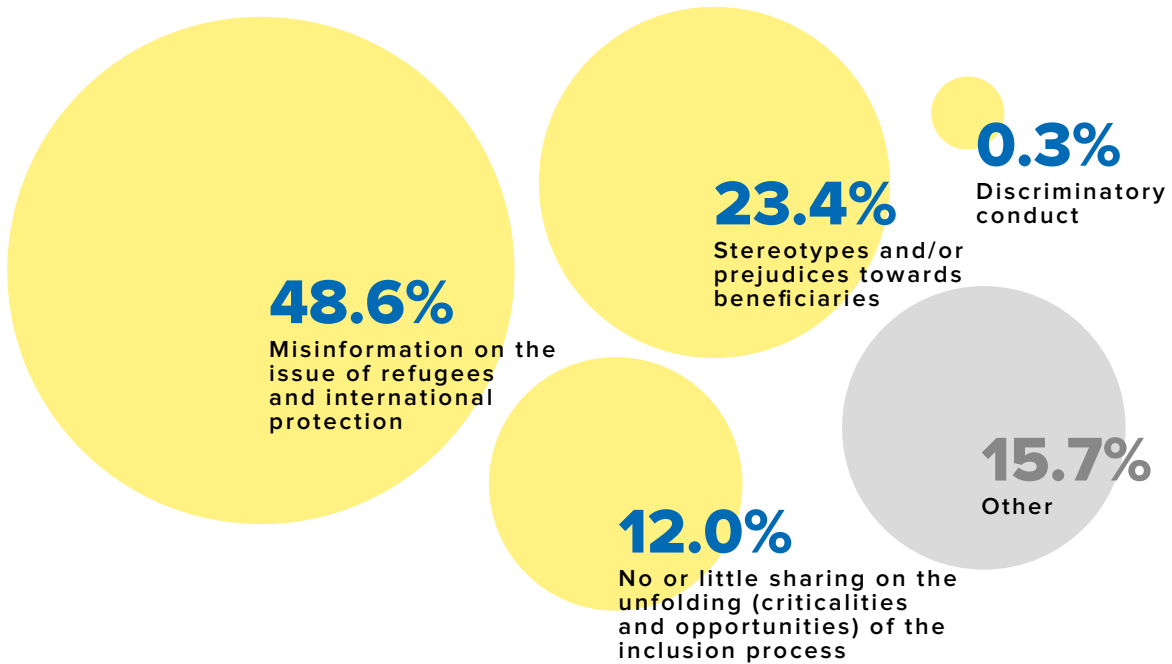




FOCUS ON 2022

Through collaboration and contact with companies, *We Welcome* awardees identified some of the challenges arising during the labour inclusion process of asylum seekers and beneficiaries of international and temporary protection. **Incomplete and inaccurate information on refugees and international protection is still an issue**, and **prejudices and stereotypes** about beneficiaries persist.

F27 – CRITICAL ISSUES IN THE RELATIONSHIP WITH COMPANIES



We Welcome awardees expressed their interest in receiving information on **facilitations and economic incentives** to facilitate the labour inclusion of asylum seekers and beneficiaries of international and temporary protection. The organizations also indicated that they found it useful to receive **tools and guidance** for the successful management of labour inclusion processes, and the exchange of good practices and experiences, demonstrating the added value of being part of a network of participants in the *Welcome* programme.

F28 – INTERESTS OF THE WE WELCOME AWARDEES



