

FONDO ASILO MIGRAZIONE E INTEGRAZIONE (FAMI) 2021-2027

Obiettivo specifico "Migrazione legale e integrazione" - Misura di attuazione 2.d - Ambito di Applicazione 2.m - Intervento del PN: e) Supporto al miglioramento della governance multilivello per l'integrazione dei migranti.

 **welcome**
working for refugee
integration

2025 EDITION

Welcome
Working for refugee integration



a programme by



in collaboration with



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METHODOLOGICAL NOTE

This report is based on the analysis of data collected via the application questionnaire completed by the companies and organisations that took part in the project.

Due to rounding, the percentages shown in the graphs do not always add up to 100%.

Within the report, the term 'refugees' is used in a non-technical sense and encompasses all holders of residence permits eligible for the *Welcome. Working for refugee integration* logo.



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Introduction

The 2025 edition of the *Welcome* programme represents a further step forward on a journey that is transforming the labour inclusion of refugees from a stated principle into concrete practice. The results achieved this year once again confirm the strength of this commitment and the value of a model that continues to grow thanks to the joint contribution of institutions, companies and civil society.

As UNHCR, we welcome these results with pride and a strong sense of responsibility. The increase in the number of companies involved during 2025 (230) and the number of new job placements achieved (18,690) are not merely a sign of growth, but evidence of a structural change that we have built together and which we are now called upon to consolidate with ever greater determination.

A growing number of companies are playing a leading role in this process, recognising that the inclusion of refugees is not only a central element of their ESG strategies, but also an investment in skills, diversity and innovation, capable of generating value for both companies and society. The *Welcome* programme has supported this evolution, offering a concrete and credible model that links the needs of the labour market with the skills, talents and potential of refugees.

Furthermore, the programme is acting as a catalyst for the growing and diverse involvement of the business community in facilitating protection and solutions for refugees. Today, company employees are taking part in corporate volunteering initiatives as part of the Community Matching programme, alongside a growing number of companies registered on the *Welcome In-one-click* platform, where they post job vacancies. Some companies are choosing to commit to providing training and employment opportunities for refugees caught in situations of protracted displacement around the world, through refugee labour pathways, as well as through an increase in life-changing donations supporting UNHCR's work. Companies are working alongside UNHCR, recognising that the inclusion of refugees is not only the right thing to do, but also an opportunity to develop businesses and build successful communities.

There is also growing interest from the private sector in contributing to collaboration with institutions and with UNHCR, through initiatives that link inclusion, local development and stability, both in Italy and in the main countries of origin, transit and first asylum for refugees.

This progress is taking place against an increasingly complex global backdrop. Geopolitical crises and the proliferation and protracted nature of conflicts have led to a dramatic increase in the number of people fleeing their homes over the last decade. At the same time, the international humanitarian system has been severely affected by the drastic reduction in government funding for crisis management and emergency response. UNHCR, too, is faced with difficult choices that affect its ability to assist, protect and find solutions for children, women and men; this makes it even more urgent to strengthen alliances and tools capable of generating a concrete impact on the lives of refugees and stateless persons.

In this context, the role of stakeholders is of crucial importance. In particular, we must mention the Ministry of Labour and Social Policies, which has decided to wholeheartedly support the *Welcome* programme through the FA.SI. project, funded by the AMIF. This decision confirms a strong, lasting institutional partnership based on a solid shared vision.

Whilst we celebrate the results achieved, we continue to work to address the structural challenges highlighted by businesses that hinder the labour market inclusion of refugees. These difficulties relate to language skills, access to documentation and to mobility, and represent tangible barriers to the employment of refugees. Tackling them requires a coordinated response, which is why UNHCR will further strengthen the dialogue between the business community and institutions on how to effectively address these issues, so that the real needs of companies are matched with the skills of refugees.

Looking ahead, next year will mark a symbolic and strategic milestone: the tenth anniversary of the *Welcome* Programme. We do not see this milestone as an endpoint, but as an opportunity to revitalise and strengthen our commitment. For this reason, we intend to evolve and focus the Programme and the Award even more decisively on two target groups that require specific attention. We will focus on initiatives to support highly qualified refugees, who represent a growing share of the refugee community and who too often do not find opportunities aligned with their skills. At the same time, we will work with companies on initiatives aimed at the inclusion of people with specific needs, including unaccompanied minors transitioning into adulthood, single parents and survivors of gender-based violence, who require additional support to enter the labour market.

These results demonstrate our ability to evolve and adapt. Strengthening the *Welcome* programme means continuing to invest in a broad and solid alliance, in which each actor — institutions, companies and civil society — recognises and fulfils their role. UNHCR will continue to promote and support this process, in the belief that labour inclusion is one of the most effective ways of restoring dignity, autonomy and a future to displaced people and stateless persons, and of helping to build a fairer, more cohesive and resilient society.

Anna Leer,

Deputy Representative for Italy, the Holy See, Malta and San Marino (Ad interim Representative for Italy, the Holy See, Malta and San Marino)



The Welcome Ecosystem



SHARED DIGITAL PLATFORM

It aims to facilitate access to job opportunities and free vocational training for refugees by enabling users to create online CVs, share job opportunities, respond to job adverts, co-design inclusion projects and much more.

TOGETHER TO CREATE

**LABOUR
INCLUSION PATHWAYS
FOR REFUGEES**



The Welcome ecosystem

Today *Welcome* is an ecosystem of networks, relationships and tools which, in synergy with other UNHCR programmes, promotes the labour inclusion of refugees. The programme does not replace existing stakeholders but facilitates their collaboration, making the matching of skills, needs and opportunities more effective.

A cornerstone of the ecosystem is the collaboration with institutions. The **Ministry of Labour and Social Policies** has supported the programme's development from the very outset, and over the years there have been many areas of collaboration between *Welcome* and the programmes and activities developed by the Ministry, demonstrating effective synergy. Another key institutional partnership is with **Sviluppo Lavoro Italia**, which has ensured a vital link with active labour market policies and the strengthening of inclusion strategies. Added to this is the cooperation with the **SAI Central Service**, developed through training and dissemination activities aimed at local authorities within the reception network.

A structural element of *Welcome*'s framework is the **WelcomeNet**, the network of organisations committed to labour inclusion pathways, which act as a bridge between refugees and the opportunities offered by companies and the programme's initiatives. Thanks to its nationwide reach, *WelcomeNet* strengthens the local dimension of the ecosystem and expands its capacity for action.

The network also includes the **Welcome Liaison Officers (WLOs)**, based in the cities of Bari, Bologna, Brescia, Milan, Naples, Rome and Turin. The WLOs act as a link between businesses, services, the third sector and refugees, supporting pathways to employment and fostering the creation of spaces for community engagement and local governance. Their work takes place at the **Spazio Comune**, *integration hubs* promoted by UNHCR in collaboration with local authorities, strengthening the link between the *Welcome* programme and local integration services.

Businesses occupy a central position in the ecosystem, and **employers' and trade associations** are strategic partners in engaging the business community. Among these, a significant role is played by **Confindustria** and the **Global Compact Network Italy**, which have supported the programme since its inception, by **Confindustria** and the **Italian Association for Personnel Management**, which are committed to promoting the opportunities offered by the programme among their member companies; and, more recently, by **CNA**.

Also important is the collaboration with Assolavoro, which has been strengthened since 2022 through the **'Accoglienza&Lavoro'** project. The initiative has facilitated

the involvement of employment agencies in the *Welcome* programme and in the development of dedicated pathways for refugees. Thanks to their ability to match labour supply and demand, employment agencies help to broaden opportunities and involve a growing number of companies in inclusion initiatives.

The growth of the corporate network is driven by the **Welcome Award**, now in its eighth year. The award recognises and highlights companies' commitment to the labour inclusion of refugees, helping both to retain existing participants and to attract new ones.

Working alongside UNHCR are its partners: The **Adecco Foundation and Diaconia Valdese**, which actively participate in the development of the corporate network and the implementation of initiatives dedicated to labour inclusion. These collaborations strengthen the ecosystem's capacity to innovate, generate opportunities and respond to the needs of the local areas and the people involved.

Bringing these elements together is the **Welcome In-one-click** platform, a digital tool that brings together the ecosystem's key players and processes in a single space. Through the platform, companies can publish job vacancies aimed at registered refugees, also connecting with local third-sector organisations. The digital dimension thus complements the local and relational aspects, making processes more accessible, scalable and efficient.

The *Welcome* ecosystem also interacts with other UNHCR initiatives, such as **Community Matching** and the **Labour Pathways**. The former fosters local relationships between refugees and community volunteers, including company employees; the latter promotes pathways for the regular entry into Italy of people recognised as refugees in other countries, linked to specific employment opportunities. Whilst retaining their own distinct characteristics, these programmes generate synergies that strengthen the overall effectiveness of the interventions.

The strength of *Welcome* lies precisely in its collaborative, multi-level approach: a broad network deeply rooted in local communities, capable of forging effective links between refugees and the labour market, creating tangible opportunities and fostering a cultural shift amongst businesses and employment stakeholders.



The Welcome Ecosystem





Partnership

UNHCR



THE WELCOME
PROJECT
IS DEVELOPED BY



Established in 1950 by the United Nations General Assembly, the United Nations High Commissioner for Refugees (UNHCR) is tasked with leading and coordinating, at a global level, all actions aimed at ensuring international protection and material assistance for people forced to flee, whilst striving to find durable solutions. The Agency's fundamental 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. UNHCR operates worldwide – either directly or through partners – delivering protection and assistance programmes. In over 75 years of activity, the Agency has helped tens of millions of people rebuild their lives. For this, it has been awarded two Nobel Peace Prizes, in 1954 and 1981. With staff present in 128 countries, UNHCR is one of the world's leading humanitarian agencies.

MINISTRY OF LABOUR AND SOCIAL POLICIES



The Directorate-General for Migration Policies and the Social and Labour Integration of Migrants at the Ministry of Labour and Social Policies promotes social and labour integration programmes for vulnerable migrants, including beneficiaries of international and temporary protection.

CONFINDUSTRIA



Confindustria is the leading association representing manufacturing and service companies in Italy. Over 150,000 small, medium and large enterprises are voluntary members.

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 organisations (private foundations, business associations, universities, etc.) have joined the Network.

AIDP



Since 1960, the Italian Association for Personnel Management has been promoting the serious and responsible development of managerial culture in the field of human resources, with a network of over 30,000 members, more than 4,000 associates, 17 regional groups and an international network.

CONFIMPRESE



Confimprese is Italy's leading retail association, bringing together leading operators with direct and franchised networks; it safeguards their interests and promotes the development of retail outlets and brands in Italy and abroad. In Italy, Confimprese represents 490 retail brands, 90,000 retail outlets and 800,000 employees.

An integrated approach to the social and labour market inclusion of vulnerable migrants

Placing work at the heart of building pathways to inclusion for vulnerable migrants, whilst leveraging collaboration between the public, private and third sectors, is the vision and approach adopted by the Ministry of Labour and Social Policies in its collaboration on UNHCR's *Welcome. Working for refugees integration programme*.

The characteristics and needs of asylum seekers, refugees and beneficiaries of other forms of protection are diverse, shaped by their lived experiences, legal status and the uniqueness of each individual. What they have in common, however, is a distance from the labour market and, consequently, from the opportunity to rebuild their lives through employment, an income, and the relationships that develop in everyday working life. Supporting men and women who start out in a disadvantaged situation in achieving these goals means including them as active members of the community.

Promoting self-reliance is one of the main objectives set out in the *Global Compact on Refugees* (GCR), the very same international agreement that emphasises the involvement of all sections of society – a principle that has always underpinned *Welcome*. The *whole-of-society* approach is also being revitalised in the new labour pathways for refugees, which also address another of the GCR's objectives: to ease the pressure on countries – often in the Global South – that host the largest numbers of refugees. A memorandum of understanding signed by the Ministries of Labour, Interior and Foreign Affairs, together with UNHCR and the NGOs involved in the corridors, aims to strengthen and expand these channels for regular and safe entry; however, these can only be sustained by demand from businesses.

That demand is growing. A labour market in crisis due to the demographic winter and the resulting difficulty in recruiting workers no longer looks to vulnerable migrants solely as part of its corporate social responsibility efforts, but also as a response to its workforce needs. It is a new perspective, which pragmatically recognises thousands of people who have found or will find protection in Italy and who are willing and able to work. There is a wealth of skills and potential that is largely unknown, let alone utilised. And there is an opportunity for collaboration that values people's interests and the dignity of work, whilst acknowledging that the conditions of initial disadvantage require an extra commitment from all of us.

These principles also inspire the MLPS's other initiatives for vulnerable migrants, which are likewise carried out in partnership with UNHCR: from PUOI PLUS, the system-wide action providing career guidance, job placement support, and internship opportunities, to the ongoing collaborations with the social partners in the construction and tourism sectors aimed at training and facilitating the employment of people hosted within the reception system. Initiatives also include interventions entrusted to regions and municipalities, as well as measures to combat labour exploitation when they involve asylum seekers and refugees. Recently, the Ministry has also directly entrusted the UN agency with a project aimed at improving governance and *capacity building*, the objective of which is already evident in its title: "FAre Sistema: reti per l'Inclusione" (Building the System: networks for inclusion).

Against a backdrop of global instability and a crisis in multilateralism, the scale of forced migration is making it increasingly difficult to provide even basic assistance to people fleeing their homes, with the risk that international conventions will remain mere words on paper, that rights will be denied, and that human beings will be abandoned. Beyond the darkest emergencies, beyond ever more crowded refugee camps, for those who will manage to save themselves or whom we will manage to help, there is the opportunity to build a pathway through employment towards a dignified new life. This is the commitment that also underpins the *Welcome programme*, as detailed in the pages of this Report.

Directorate-General for Migration Policies and for the Social and Labour Integration of Migrants

Department for Social Policies, the Third Sector and Migration
Ministry of Labour and Social Policies

Origins and development of the *Welcome. Working for refugee integration* programme

Over the course of nine years of activity, the *Welcome. Working for refugee integration* programme has undergone a substantial evolution, gradually transforming from a project-based initiative into a fully-fledged collaborative framework geared towards generating shared value.

This journey has seen The Adecco Foundation work alongside UNHCR, as an implementing partner, right from the outset.

The programme emerged from a series of initial reflections among partners: the existence of labour inclusion initiatives that were often valuable but fragmented and discontinuous; non-shared terminology; unstructured methodologies which, in some cases, had not been validated; and, above all, collaborations between public actors, private stakeholders, civil society and businesses that, although present, appeared to be episodic.

From this realisation, the first paradigm shift took shape: the transition from an approach focused on job placement to the development of *employability support systems*, viewing work not as an end point, but as a complex infrastructure to be built through skills, public and private services, businesses and local communities interacting on an ongoing basis.

From its very first years, *Welcome* has served as an evolving platform for continuous experimentation, learning and adaptation. The initial pilot projects made it possible to test the new approach in different contexts, before identifying, adapting and evaluating effective practices, ultimately leading to the definition of replicable and scalable models.

Within the *Welcome* ecosystem, the role of businesses has also undergone a significant evolution. From being entities initially involved primarily through a lens of corporate social responsibility, companies have gradually become key players in the co-design of inclusion pathways. This shift has helped to highlight a crucial aspect: the labour market inclusion of refugees is not merely a response to a social need, but also constitutes a concrete lever for tackling some of the main challenges of the labour market.

A further distinctive feature of the programme's evolution is the growing centrality of local contexts. By strengthening local networks and implementing multi-stakeholder and multi-level models, *Welcome* has contributed to the development of forms of generative, community-based welfare, capable of mo-

bilising local resources and generating lasting impacts, even beyond the duration of the project interventions.

The results achieved paint a picture of a growing ecosystem, testifying to the solidity of the path undertaken. However, the value generated should be viewed above all through the lens of the progressive construction of a shared model of intervention, founded on stable partnerships, widespread expertise and a common vision. Over time, this trajectory has contributed to the programme's evolution towards the creation of an increasingly structured ecosystem: a hybrid network – both local and digital – capable of connecting refugees, practitioners, businesses, public institutions and organisations.

Looking to the future, the challenge will be to further consolidate this collaborative infrastructure, strengthening the integration between the local dimension and digital tools, broadening the involvement of the business sector and continuing to invest in skills development to respond ever more effectively to the labour market inclusion needs of refugees, starting with the most vulnerable.

The programme's most recent developments are moving in this direction, and the UNHCR's FAMI 1177 project 'FAre Sistema: reti per l'Inclusione' (FA.SI.) also fits into this framework, aiming to strengthen local governance, multi-stakeholder networks and the skills of those involved in the social and labour market inclusion pathways for refugees. Capacity-building activities, in particular, which over the years have contributed to the dissemination of shared languages and tools, continue to prove a strategic lever for systemic change.

Today, *Welcome* is not merely a programme, but a space where social and economic objectives converge. Its evolution demonstrates how labour market inclusion, when supported by a systemic approach, can become a tangible driver of innovation, competitiveness and sustainable development.

Fondazione Adecco ETS

Awards given and stages of implementation

THE WELCOME. WORKING FOR REFUGEE INTEGRATION LOGO



THE WEWELCOME LOGO.



For the 2025 edition, the call for applications for the *Welcome. Working for refugee integration* logo was open to companies and organisations which, during 2025, recruited people forced to flee their homes, or supported their professional integration through accredited work placement and training programmes. Work placements funded exclusively through third-party funding are not eligible.

Since the 2019 edition, UNHCR has also sought to recognise all those organisations that contribute, in various ways, to the labour inclusion of refugees. With this aim in mind, the *WeWelcome* award was established, aimed at organisations and local bodies, including trade associations, trade unions, chambers of commerce, local authorities, employment services and associations active in assistance and protection, which have distinguished themselves in promoting employment opportunities for people fleeing war, persecution or serious human rights violations.

DEADLINE

30 NOVEMBER 2025

Applications can be submitted online

5 MAY 2026

Announcement of the winners

18 JUNE 2026



LAUNCH OF THE CALL FOR APPLICATIONS

Promotion of the call for applications and support for applications

- Project presentation meetings with small, medium and large enterprises
- Meetings with key local stakeholders
- Meetings with third-sector organisations and other actors engaged in the labour inclusion of refugees
- Assistance and support for applications



ASSESSMENT OF APPLICATIONS

Verification and in-depth assessment phase

- Due diligence checks
- Telephone interviews
- On-site company visits



SELECTION AND ANNOUNCEMENT OF WINNERS

Selection process

- Convening of the Evaluation Committee composed of representatives from UNHCR, the Ministry of Labour and Social Policies, Confindustria, the Global Compact Network Italy, Radio24 / Il Sole 24 Ore, AIDP, Confindustria, and with the participation of the Tent Partnership for Refugees
- Selection of eligible applications



FINAL AWARD CEREMONY

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



2025 EDITION

The Welcome. *Working for refugee integration* logo



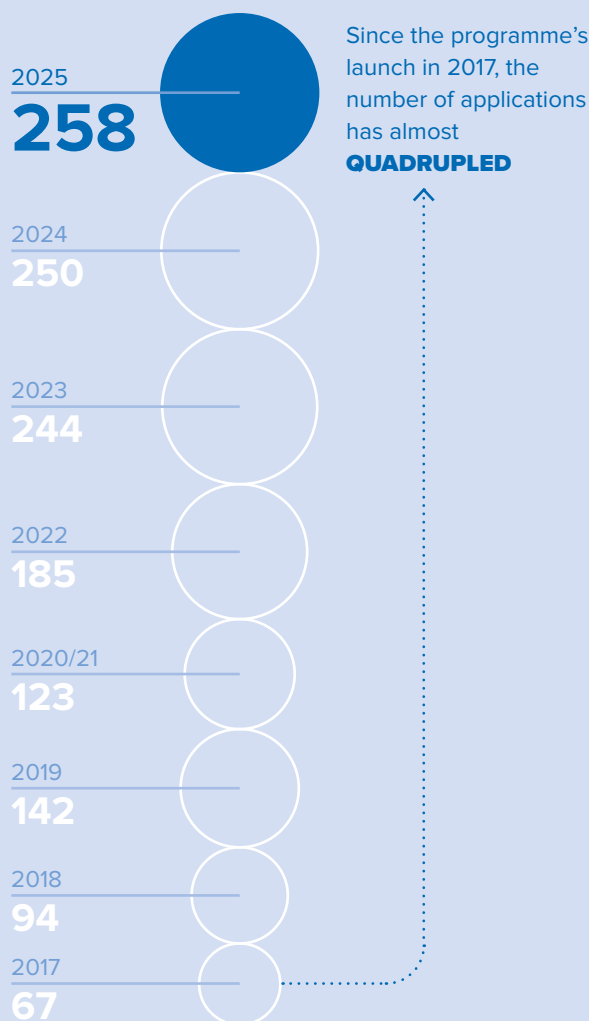
photo credits: UNHCR

1.1.

The awarded companies of the 2025 edition

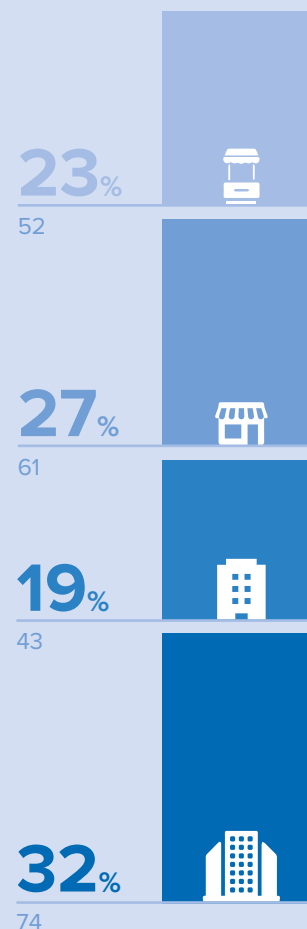
F1 – INCREASE IN THE NUMBER OF APPLICATIONS

Now in its eighth edition, the *Welcome* programme continues to see a significant increase in **the number of applications** received: in 2025, a **record 258** companies applied for the *Welcome. Working for refugee integration* logo. This is a significant achievement: since the programme's launch in 2017, the number of applications received has almost quadrupled.



F2 – AWARDED COMPANIES BY SIZE

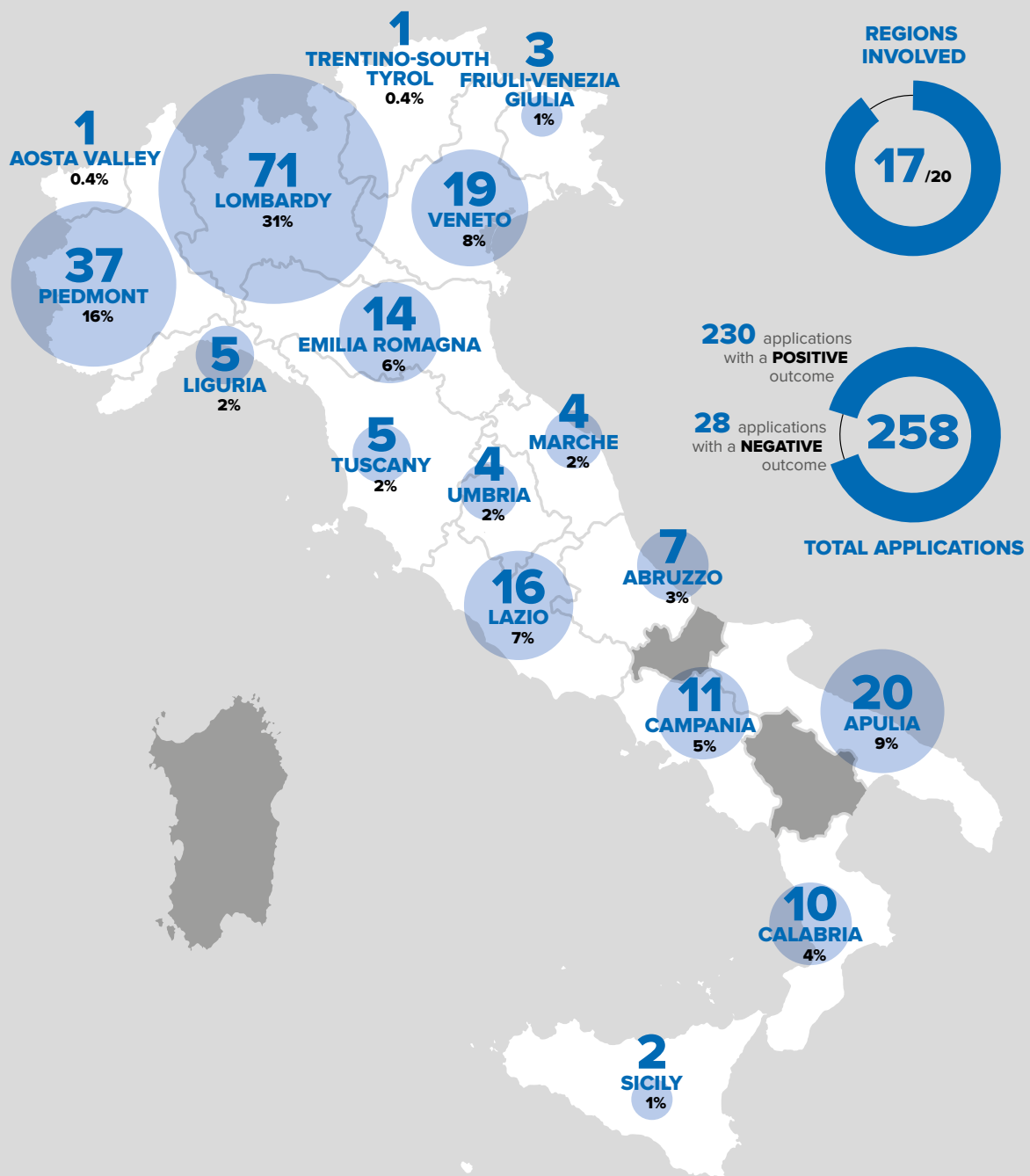
Micro and small-sized enterprises have once again proved to be fundamental in creating pathways to employment for people forced to flee, accounting for almost 50% of the award companies. Compared with the previous edition of the award, there has been an **increase in the number of small and medium-sized enterprises**, standing at 19% (compared with 15% in 2024) and 27% (19% in 2024) respectively. The participation of **large companies**, however, remains stable, with these firms accounting for over 30% of all award recipients in 2025.



F3 – AWARDED COMPANIES BY REGION

In 2025, the number of awarded companies that had already received the *Welcome. Working for refugee integration* logo in previous editions increased further, reaching 49%. This figure reflects an **ongoing commitment to promoting labour inclusion pathways** for refugees and demonstrates genuine recognition of the values promoted by the *Welcome* programme.

In terms of geographical distribution, in 2025 **Lombardy and Piedmont** once again emerge as the regions with the highest number of participating companies. For the first time, **Apulia** ranks third, followed by **Veneto and Lazio**. There has also been a **significant increase in the number of awarded companies in Campania and Calabria**, with figures almost doubling compared with the previous edition.



STORIES 2025

Creating space for people

Unicoop Firenze

Unicoop Firenze's commitment stems from a desire to put people at the centre, valuing the life experiences and skills that every refugee brings with them. In this regard, the collaboration with UNHCR's *Welcome* programme and the *WelcomeNet* cooperatives active in reception across the region has been fundamental. Over the past year, this ongoing dialogue has enabled the Recruitment team to meet around eighty refugees interested in embarking on a work experience and to support over twenty of them towards securing a job. For each person hired, an induction programme was designed in the stores, combining vocational training with attention to individual needs. From the very first days, great importance was placed on interpersonal

relationships, with the involvement of all colleagues, thereby fostering a highly collaborative atmosphere. The synergy between the HR teams and store staff made it possible to provide constant support, comprising opportunities for discussion, monitoring and assistance. This enabled difficulties to be identified promptly and, where necessary, support from the relevant cooperatives to be activated. The most significant outcome of this initiative was twofold: on the one hand, it provided concrete and motivating opportunities for refugees; on the other, it garnered positive feedback from colleagues who work alongside them every day, recognising their commitment, skills and human value.



photo credits: Unicoop Firenze

Abdullah's story

Abdullah Siddique, a twenty-eight-year-old from Pakistan, was hired at the Via Giuliani store in Florence. Having arrived in Italy in 2023, he has held various jobs as a site foreman and language interpreter in Pakistan, Turkey and Greece – countries where he has lived over the years. In Italy, before being hired as a sales assistant at Unicoop Firenze, he worked in the food sector as an assistant chef, a dishwasher and a warehouse assistant. At the Via Giuliani store, he gained experience both at the checkouts and in the replenishment of grocery and fresh products, immediately demonstrating curiosity, proactivity and a keen interest in professional development, and receiving very positive feedback from the Store Manager and the Department Manager. His inclusion programme focused primarily on vocational training, with particular emphasis on customer service and teamwork. Abdullah quickly established a good relationship with his colleagues at the store, who supported him with his day-to-day needs.

STORIES 2025

When inclusion breaks down barriers: work, dignity and new opportunities

FIEGE

FIEGE is a leading provider of integrated logistics services, with over 150 years of history and a global presence. In Italy, FIEGE e-commerce Logistics at the Nogarole Rocca (Verona) hub, part of the FIEGE Group, stands out for its strong commitment to social inclusion, particularly in support of refugees. This commitment has been recognised by the UNHCR with the award of the *Welcome. Working for Refugee Integration* logo since 2022.

The company has developed projects and procedures designed to facilitate the integration of refugees into the workplace, promoting an inclusive environment that values diversity and puts people at

the centre. In this way, the logistics sector provides opportunities for growth, development and dignity for people who have been forced to rebuild their lives from scratch.

Also particularly significant is the collaboration with the ENS (National Deaf Association) in Mantua, which led to the launch of the 'Noi.Se' project. Thanks to this initiative, over 30 deaf employees of various nationalities, including refugees, have been recruited. For FIEGE, inclusion is a strategic driver, capable not only of enriching the workplace but also of contributing to the creation of a fairer and more supportive society.



photo credits: FIEGE

Nataliia's story

Nataliia arrived in Italy, after a brief stopover in Poland, shortly after the war in Ukraine began. Forced to leave her country amid a climate of fear and uncertainty, she initially travelled to Bologna, where she received initial support. Subsequently, some fellow deaf compatriots directed her towards Mantua, recognised as a more welcoming environment offering plenty of opportunities for deaf people. The first few months were particularly difficult, mainly due to the language barrier: *"The biggest challenge was understanding others and making myself understood."* The differences in communication systems and alphabets posed a significant obstacle. The first turning point came when she met the ENS, which offered her tools, guidance and support: *"When I met the ENS, I realised I could do it."*

Thanks to ENS and the support of an interpreter, Nataliia had the opportunity to join FIEGE, where she felt welcomed and valued right from the start: *"It's always been lovely; I've felt at ease and included."* However, a bureaucratic error relating to her residence permit forced her to temporarily stop working just as she was building a new sense of stability.

This period of suspension, which lasted almost a year, was marked by uncertainty. The company's attitude, however, proved decisive: FIEGE chose to wait for the administrative process to be completed so that they could re-employ her. *"I'd never seen a company behave like that, waiting for me for so long."*

Once the paperwork had been sorted out, Nataliia returned to the company, finding an inclusive and collaborative working environment. The presence of deaf colleagues and the positive atmosphere made her reintegration easier: *"I get on well with my colleagues; there's a calm and collaborative atmosphere – I feel really at ease."*

The support of the community has been vital. Certain individuals, such as a deaf young man from the Mantua community and a colleague, Inna, played a key role in helping her adapt to the new environment.

Today, work means much more to Nataliia than just a job: it is a means of independence and dignity. *"For me, working means being able to support myself, pay the rent and make a living."* Thanks to the stability she has achieved, she looks to the future with greater peace of mind and has begun to set her sights on new goals: *"I want a small house of my own."*

Compared to when she first arrived, the change is clear: *"I'm much better off than before. I have more opportunities here."* Her story shows how an inclusive environment and an effective support network can transform a situation of vulnerability into a tangible path to integration.

STORIES 2025

ReadyForIT. A pathway to developing talent

Btinkeeng

Btinkeeng is a digital consultancy specialising in the development of innovative solutions using advanced technologies, artificial intelligence and machine learning. Our corporate culture is founded on concrete values such as Kindness, Impact, Innovation and Trust, which guide every organisational and people-related decision. For years we have been promoting Diversity & Inclusion policies, convinced that people's value stems from their differences and from

the ability to transform them into a shared asset. This is why we have joined the *ReadyForIT – Labour Pathways for Refugees* programme, promoted by UNHCR, welcoming two young refugee professionals from Sudan and South Sudan into our company. In addition to helping them integrate into the workplace, we have supported these colleagues with language learning, housing and social integration, actively involving the whole company in a journey of shared growth.



photo credits: UNHCR

Daniel and Wafi's story

The experience of inclusion at Btinkeeng through the ReadyForIT programme is a concrete example of how talent can transcend all geographical and cultural boundaries. Thanks to this project, we have welcomed Daniel Munde and Wafi Izzeldin into our company – two young refugee professionals from South Sudan and Sudan respectively, both of whom arrived in Italy after spending time in Uganda.

Daniel, aged 26, says he found a warm and positive welcome in Naples: *"Many people were very welcoming, and this made me feel as if I were at home."* Originally from South Sudan but raised in Uganda, Daniel left a context marked by conflict and instability. Despite the distance, he keeps in daily contact with his mother and brothers who stayed in Uganda.

Wafi, aged 30, also speaks with gratitude about the support he received from the very beginning of his arrival: *"During my first weeks here, I never lacked anything; even today I still receive help with documents and various bureaucratic procedures."* Originally from Sudan, he went through difficult years due to insecurity and war, until he was forced to leave the country together with his family, who now live in Egypt.

Both were recruited by Btinkeeng as software developers, making the most of their technical knowledge and skills, and supporting them on a path of professional and personal growth. Daniel, who initially focused on front-end development, has over time expanded his skills to include back-end development and technologies such as React, TypeScript, Docker, Keycloak and VPN. *"I've gone from having very little knowledge to becoming a confident developer,"* he says. *"Thanks to this job, I'm able to provide for my family, and that gives me great peace of mind."*

Wafi, who specialises in programming, UI design and database design, describes this opportunity as *"life-changing"*: *"At last I have the freedom to do something tangible. I love the company, my colleagues and the work I do."*

To help them settle in, Btinkeeng has developed an onboarding

programme based not only on the work aspect but also on day-to-day inclusion. The company has supported its new colleagues in finding accommodation, dealing with administrative procedures and learning the language. A 'Buddy' scheme has also been introduced, with a volunteer colleague tasked with guiding new recruits through the process of settling in and integrating. At the same time, English language courses have been organised for staff, with the aim of facilitating communication and creating a truly inclusive environment.

The project's impact involved the entire organisation. The arrival of Daniel and Wafi helped strengthen internal awareness of diversity and inclusion, fostering mutual human and professional enrichment. For Btinkeeng, *ReadyForIT* was not only a job placement project, but a concrete integration programme capable of creating value for individuals, the company and the community.



The awarded companies of the 2025 edition

- 352 PENNY SRLS
- 88100
- A2A SPA
- ABANTU SOCIETÀ COOPERATIVA SOCIALE
- ACCENTURE S.P.A
- ADECCO - THE ADECCO GROUP
- AGLIANO CUCINA SRLS
- AGRICOLA CALAFATA
- AGRICOLA VIGNETI SRL
- AHLSTROM ITALIA SPA
- AIREST RETAIL
- ALBA SRL
- ALICE PIZZA
- AMICO LOANO SRL
- AMPLIA INFRASTRUCTURES S.P.A.
- ANIMISTERIA VICENTINA SRL
- ARAMINO SRL
- ARCADIA
- ARNALDO CAPRAI SOCIETÀ AGRICOLA SRL
- ARTELECTRIC SRL
- ARTICOLOUNO SOCIETÀ COOPERATIVA SOCIALE
- ASC S.R.L.
- ASSAFÀ SNC
- ASSOCIAZIONE FRANCESCO REALMONTE ETS
- ASSOCIAZIONE LACHESI APS
- ATHENA ART DI LONGHITANO ANTONINO
- ATLANTIS SRL
- ATTIVA S.R.L.
- AUBAY ITALIA
- AUTHENTIC ENTERPRISE SOLUTIONS
- AZIENDA AGRICOLA DI CASSANO ALESSIA
- AZIENDA AGRICOLA MARIA CAZZOLLA
- AZIENDA AGRICOLA TERRA AMICA DI ZONTA MICHELE
- B&B HOTELS ITALIA
- BANCA IFIS
- BELLA BRI SRL-L'ARTE DELLA RE-
- SINA
- BELVEDERE SRL
- BERBERÈ SRL
- B-FOOD
- BGM COSTRUZIONI S.R.L.
- BIEFFE EUROMECCANICA
- BINOTTO DECORAZIONI
- BLUSERENA S.P.A.
- BOTTEGA VENETA
- BTINKEENG
- C&P SRL
- C.T.E. COSTRUZIONI TECNOELETTRICHE S.P.A.
- CAMPARO AUTO
- CAPP PLAST SRL
- CAPPELLI RIOLO CALDERARO CRI-SOSTOMO DEL DIN & PARTNERS
- CAUTO COOPERATIVA SOCIALE
- CDSTEEL S.R.L.
- CENTRO UNIVERSITARIO SPORTIVO PADOVA ASD
- CIA CONAD
- CIDIESSE ENGINEERING SRL
- CIDIESSE SOC. COOP. R.L.
- CIMBERIO S.P.A.
- CLO COOPERATIVA ORTOMERCATO SCRL
- COLORI VIVI S.R.L. IMPRESA SOCIALE
- COLORIAGE
- COLSER SOCIETÀ COOPERATIVA
- COOP ALLEANZA 3.0 SOC. COOP.
- COOP LIGURIA
- COOPERATIVA AUTOTRASPORTI N.C.V. S.C. A R.L.
- COOPERATIVA SOCIALE LAZZARELLE
- COOPERATIVA SOCIALE QUID
- COSMINT SPA
- COTTONE SCAVI DI COTTONE GIOVANNI E C. S.N.C.
- CRISPI
- CYKLOP SRL
- DECATHLON ITALIA
- DOCTOR CARWASH DI CHIESA
- STEFANO
- EATALY
- ECHO LABS IMPRESA SOCIALE
- ECOLOGIA INTEGRATA SOC. COOP. A R.L.
- ECOPALLETS SRL
- ECOTOUR SRL
- EFFECIDI SRL
- ELETTROCONSTRUZIONI CENTO TORRI SRL
- ELETTROGLOBAL SERVICE DI ANGELINI VITO
- ESI S.P.A.
- EURORISTORO
- EVOLUTION SRL
- FAMILY CARE S.R.L. AGENZIA PER IL LAVORO
- FANTAMONDO SRL
- FATTORIE OSELLA S.P.A.
- FIEGE ECOMMERCE LOGISTICS S.R.L.
- FORGI GROUP SRL
- GANZINI S.R.L.
- GELDI S.P.A.
- GENERAZIONE VINCENTE
- GEOEDIL TRE SRL
- GHMS VENEZIA SPA - HILTON MOLINO STUCKY VENICE
- GI GROUP
- GIUFÀ LIBRERIA CAFFÈ
- GRUPPO FRABOL
- HOTEL CORPORATION OF EUROPE
- HOTEL VIS A' VIS SRL
- HYDRO EXTRUSION ITALY
- I.CO.P. S.P.A. SOCIETÀ BENEFIT
- ICARUS SPA - HILTON ROME AIRPORT
- IDROMARKET SRL
- IKEA ITALIA RETAIL
- IL PALATO SALATO DI MAGREPO SRLS
- IL SABBIONE
- IMAG
- IMBAL CARTON S.B.



The awarded companies of the 2025 edition

- IMPRESA BORIO GIACOMO S.R.L.
- IMPRESA CENJA DEMIR
- IMPRESA EDILE DI NUCCI FABIO
- IMPRESA VIVENZI SRL
- IN'S MERCATO SPA
- INTEGRA COOPERATIVA SOCIALE ONLUS
- INTERCOS EUROPE SPA
- JUST IN FOOD SRL
- KIABI - SEKI S.R.L.
- LA DORIA SPA
- LA PIADINERIA - GRUPPO NEGOZI
- LA TETTERIA DI ABBINANTE FILIPPO
- LAFARMACIA.
- LAGARDÈRE TRAVEL RETAIL ITALIA
- LAMECCANICASF
- LAMONICA ELETTROMECCANICA
- LANGUAGE ACADEMY
- LANIFICIO CANGIOLI 1859
- LAVOROPÌÙ
- LEROY MERLIN
- LIFE IN
- LOGICAL JOB
- L'ORSA MAGGIORE S.C.S.
- LS TRAVEL RETAIL ROMA
- LUCERNA IMBALLAGGI
- LUIGI LAVAZZA SPA
- LUNA GIL SRL
- M.A.N.A. DI NOORI MORTEZA E ATAI ASEF S.N.C.
- M.R.S. NEW TECHNOLOGY
- M.R.T. SNC DI MUSOLESI FABIO E LORENA
- MAGMA SRL IMPRESA SOCIALE
- MAISONS DU MONDE ITALIE SRL
- MANPOWER SRL
- MARENCO CHIUSURE SRL UNIPERSONALE
- MASTROCICCIO SRL
- MATOS SRL
- MATTIOLI S.P.A.
- MEDTRONIC ITALIA S.P.A.
- MOEDI
- MULTIETNIKA SERVIZI
- NARDELLO GUIDO E FIGLI S.R.L. COSTRUZIONI GENERALI
- NAUSICAA VILLAGE - GESTITUR SRL
- NESPRESSO ITALIANA SPA - SOCIETÀ BENEFIT
- NORAUTO ITALIA S.P.A.
- NUMERO ZERO - RISTORANTE INCLUSIVO
- OLIVIERI COSTRUZIONI GENERALI
- OPENJOBMETIS
- ORIENTA SPA SOCIETÀ BENEFIT
- OSTERIA GINO E LA GIRAFFA - PER.ADA
- OVERIT SPA
- OVS S.P.A.
- P.G.S. IMPIANTI SRL
- PALERMO SNC DI PALERMO FRANCESCO E C.
- PANCOT FRATELLI SRL
- PASSONI & DI MAURO SRL
- PASTICCERIA BEDDINI SRL
- PENNY MARKET SRL
- PFIZER SRL
- PICTOR SOCIETÀ COOPERATIVA SOCIALE IMPRESA SOCIALE
- PIERSANTELLI
- PIGIEFFE S.R.L.
- PIZZERIA CAPRARO S.N.C.
- PREMIATA OFFICINA DEL GUSTO - RISTORANTE MENTELOCALE
- PRIMARK ITALY S.R.L.
- PRINCES RETAIL (EX CARREFOUR ITALIA)
- PRINCIPE DI SAVOIA S.R.L.
- PRISM SRL SOCIETÀ BENEFIT
- PROGES SOC. COOP. SOCIALE
- PROGETTO CASTELLO SRL
- PROMETES SISTEMI
- R.M. IMPIANTI SRL
- RANDSTAD ITALIA
- RANDSTAD SERVICES
- RE_ESISTENTE SOCIETÀ COOPERATIVA
- RATIVA
- REALE ITES
- RESINVETRO SRL
- RETELIT DIGITAL SERVICES S.P.A.
- RISTÒ FRATELLI PESCE
- RISTORANTE BELLAVISTA DI TROVÒ MARIA ELISABETTA &C. SNC
- RISTORANTE CIRCOLO DELLA VELA
- RISTORANTE DEL BELBO DA BARDON
- RISTORANTE GAMBERO ROSSO
- RISTORANTE LA CONCHIGLIA DI SANGINESI LIDIA
- RISTORANTE PIZZERIA ORCHIDEA DI PIROTTA GIUSEPPE
- ROMEO GESTIONI S.P.A.
- ROSSINI MATTEO
- RUBINETTERIE BRESCIANE BONOMI SPA
- RUSSO COSTRUZIONI
- S.A.I.T.E.M. – SOCIETÀ APPALTI IMMOBILIARI TECNICI E MANUTENZIONI S.R.L.
- S.E.A. S.R.L. SERVIZI ECOLOGICI AMBIENTALI
- S.IM.E SRL
- S.ITALIA S.P.A.
- SAMERYA ITALY SRL - ALEPH ROME HOTEL
- SANI TRASPORTI SRL
- SAS CICLOCUCINA DI FABRIZIO PLAZER
- SATURNO
- SCALA S.R.L.
- SI PUO' FARE S.C.S. ONLUS
- SKASSAPANZA SRL
- SOCIETÀ AGRICOLA SEMPLICE FRATELLI ROCCIA GERARDO E ROCCIA ANTONIO
- SOCIETÀ COOPERATIVA SOCIALE GRUPPO GAMMA
- SODEXO ITALIA
- STAFF S.P.A.
- STHEMMA



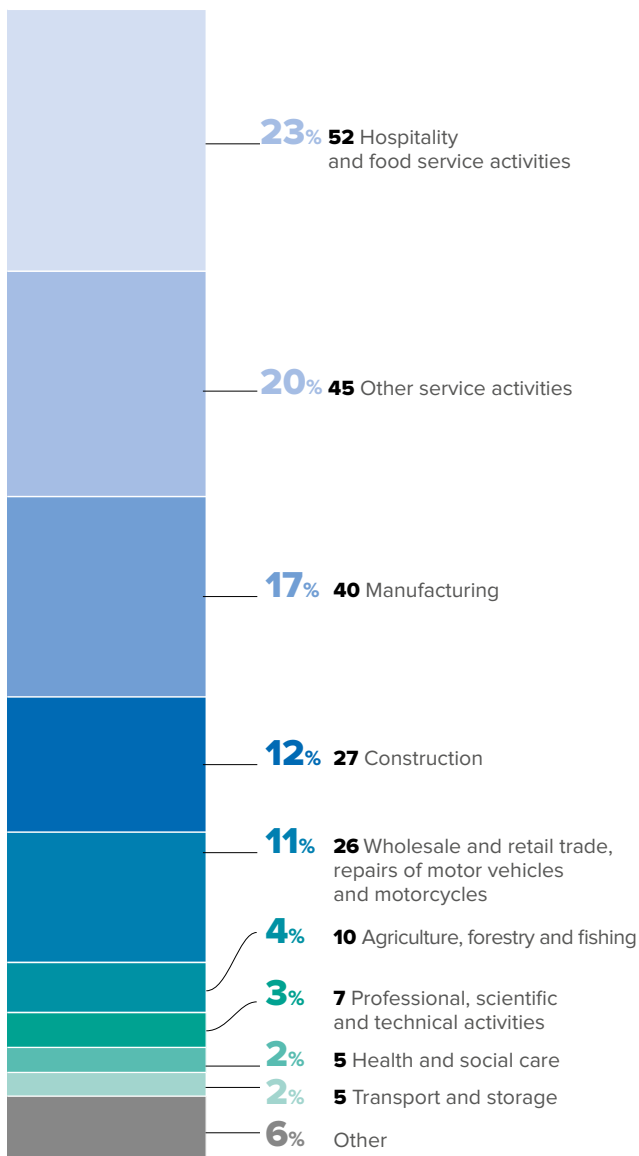
The awarded companies of the 2025 edition

- STUDIO LEGALE ASSOCIATO AD ASHURST LLP
- T.B. COSTRUZIONI MECCANICHE
- TERMOIMPIANTI SRL
- THE CIRCLE
- TIGER ITALIA 1 SRL
- TOBILÌ SOCIETÀ COOPERATIVA SOCIALE ARL-ETS
- TURIMONT SRL
- UMANA S.P.A.
- UNICOOP FIRENZE S.C.
- URBAN MARKET
- VALBIA SRL
- VALDAN SECURITY GROUP
- VALUETECH SRL
- VASTÉ S.C.S. IMPRESA SOCIALE
- VICO SPA - HILTON LAKE COMO
- VIVALDI & CARDINO S.P.A.
- WOLF ENTERTAINMENT SRL SEMPLIFICATA
- WOOD CATANZARO
- WORLD FASHION FOOD SRL



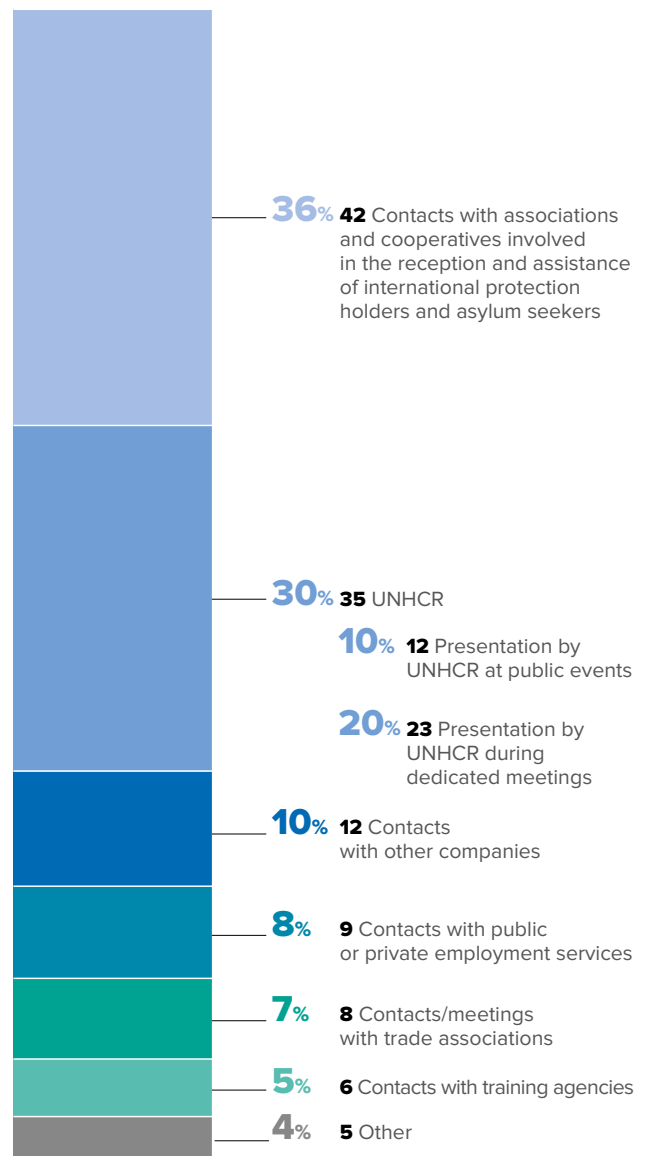
F4 – AWARDED COMPANIES BY SECTOR OF ACTIVITY

Once again, this year's edition reveals a **broad and diverse range of sectors among the awarded companies**, which operate across a wide range of industries. This year, the **hospitality and food service** sector ranks first in terms of the number of awarded companies, followed by the **services** sector, which continues to represent a significant proportion. There has also been **strong growth in the manufacturing sector**, which has increased by over 21% compared with last year. The **construction sector** also continues to play a significant role, accounting for 12% of the companies recognised in this edition and confirming the positive contribution of the inter-institutional collaboration initiated in previous years. The **wholesale and retail trade** sector also grew, reaching 11% of the total number of awarded companies.



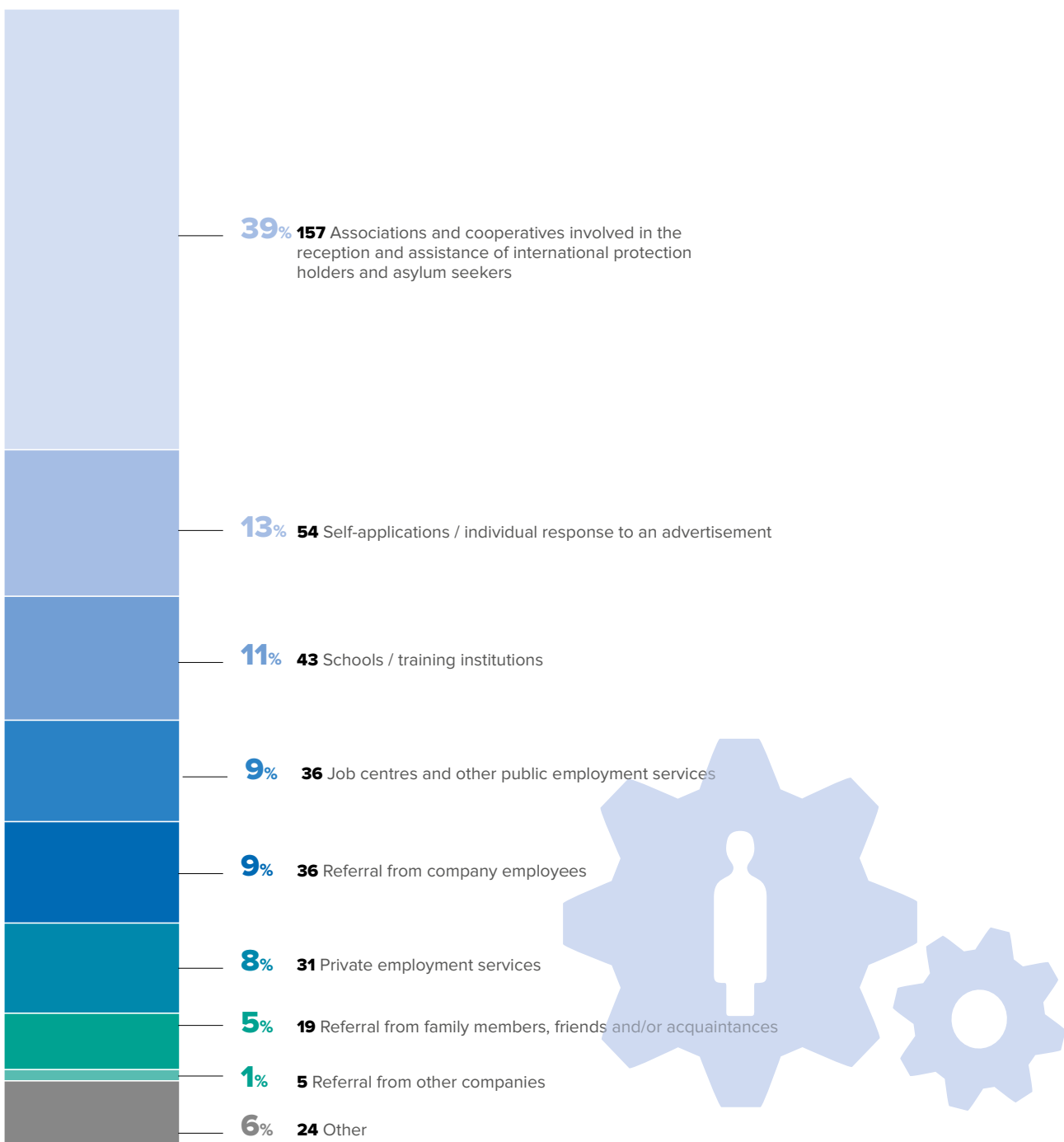
F5 – SOURCES OF INFORMATION ABOUT THE WELCOME.WORKING FOR REFUGEE INTEGRATION LOGO

As in previous editions, **associations and cooperatives involved in assisting** and welcoming refugees continue to play a key role in promoting the *Welcome* programme. At the same time, other significant channels of promotion are also emerging, in particular **contacts with other companies in the area** and – showing a marked increase compared to last year – **employment services**, both public and private.



F6 – CHANNELS USED BY AWARDED COMPANIES TO REACH REFUGEES

The role of **organisations involved in the reception and integration of refugees** in facilitating connections between refugees and the employment opportunities offered by companies remains the **main channel** through which job opportunities materialise: 39% of the companies recognised in this edition have, in fact, hired people referred by third-sector organisations. The number of placements resulting from **self-applications and responses to job adverts** has also risen further compared to last year, accounting for **13% of the companies involved** in 2025. This figure also confirms the contribution of the **Welcome In-one-click** digital platform in broadening refugees' access to opportunities offered by the Italian labour market. As was the case last year, **schools and training agencies** continue to play a vital role in the process of integrating people into the labour market.



A growing partnership: Diaconia Valdese and the national coordination of *Welcome Liaison Officers*

Diaconia Valdese has been committed for years to the social and labour inclusion of refugees and asylum seekers supported through the organisation's various services and projects, firmly believing that integration into the labour market is a key means of achieving economic independence and genuine social inclusion. The activities developed at local and national levels, consistently aimed at building synergies across different regions with both for-profit and non-profit organisations, have facilitated a natural alignment with the *Welcome. Working for Refugee Integration* programme and interaction with its various lines of action.

Diaconia Valdese's formal entry into the *Welcome* network took place following the first presentation of the *WeWelcome* award, enabling the organisation to benefit on a permanent basis from the opportunities offered by the network's various partners. These include participation in training webinars on labour inclusion and the complex legal frameworks governing immigration, access to recruitment processes for candidates with a migrant background on behalf of multi-site companies, and the opportunity to enrol individuals in dedicated training programmes. This collaboration has generated significant added value for the professionals involved in career guidance, strengthening their professional skills and expanding their access to companies and ongoing recruitment opportunities.

Furthermore, the relationship between the *Welcome Liaison Officers (WLOs)* working within the Spazio Comune centres and the staff of Diaconia Valdese has remained consistently active and collaborative across the various territories, taking the form of mutual referrals of service users to ensure they receive support that is as structured, multidimensional and comprehensive as possible.

From 2026 onwards, the partnership between UNHCR and Diaconia Valdese, and the implementation of the *Welcome* programme's activities, have undergone a significant strategic development, marked by the organisation's appointment as the sole implementing partner for the management and coordination of *WLOs* within the Spazio Comune in the seven target cities. This new role enables Diaconia Valdese to put the experience and expertise it has gained at national level at the service of the *WLO* team and local communities, whilst also representing a significant path of institutional growth thanks to the even closer ties with UNHCR and the programme's partners. Looking ahead, the creation of new local networks will enable the organisation to consolidate its presence and impact across local communities, whilst simultaneously capitalising on existing contacts and networks. The transition to a broader governance structure does not reduce the need for tailored support; rather, it reinforces its importance.

The impact of *the WLOs'* work continues to be consolidated through two main strands of action. With regard to support for service users, activities focus on reception, building a relationship of trust to facilitate support, skills assessment and the definition of individual career pathways. This day-to-day work is essential for providing refugees with the tools they need to navigate the Italian labour market independently. Furthermore, on the labour market front, the *WLOs* act as a genuine bridge to the outside world, managing direct relations with companies, employment agencies, foundations and trade associations. The aim is twofold: to identify concrete employment opportunities and to raise awareness within the private sector regarding the inclusion of refugees in the workplace.

The *WLOs'* work on the ground therefore ensures that projects are successfully implemented, transforming local strategies into tangible pathways to independence and employment. The added value of a single coordination body for the seven *WLOs* lies significantly in the opportunity for exchange and discussion between the different local areas. Whilst it is true that working across cities that are very different from one another significantly alters the way each one operates, it is considered essential to encourage shared reflection on methodologies, challenges encountered and best practices. It is within these regularly organised team meetings that discussions take place regarding possible approaches to trial, strategies, opportunities for exchanging contacts, and self-training initiatives aimed at continuous professional development and critical reflection. The focus then shifts from local to national levels and back again, maintaining a two-way dialogue that broadens our perspective whilst always keeping at the centre those seeking training and employment opportunities.

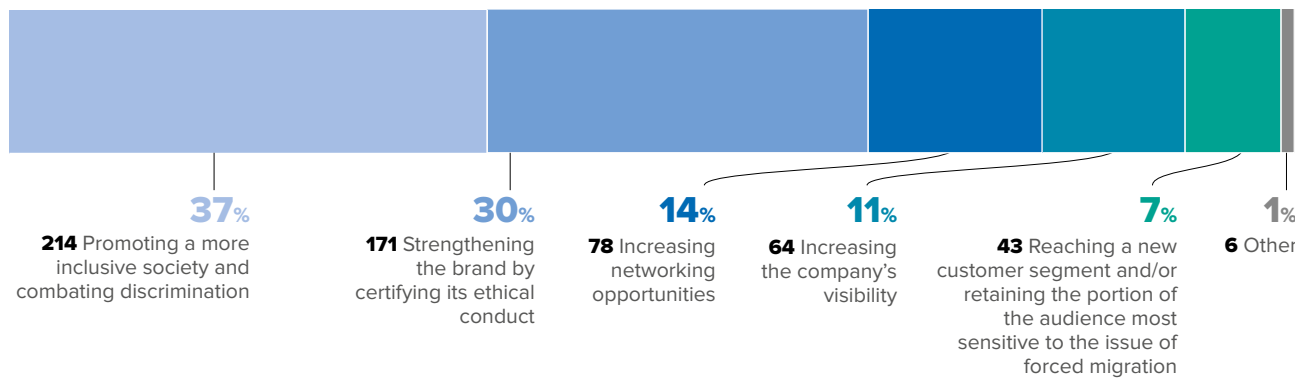
CSD Diaconia Valdese

1.2.

Corporate focus on social impact

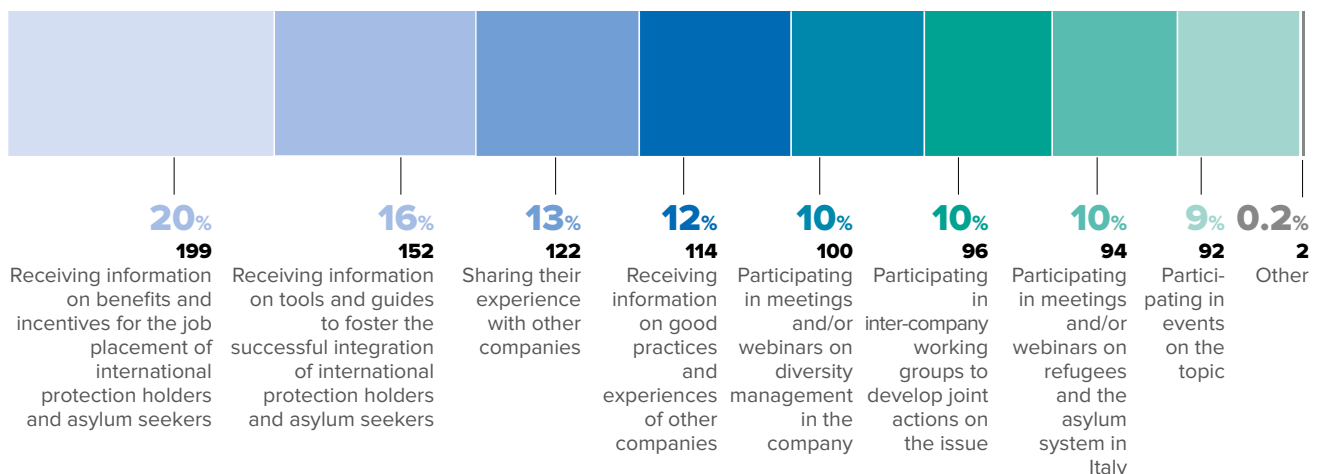
F7 – REASONS FOR SUBMITTING THE APPLICATION FOR THE WELCOME. WORKING FOR REFUGEE INTEGRATION LOGO

In line with previous years, in 2025 too, the main motivation driving the awarded companies to apply for the *Welcome* logo was the desire to **contribute to promoting a more inclusive society and combating discrimination**, cited by 37% of awarded companies. This motivation reflects a **strong alignment with the objectives of the *Welcome. Working for refugee integration* programme** and demonstrates companies' genuine commitment to inclusion. Furthermore, the desire to **strengthen their corporate brand** through the promotion of inclusive practices was confirmed as the second most significant motivation.



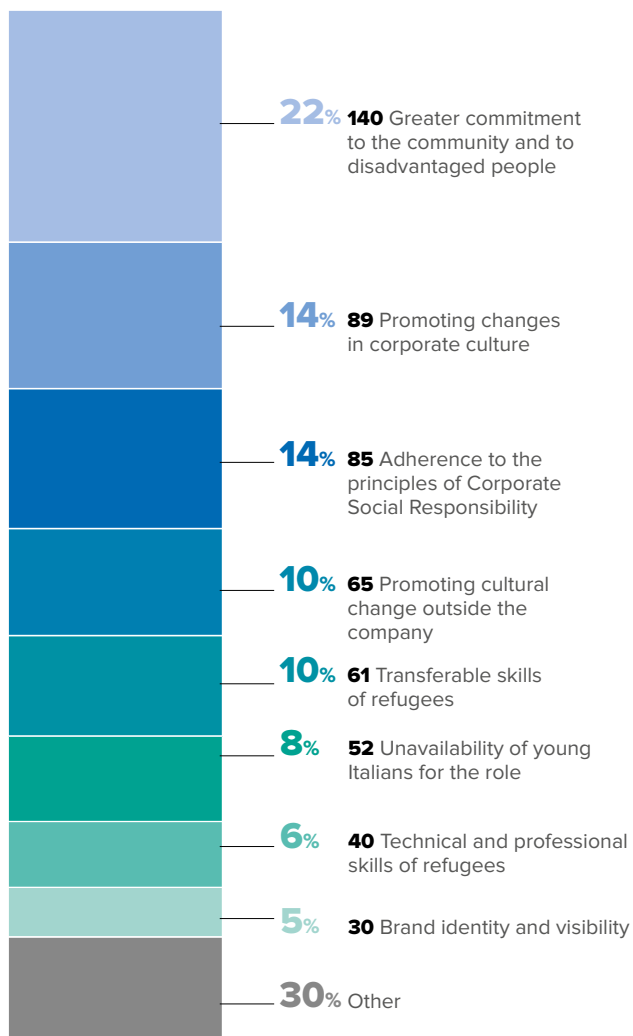
F8 – COMPANIES' INTEREST IN WORKING WITH REFUGEES

The awarded companies of the eighth edition have expressed a strong interest in receiving **specific information on the incentives and support measures available** for recruiting applicants for and beneficiaries of international protection. At the same time, the need to obtain **practical tools and guidance materials**, and to share experiences and tried-and-tested best practices, has been reiterated. The figures that have emerged are in line with those recorded in the previous edition. However, there has been a **significant increase in interest in participating in information sessions, webinars and events dedicated** to the topics of labour inclusion, corporate diversity management and the asylum system in Italy, as well as in inter-company meetings aimed at developing joint initiatives on these issues. Overall, **49% of the awarded companies** wish to participate in these initiatives, a marked increase compared with the 36% recorded last year.



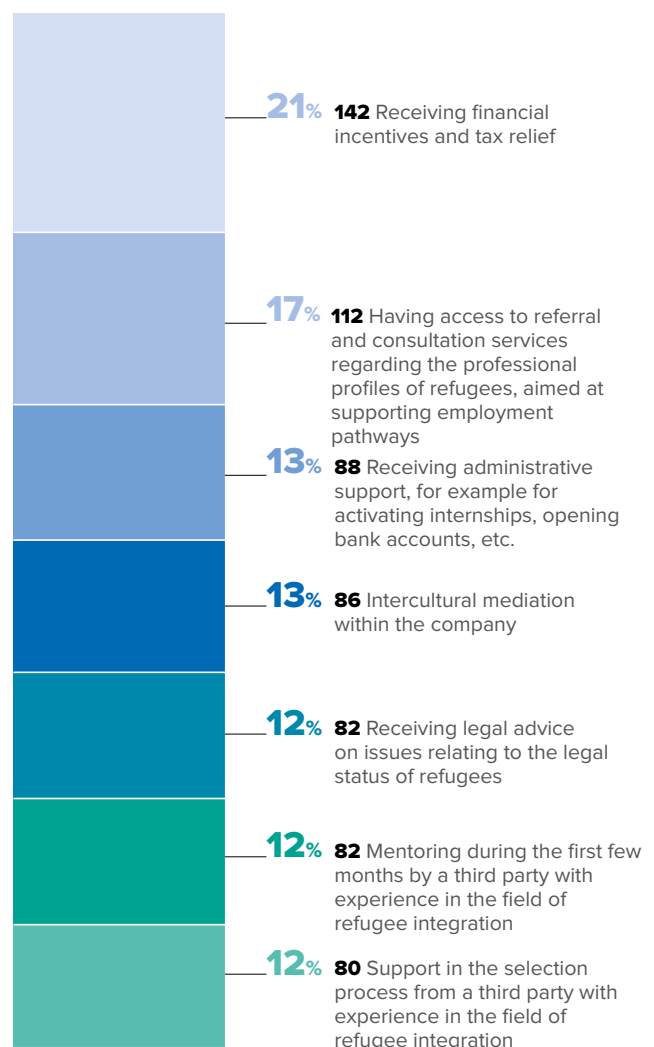
F9 – FACTORS ENCOURAGING COMPANIES TO HIRE REFUGEES

An analysis of the factors driving companies to recruit people who have been forced to flee highlights the **desire to strengthen their commitment** to the community – and, in particular, **to disadvantaged people** – as the main motivation. This is followed by the desire to promote **genuine change in corporate culture** and the commitment to **adhere to the principles of Corporate Social Responsibility**, in line with the findings from previous editions. By contrast, there has been a marked increase compared with last year in the recognition of the added value represented by **the transferable skills of refugees**: companies are increasingly valuing their motivation, interpersonal skills and behaviour in the workplace. This growth highlights how the labour inclusion of refugees is perceived not only as a social commitment, but also as a concrete opportunity to enrich organisations both professionally and at a human level.



F10 – SERVICES OF INTEREST FOR COMPANIES WISHING TO OFFER JOB INCLUSION OPPORTUNITIES

In the eighth edition, the awarded companies – in line with findings from previous editions – identified the availability of **financial incentives and tax relief** as among the key tools capable of further promoting labour inclusion. They also highlighted as particularly useful the ability to access a **service for identifying and reviewing professional profiles** of refugees who could be recruited into the company. In response to this need, in recent years the *Welcome* programme has developed the **WelcomeNet** and the **Welcome In-one-click** digital platform, further facilitating opportunities for contact between refugees seeking employment and companies. Among the factors considered most relevant are the need for **administrative support** and the availability of **intercultural mediation services** within the workplace.



Safe mobility and skilled employment: the evolution of Labour Pathways for Refugees

photo credits: UNHCR



Seven companies that have recruited refugees through the Labour Pathways projects were awarded the **Welcome Award in 2025: Accenture, Aubay, Btinkeeng, OverIT, Reale Mutua/Reale Ites, Valuetech and Mattioli.**

In 2025, the Labour Pathways for Refugees established themselves as an innovative solution capable of combining protection, safe mobility and a skilled workforce.

Within this framework, the companies involved are not only employers but become active partners in shaping the entire project, from its design to supporting social and labour integration, thereby offering not only job opportunities but also new pathways to protection.

Thanks to structured collaboration between UNHCR and other international actors, institutions, training organisations and civil society, companies can count on continuous support at every stage of the process, from the pre-selection of candidates to the management of documentation and onboarding.

During 2025, the model saw significant consolidation, with

six projects approved by the Italian authorities, involving initiatives in the IT, jewellery, shipbuilding, airport and social care sectors.

In June of the same year, the framework was strengthened by the signing of a **Memorandum of Understanding with the relevant ministries and other partners** – including the Ministry of Foreign Affairs and International Cooperation, the Ministry of the Interior and the Ministry of Labour and Social Policies, CSD Diaconia Valdese, Talent Beyond Boundaries and Pathways International – aimed at consolidating and institutionalising this entry channel. The project benefits from the support of a wide network of public and



private partners, including the Unione Industriali Torino, the International Trade Centre (ITC), Banca Etica and numerous local organisations.

At the same time, **local coordination forums** have been strengthened, particularly in Turin and other pilot areas, involving local institutions, employers' associations, third-sector organisations and technical partners, including within the framework of the Mayors' Migration Council's (MMC) Global Cities Fund for Migrants and Refugees.

By April 2026, over 70 refugees had already arrived, whilst further projects in the health, tourism and transport sectors are currently being developed.

Many of the companies involved are part of the network of the *Welcome. Working for Refugee Integration* programme, whilst new businesses have joined over the past year. The "*ReadyForIT – Labour Pathways for Refugees*" project, promoted by Fondazione Italiana Accenture, enabled 15 re-

fugees from Uganda to arrive in Italy. The "*Sailing to the Future*" project has enabled training in Egypt and the arrival in Italy of workers in the shipbuilding sector; "*Goldsmith for Italy*", in the goldsmith sector, has recruited 10 workers from Jordan, and "*Wings for a New Future*" has involved 27 Venezuelan refugees in Colombia in the airport sector. These are complemented by new projects currently under development in the healthcare, logistics and tourism sectors, confirming the growing interest from the business community.

In a context marked by demographic challenges and a shortage of skilled labour, these programmes demonstrate how the inclusion of refugees can generate shared value: by strengthening the competitiveness of businesses, supporting ESG objectives and contributing to economic development and social cohesion both in host territories and in countries of first asylum.

From a regulatory perspective, Law No.50 of 5 May 2023 paved the way for these new pathways: for the 2023–2025 three-year period, 250 annual quotas were reserved for refugees and stateless persons, whilst for the following three-year period the number was increased to 320 annual quotas. At the same time, the "extra-quota" work visa scheme (under Article 23 of Legislative Decree No.286/98) has been further developed, aimed at people who have completed vocational training and civic and language orientation programmes abroad.

LABOUR PATHWAYS FOR REFUGEES IN ITALY ARE PROMOTED THANKS TO THE SUPPORT OF:

ACRI Associazione di Fondazioni e di Casse di Risparmio Spa, Fondazione Compagnia di San Paolo, Fondazione Italiana Accenture, The Human Safety Net, Reale Foundation, Shapiro Foundation, Fondo di Beneficienza di Intesa Sanpaolo e Flora Fund, Mayors Migration Council - Global Cities Fund for Migrants and Refugees.

The aim for the coming period is to further increase the number of beneficiaries, whilst enhancing the quality of integration pathways and the involvement of businesses. The Labour Pathways aim to offer sustainable protection solutions for beneficiaries in countries of first asylum, contributing to the development of the Italian labour market whilst also promoting the circulation of skills for the benefit of countries of origin.

For further information:
mittendo@unhcr.org | pecoraro@unhcr.org



photo credits: UNHCR



14 ReadyForIT – Labour Pathways for Refugees 2024–2025

6 Sailing to the Future: Identifying and Developing Talent in the International Shipbuilding Industry

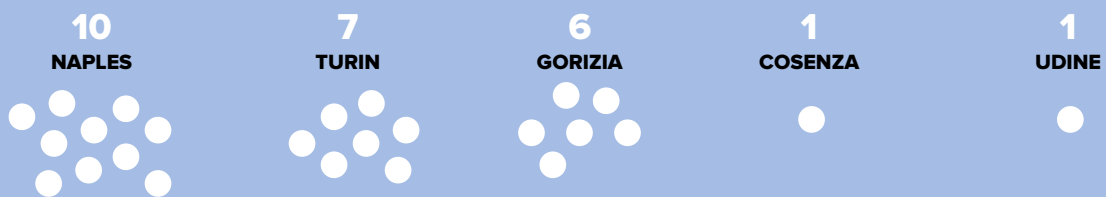
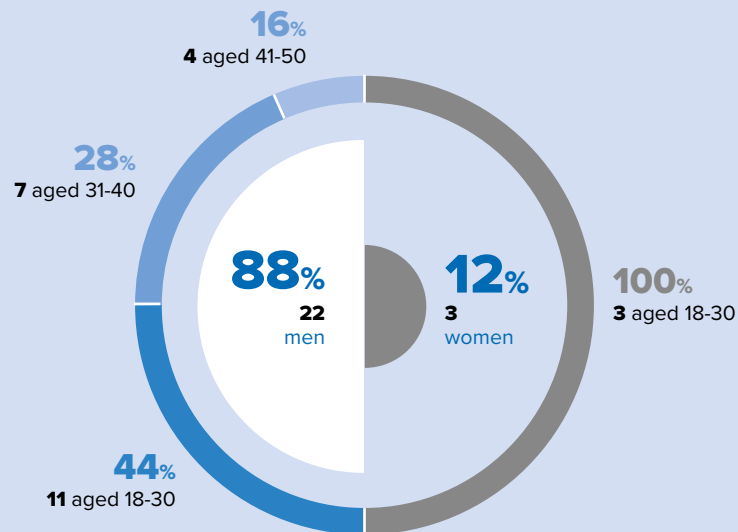
5 Goldsmith for Italy – Labour Pathways for Refugees 2024–2025

ORIGIN



25

REFUGEES WHO HAVE ARRIVED THROUGH LABOUR PATHWAYS



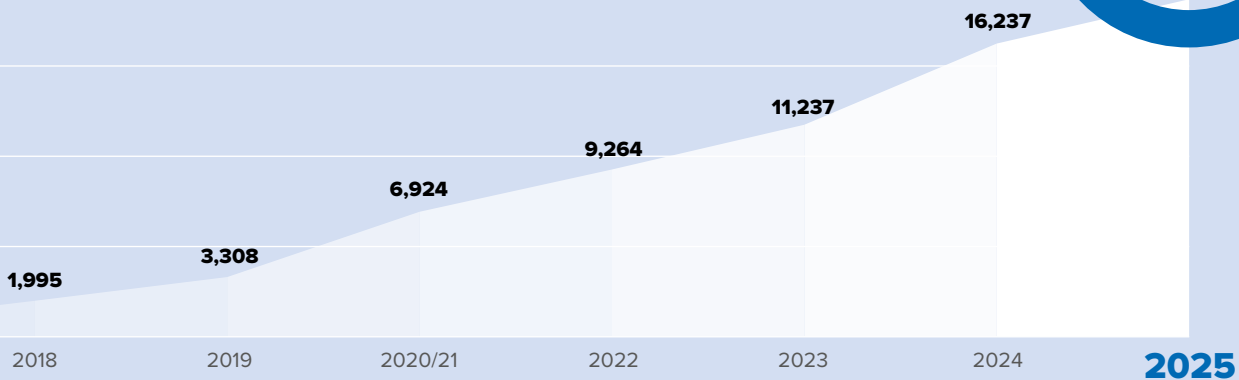
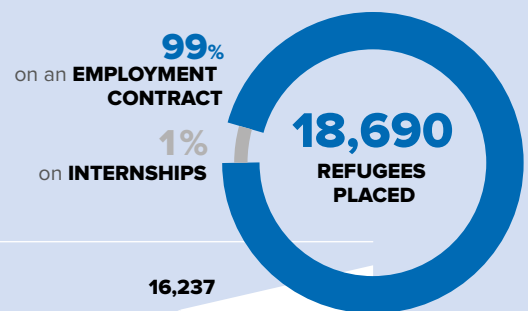
DESTINATION

1.3.

Labour inclusion pathways in the awarded companies

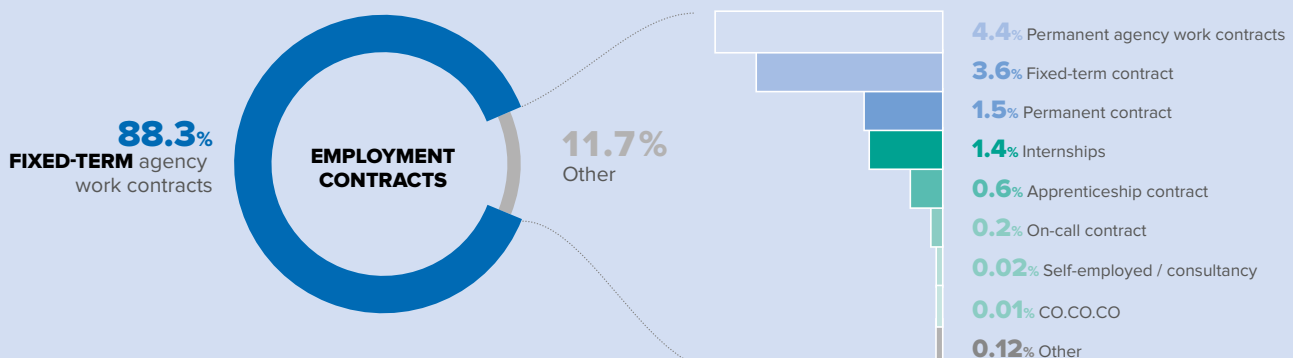
F11 – REFUGEE EMPLOYMENT IN THE EIGHT EDITIONS OF THE WELCOME.WORKING FOR REFUGEE INTEGRATION AWARD

Over the course of nine years, the **Welcome. Working for Refugee Integration** programme has facilitated the launch of **more than 69,000 pathways to labour inclusion**, highlighting the vital contribution of businesses to the processes of professional inclusion. This result is indicative of concrete action aimed at promoting **genuine and lasting integration** into Italian society for people forced to leave their country due to wars, persecution and violations of fundamental rights.



F12 – REFUGEE EMPLOYMENT BY TYPE OF CONTRACT

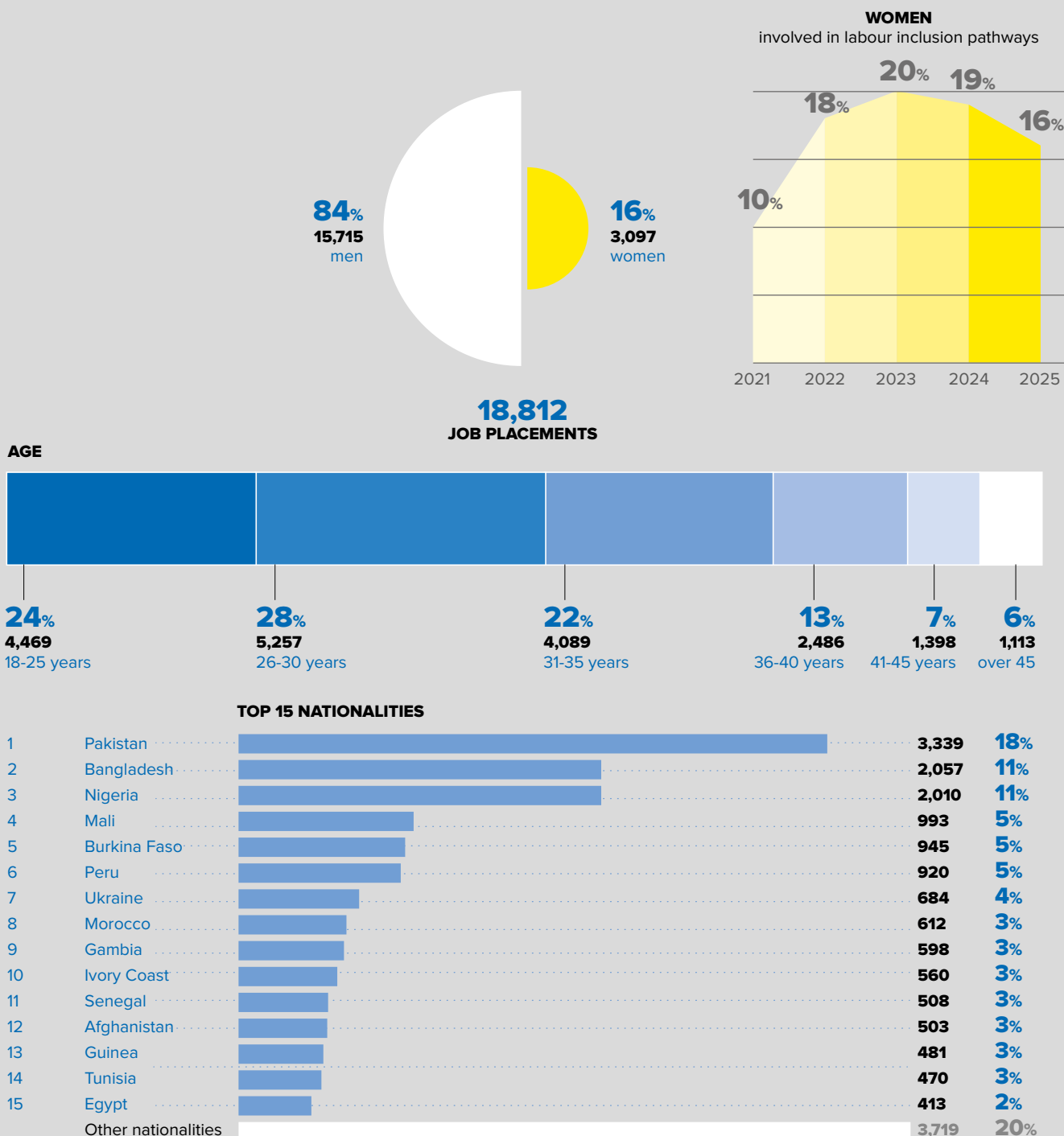
In **2025** alone, the total number of **new hires** made by all the awarded companies was **18,690**, a figure that shows significant growth compared with previous editions. The recruitment methods remain diverse: in particular, **temporary agency work contracts** – both fixed-term and permanent – stand out, reflecting the **central role of the collaboration between the Welcome programme and the Employment Agencies**, key players in the Italian labour market.



F13 – REFUGEE EMPLOYMENT BY NATIONALITY, GENDER AND AGE

The profiles of those involved in the pathways launched by the awarded companies reflect the **great diversity of the refugee population** in Italy. The majority are under 40 years of age (87%) and predominantly **male** (84%). This picture highlights the importance of promoting effective gender equality, including in access to employment opportunities for those forced to flee, given the female employment rate

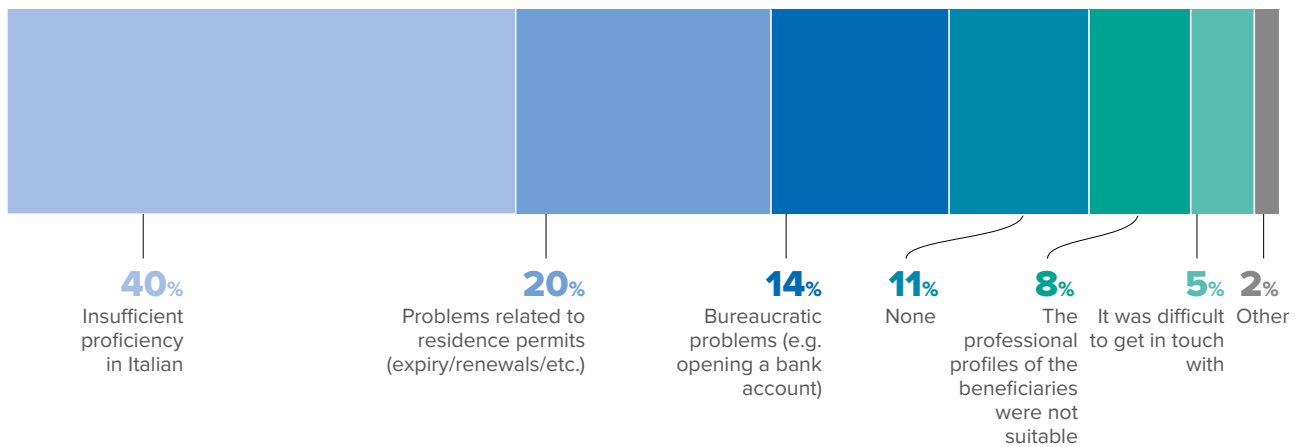
stands at 16% (10% in 2021, 18% in 2022, 20% in 2023 and 19% in 2024), a figure likely influenced also by constraints related to care responsibilities. The data collected also reveals a significant **variety of nationalities represented**: among the most common are **Pakistan, Bangladesh and Nigeria**, albeit within an overall highly diverse landscape.



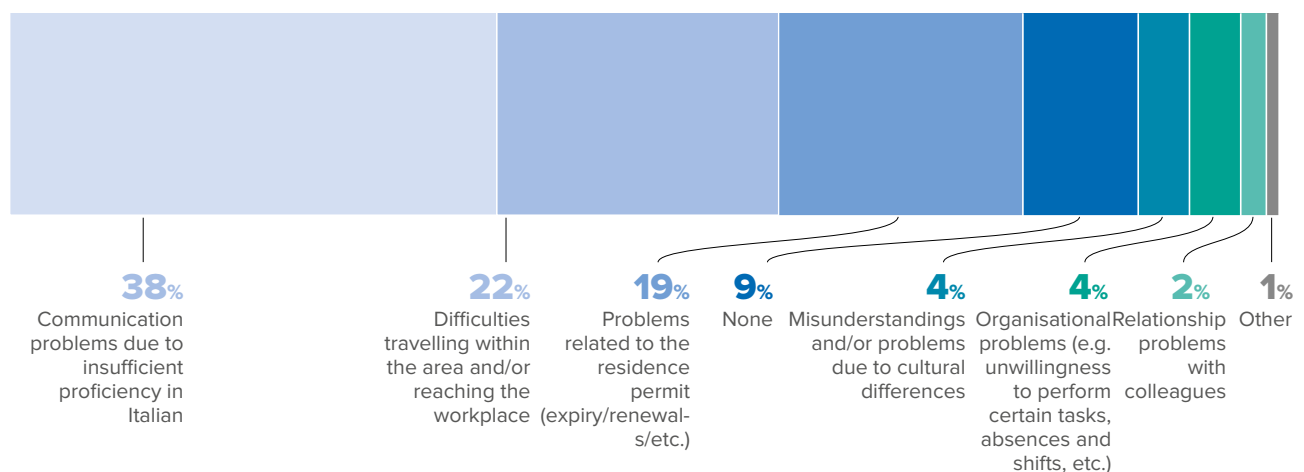
In identifying the main challenges affecting the implementation of labour inclusion pathways for refugees, companies cite, as the top issue – in line with findings from previous years – **insufficient knowledge of the Italian language**. Added to this difficulty are **bureaucratic obstacles**, both those relating to deadlines and the renewal of residence permits, and, more generally, the

administrative complexities that refugees must face in Italy, such as difficulties in opening a bank account. Furthermore, the **difficulty in reaching the workplace** due to logistical obstacles that restrict movement within the country continues to play a significant role, further complicating the integration process for these individuals.

F14 – MAIN OBSTACLES FOR COMPANIES IN IDENTIFYING IN REFUGEE IDENTIFICATION AND HIRING PROCESS



F15 – MAIN OBSTACLES FOR COMPANIES IN REFUGEE EMPLOYMENT

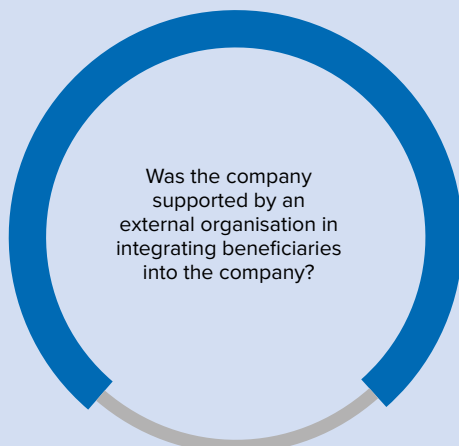


F16 – SUPPORT BY EXTERNAL ORGANISATIONS FOR MENTORING WITHIN THE COMPANY

Support from external organisations remains fundamental to the successful integration of refugees into the workplace: **77% of the companies awarded** in 2025 stated that they had received assistance at least at one stage of the inclusion process. The stage at which support is considered most important is the initial stage of candidate referral, cited by 32% of companies. This is followed by support for

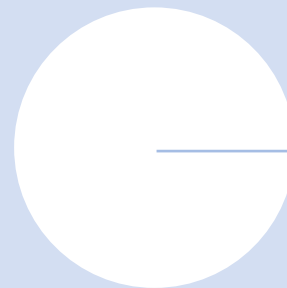
the selection process, including **joint** interviews and **assessments**. 20% of companies also highlighted the role of **remote mentoring** provided by external organisations during the integration process. This figure confirms that support from external organisations remains crucial even in the stages following selection, contributing significantly to the success of labour inclusion.

77%
The company **WAS SUPPORTED
BY AN EXTERNAL ORGANISATION**
in integrating refugees into the company



23%
The company **WAS NOT SUPPORTED
BY AN EXTERNAL ORGANISATION**
in integrating refugees into the company

32%
152
Candidate referral



22%
104
Support during the selection process
(joint interviews)



20%
93
Remote mentoring



15%
69
Intercultural mediation



12%
56
In-company mentoring



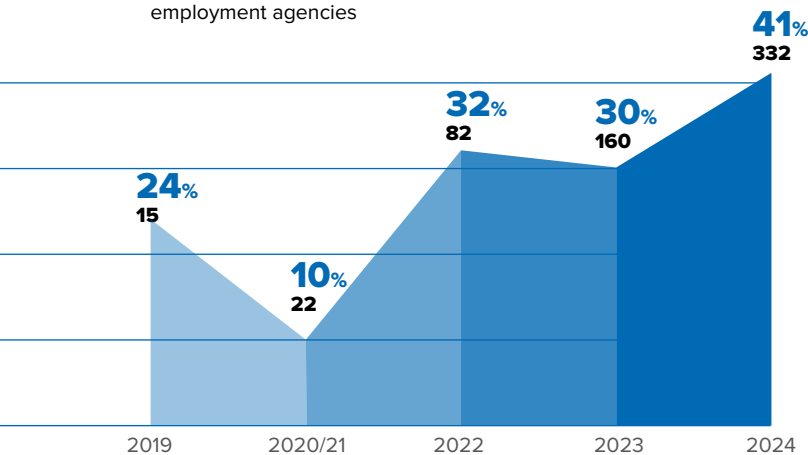
F17 – RETENTION RATES AMONG EMPLOYEES HIRED BY WELCOME AWARD-WINNING COMPANIES

In 2024, we began **collecting data on the retention of refugees placed through previous editions** of the *Welcome* programme, with the aim of assessing the initiative's ability to generate sustainable pathways to labour inclusion. The analysis shows that **41% of those placed in 2024 are still working for the same company today**. Retention rates for those placed in 2022 and 2023 stand at around 30%, whilst 24% of those placed in 2019 are still employed by the company. As regards length of service, in 87% of cases, refugees currently employed by the company have between one- and two-years of service, whilst 10% have reached four years' service – a figure that has risen compared with previous years. Overall, **from 2019 to the present, the average retention rate exceeds 27%**. This figure suggests that a significant proportion of these placements do not merely provide an initial opportunity to enter the labour market but also lead to more stable and continuous career paths. When interpreting the retention data, it is also important to bear in mind that, in previous years, over 90% of place-

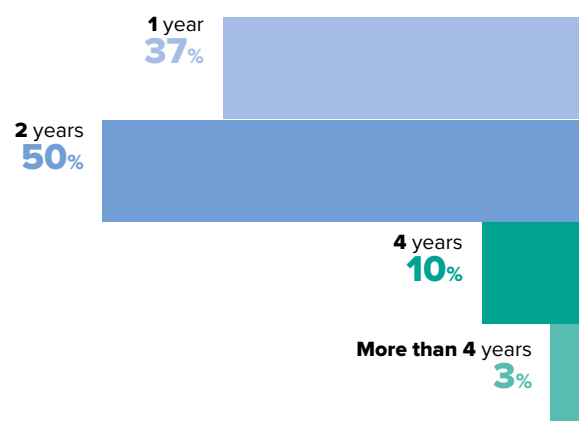
ments were on fixed-term contracts, predominantly through temporary work agencies. This factor makes it more difficult to accurately measure retention, as it is often not possible to track cases where the employment relationship continues under different contractual arrangements or directly with the company.

Furthermore, when interpreting these figures, it is also important to consider the reasons that led to the termination of the employment pathways of those hired. **In 56% of cases, in fact, the termination of the employment relationship was the result of a choice made by the refugees themselves:** in 33% of cases for personal reasons and **in 23% because they had found another job opportunity**. In line with what has been highlighted above, the third main cause of termination is the expiry of short-term contracts. In only 7% of cases, however, did the employment relationship end due to performance deemed unsatisfactory.

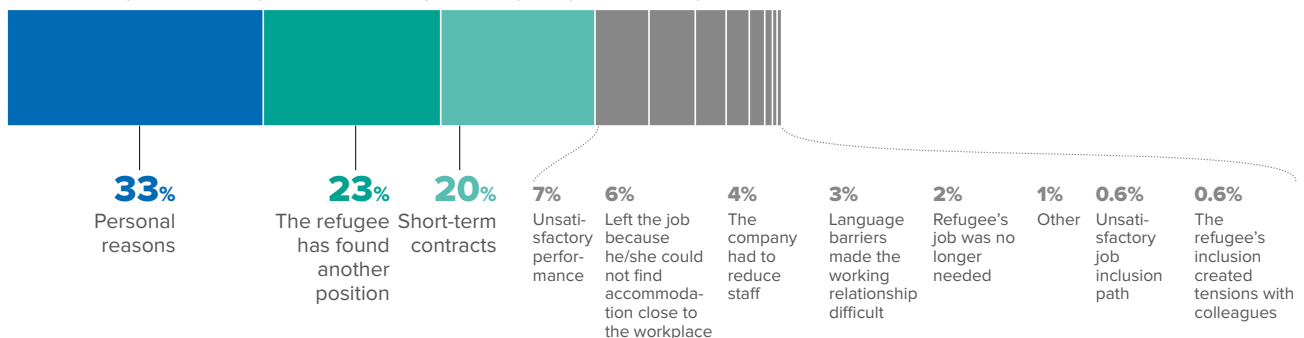
PEOPLE STILL EMPLOYED BY THE COMPANY BY YEAR
of the start of their labour inclusion pathway — excluding employment agencies



AVERAGE SENIORITY OF REFUGEE EMPLOYEES
who are working or have worked for a company



REASONS FOR THE TERMINATION
of the employment pathway for those no longer employed by the company



Special mentions

MILAN, MONZA, BRIANZA AND LODI CHAMBER OF COMMERCE



INTEGRA is an innovative, multi-sector project promoted by the Milan, Monza, Brianza and Lodi Chamber of Commerce and implemented by Formaper Srl, a benefit corporation. The initiative was launched with the aim of facilitating the integration into the labour market of migrants, refugees and asylum seekers residing in the area.

INTEGRA's strength lies in its multi-stakeholder nature, based on a broad and cohesive partnership comprising: eight trade associations, which define the professional needs of their member companies; four third-sector organisations that select participants locally; seven training schools, affiliated with the trade associations; and an administrative support desk for beneficiaries managed by ANOLF Lombardia. Every six months, a catalogue of completely free vocational training courses is offered, with an average duration of one hundred hours, aimed at imparting technical and transferable skills in the sectors with the highest demand for labour: catering and hospitality, logistics and distribution, crafts and manufacturing, and building and construction.

Formaper designs the training programmes in collaboration with trade associations and schools, organises networking days between companies and course participants, and oversees the matching and job placement of each participant. Classes are workshop-based and comprise between 12 and 15 people. Alongside the vocational courses, Italian language courses for the workplace are offered, and the programme is complemented by modules dedicated to soft skills. In its first two phases (2024–2025), the INTEGRA project achieved significant results, confirming the validity of the intervention model adopted and the effectiveness of the collaboration between institutions, trade associations, third-sector organisations and local businesses. In total, 327 people took part in the vocational training programmes, whilst 96 attended language courses, bringing the total number of participants to 423. A total of 32 courses were delivered and 356 job interviews organised, leading to 222 job placements, highlighting the tangible impact of the initiative both in terms of social inclusion and the strengthening of the local business community. The 2026 edition is currently underway. Among the project partners receiving the WeWelcome award are ANOLF Lombardia, which, in addition to providing administrative support, plays a key role in promoting the project, and Soletterre, a third-sector organisation active in identifying and selecting participants.



photo credits: INTEGRA

UNIONE INDUSTRIALI TORINO



Law No. 50 of 5 May 2023 has, for the first time in Italy, enabled people recognised as refugees or stateless persons in their countries of first asylum – and who have completed vocational and civic-linguistic training courses – to enter Italy safely and legally on a work visa for dependent employment. This is a significant change, combining the protection of rights with concrete responses to employment needs. The Turin area – given its entrepreneurial spirit – has served as a key pilot in the implementation of this new programme, transforming pilot schemes on labour pathways for refugees into a stable and structured model of local governance capable of addressing the mismatch between labour supply and demand within Turin's productive system, thereby promoting regular, safe and skills-based migration.

The Unione Industriali Torino, in collaboration with the City of Turin, civil society organisations and international partners, launched a co-design working group in 2024, which led to the implementation of the first projects: *ReadyforIT*, *Goldsmith for Italy* and *Wings for a new future*. Thanks to these projects, 37 people entered Italy in 2025 to work at 5 member companies.

Refugee labour mobility represents not only an opportunity for inclusion and autonomy for those involved, but also a concrete response to the growing demand for skilled staff from Turin-based businesses, promoting diversity as a genuine competitive asset. Law 50 of 5 May 2023 provided us with the means to begin building environments ready to welcome talent from every life path, consolidating a model that combines legality, integration and sustainability.



photo credits: UNHCR



2025 EDITION

The WeWelcome logo



photo credits: INTEGRA

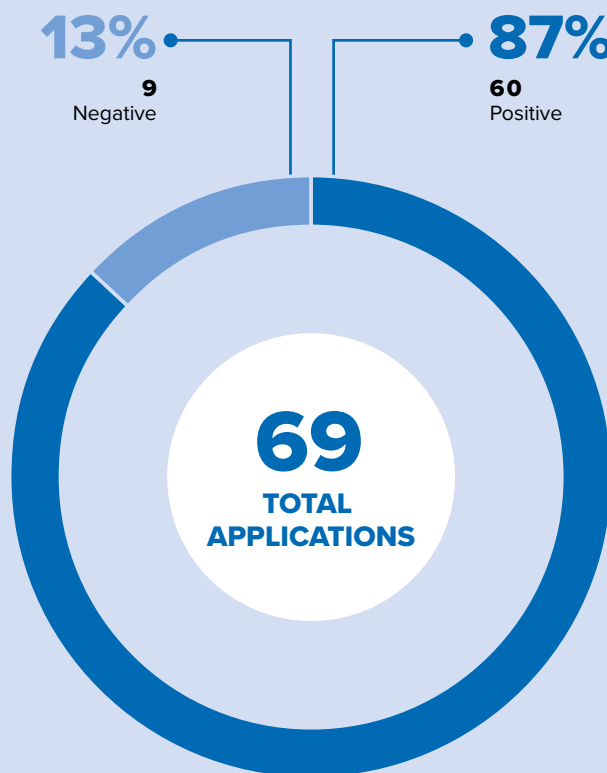
2.1.

The awarded bodies and organisations

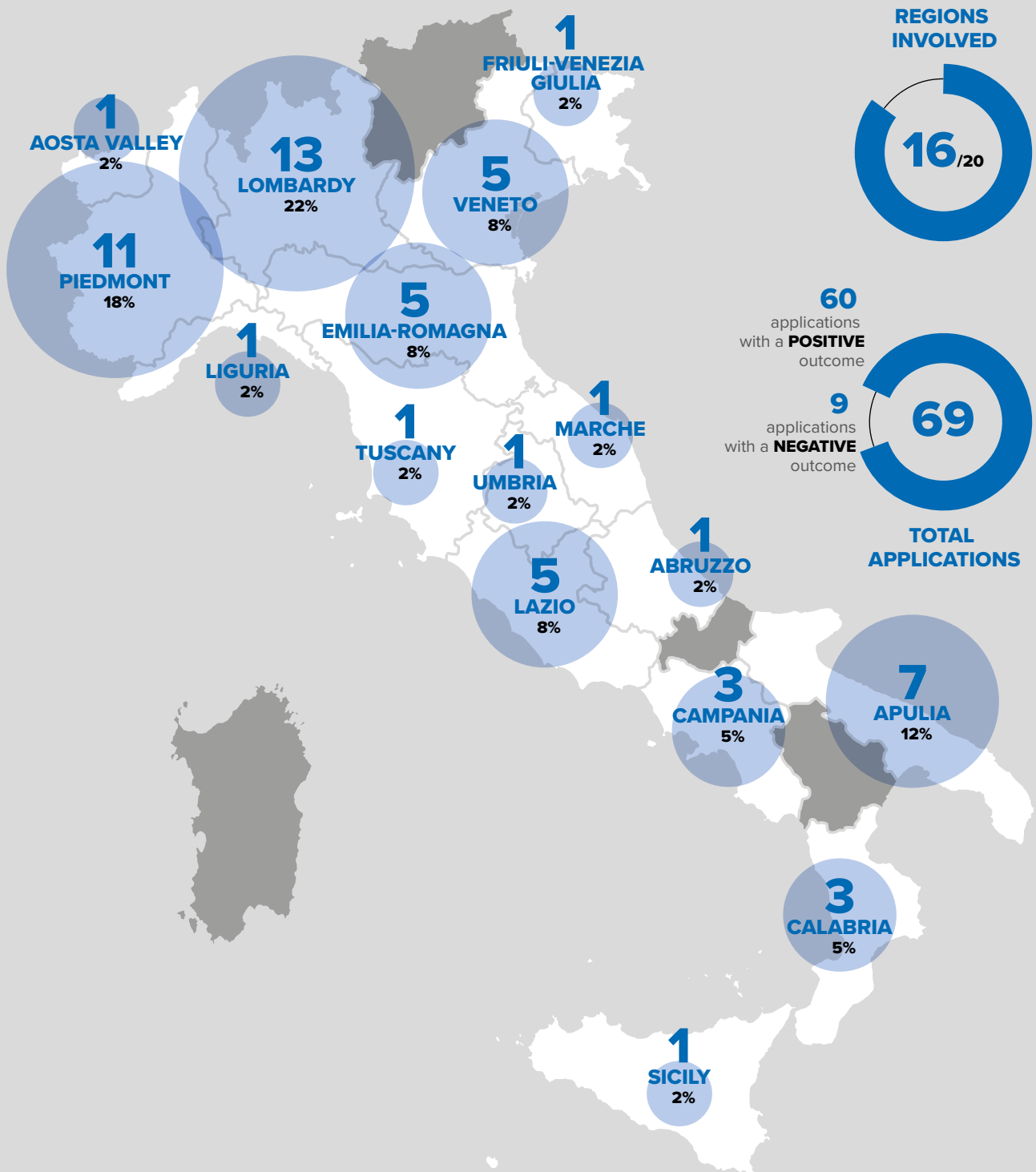
F18 – TOTAL NUMBER OF APPLICANTS AND AWARDEES

The **WeWelcome** logo highlights the role of public and private bodies in promoting the labour inclusion of refugees, building a bridge between people forced to flee and the professional opportunities offered by companies.

In 2025, **69 civil society organisations from 16 Italian regions** applied for the *WeWelcome* logo. Of these, **60 were awarded** thanks to the tangible contribution they made to the employment of refugees within companies which, in turn, received the award. **80% of the awarded recipients**, an increase of almost 20% compared with last year, **had also taken part in previous editions** of the programme, with almost all of them having already been awarded the *WeWelcome* logo. This figure confirms the ongoing commitment of these organisations and the strength of their relationship with the *Welcome* programme over the years.



F19 – AWARDED ENTITIES BY REGION



STORIES 2025

The power of collaboration

Sani Trasporti Srl

Sani Trasporti Srl is a long-established Italian family-run business, operating since 1950 in the food transport and integrated logistics sector. Based in the Parma area, it operates primarily in central and northern Italy, offering transport, *groupage*, packaging, warehouse management and goods handling services, aimed in particular at large-scale retail chains and the agri-food sector. Over the years, the company has invested in advanced technologies for traceability, shipment tracking and the optimisation of logistics processes.

With over one hundred employees, the company promotes an organisational culture based on professional development and the empowerment of its staff. In this context, in recent years Sani Trasporti has launched structured labour inclusion programmes, facilitating the integration of workers from migrant backgrounds. These initiatives contribute not only to strengthening the company's skills base, but also to building an increasingly open, multicultural and inclusive working environment.

The partnership

CIAC Impresa sociale Ets is an organisation committed to the reception, protection and social and labour inclusion of refugees and asylum seekers in the Parma area. The collaboration between CIAC and Sani Trasporti is based on constant dialogue between the company and social workers, with the aim of promoting the inclusion, autonomy and integration of beneficiaries of international protection through work, whilst making the most of the skills of those being supported



Kere's story

Kere Boureima was born in Burkina Faso in 1975. He has a background in sociology, although he did not complete his university studies. His country of origin has been deeply affected by waves of violence perpetrated by jihadist groups, which have made daily life unstable and dangerous. His studies in sociology and his work as a field researcher in villages represent the cultural and social contribution that Kere has sought to make to improve the living conditions of his community. Over the years, he has also worked in agriculture and other sectors where employment was available, building a life characterised by commitment, responsibility and family ties. *"I tried to stay in my country for as long as possible,"* says Kere. *"But at a certain point, leaving became a necessary choice in order to survive and to envisage a better future."* In 2022, he therefore left Burkina Faso. It was a painful but necessary departure, driven by the desire to protect himself and his family from violence and instability. His arrival in Italy represented a new challenge for him: not only a safe haven, but an environment in which to test his resilience and ability to adapt. For Kere, Italy also became a place of social observation. The reception process he underwent with the support of CIAC Impresa sociale Ets marked an important stage in his journey towards inclusion. Through the work of the support staff and engagement with the local community, an opportunity arose to connect with Sani Trasporti, the company where he now works as a warehouse worker. Within the company, Kere finds a multicultural and dynamic environment, characterized by the presence of workers from different backgrounds and countries. *"Every*

day I see different people working together towards a common goal", he explains. *"This makes me realise that diversity can be a strength."* His labour inclusion required mutual commitment: on the one hand, Kere's willingness to learn the language, rules and organisational procedures quickly; on the other, the willingness of the company and his colleagues to support him on his journey towards integration. According to the company representative, *"Kere's experience shows how work can be a concrete tool for social inclusion. His determination and his ability to relate to others have had a positive impact on the team."* Today, Kere sees his experience in Italy as a new opportunity for personal and professional development. There is no shortage of difficulties, nor of challenging moments linked to adapting to a new environment and being far from his homeland, but his work provides a source of stability and dignity. Both within the company and in the local community, Kere continues to witness and experience every day the outcome of a challenge that began many years ago in Burkina Faso: that of building relationships, fostering participation and shaping a future, even after having gone through war, loss and separation.

STORIES 2025

A network that creates opportunities

Primark

Sara's story is intertwined with that of a wider system, built on collaboration and openness. The relationship with Primark, in fact, did not arise out of nowhere: the company can draw on solid experience gained in part through its collaboration with The Adecco Foundation, which over time has facilitated numerous connections between talent and opportunity.

It is within this context that UNHCR's *Welcome* project operates, where *Welcome Liaison Officers* (WLOs) play a fundamental role: they accompany beneficiaries of international protection on their journey towards self-reliance, offering career guidance, emotional support and connections with the local community.

The *Welcome In-one-click* platform represents a preferential channel for refugees, but it is the practical work of the WLOs that makes it even more effective: they observe, guide, assist with CV preparation and facilitate direct contact with companies. It is precisely thanks to this network that concrete opportunities arise. Managers support new recruits, teams embrace diversity, and the company reaffirms itself as an environment capable of nurturing talent, fostering not job placement but also pathways for growth. This is how inclusion becomes transformation and trust translates into a future.



Sara's story

Sara's story begins a long way from the Primark store in Milan. It is a story of new beginnings, uncertainties and that powerful instinct that drives one to seek a place where they can truly start afresh.

'I came to Italy in 2021 from Afghanistan,' she says. In between, there was a year and a half of settling in, a move to Finland, eleven months of trying, and, finally, a return to Italy. Her journey has not been straightforward: it is a complex one, marked by relocations, starting afresh and rethinking her path.

Nothing is simple when you leave everything behind, but in every story there is an encounter that changes the course of events: for Sara, that encounter was Marco Arvieri, WLO in Milan. When Sara met Marco, she didn't just meet a person, but a system. *'I met her in the office and we had a bit of a chat. We created a professional profile on UNHCR's Welcome In-one-click platform and I helped her apply for the role at Primark,'* says Marco.

Marco also liaises directly with Emanuele Nardi, D&I Support at Primark, as he believes Sara is already ready to go through the selection process. This is how Sara joins the company with enthusiasm, whilst also facing a few obstacles, such as the language barrier. Her first day was pure excitement: *'I was really excited... I love working in shops.'* Training, procedures, products and regulations, there was so much to learn, but Sara was never on her own: her colleagues were there to help her, her manager supported her and the workplace welcomed her. She learnt to use the till, improved her Italian by practising thinking in Italian rather than English, and became confident, reliable and consistent. In just three months, she becomes a resource that *'everyone wants in their department'*, says Ornella Marku, the store's Human Resources Manager. Her story isn't about a single hero: there's UNHCR, with the WLO paving the way; the platform that connects; The Adecco Foundation building bridges; Primark welcoming her; the managers offering support; and the team embracing diversity.

When asked for advice for those arriving in Italy without any contacts, Sara's response is immediate: *"I'd speak to Marco and advise them to apply to Primark because you can find everything here."* After an initial placement with the company, Sara secured a permanent contract and a real prospect of career progression: *"I think I could become a manager here,"* she says with conviction.

This is how this story becomes much more than just a job placement: a virtuous, self-sustaining cycle that nurtures future leaders. People who, having experienced the value of inclusion, choose to cultivate it in turn.

Stories like Sara's show that behind every act of inclusion there is an entire community that chooses to support, welcome and believe in people. This is the value that unites UNHCR, The Adecco Foundation, Primark and all the *WelcomeNet* staff, who every day make it possible to build a future together.

STORIES 2025

The company's commitment to supporting the inclusion of refugees

Numero Zero

Numero Zero is an inclusive catering project promoted by Fondazione La Città del Sole ETS. Launched and developed in Perugia with the aim of creating concrete and lasting employment opportunities for people in vulnerable situations, the project is founded on promoting an organisational culture based on inclusion, active participation and the recognition of every individual's value.

Today, the restaurant has a staff of 15 people working in both the dining room and the kitchen. Among them, 9 people live with mental health conditions and are integrated into a structured and welcoming working environment, where particular attention is paid to developing individual skills, mutual listening, and personal and professional growth.

Numero Zero has expanded its commitment to inclusion by welcoming Mercy, a young woman from Kenya, into the team. This initiative forms part of a vision of work that recognises and values the skills, potential and resources of every person, regardless of their personal, social or cultural background. Welcoming Mercy has provided a further opportunity to put into practice the values that characterise the project, fostering a professional environment that

encourages people's involvement whilst recognising and valuing their skills and potential.

During 2025, Numero Zero identified the need to recruit a new member of staff for the washing-up area: a sensitive and crucial department for the smooth running of the entire kitchen operation. This need led to a partnership with Arca di Noè, which, thanks to its extensive experience in supporting the social and occupational inclusion of refugees, carried out a thorough process of consultation and discussion, identifying a candidate whose profile matched the requirements of the role and the specific context. The choice proved to be particularly effective. The person selected demonstrated, right from the start, a remarkable ability to integrate, confirming the quality of the work carried out by Arca di Noè and the importance of expert mediation between the company's needs and the candidates' characteristics. The experience highlighted the added value of a professional support process capable of identifying not only a suitable candidate for the role, but also someone able to make a tangible contribution to the growth and cohesion of the team.



photo credits: Numero Zero

Mercy's story

Mercy's inclusion pathway was initially structured through an internship, which enabled her to gradually become familiar with the professional environment and develop the skills required for her role. Having arrived in Italy only recently and with a still limited knowledge of the Italian language, thanks to her work experience and the relationships she built within the restaurant, Mercy quickly improved her language skills, finding in her work an important tool for learning and gaining independence.

From the moment she joined the restaurant, Mercy demonstrated an extraordinary ability to adapt to the organisational and interpersonal dynamics of the workplace. She also showed a natural aptitude for engaging with others, accompanied by an attentive, respectful and non-judgmental approach towards the people she worked with every day.

Her presence has brought new energy and a widespread sense of calm to the team, significantly contributing to the creation and consolidation of a positive atmosphere, and confirming the value that well-supported inclusion pathways can

generate, both for those directly involved and for the professional community in which they take place.

In a subsequent phase, the experience was consolidated through the signing of a permanent contract. Mercy is now a key figure within the work team. In a setting comprising workers with mental health vulnerabilities, she has demonstrated a remarkable capacity for adaptation and collaboration, helping to create a calm and constructive atmosphere.

Her journey has also been supported by a strong local support network. Mercy has been able to rely on the guidance of local services and organisations, which have also supported her in progressing towards greater personal and housing independence. This experience confirms the value of collaboration between social enterprises, local support services, and organisations working in the field of reception and inclusion in promoting stable, effective, and long-lasting labour inclusion pathways.



The awarded organisations of the 2025 edition

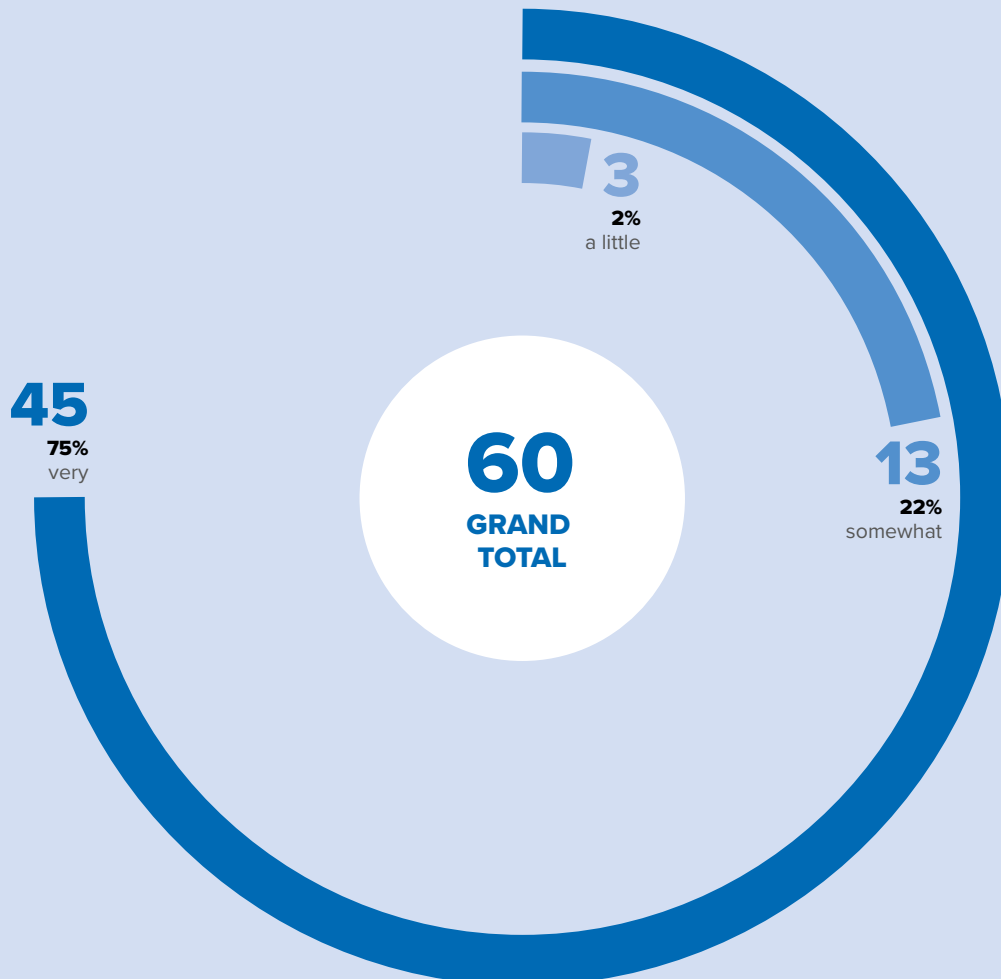
- ADL A ZAVIDOVICI SOCIETÀ COOPERATIVA SOCIALE
- AGENZIA FORMATIVA SCUOLA PER OREFICI E.G.GHIRARDI - FONDAZIONE E.T.S.
- AGORÀ SOCIETÀ COOPERATIVA SOCIALE
- ANCE BRESCIA
- ANOLF LOMBARDIA
- ARCA DI NOÈ SOCIETÀ COOPERATIVA SOCIALE
- ARCI LECCE SOLIDARIETÀ
- ASSOCIAZIONE DI PROMOZIONE SOCIALE CAMBALACHE
- ASSOCIAZIONE IL MONDO NELLA CITTÀ ONLUS
- ASSOCIAZIONE NEXT APS
- ASSOCIAZIONE POPOLI INSIEME ODV
- CE.F.A.S. - CENTRO DI FORMAZIONE ED ALTA SPECIALIZZAZIONE
- CENTRO CARITAS DELL'ARCIDIOCESI DI UDINE ODV ETS
- CIAC ETS IMPRESA SOCIALE
- COMMISSIONE SINODALE PER LA DIACONIA ETS-CSD
- COMUNE DI ADELFA
- COMUNITÀ OASI2
- CONSORZIO MESTIERI PUGLIA SCS
- COOPERATIVA ANIMAZIONE VALDOCCO ETS
- COOPERATIVA BABEL S.C.S.
- COOPERATIVA LOTTA CONTRO L'EMARGINAZIONE
- COOPERATIVA SOCIALE IL GIRASOLE
- CRESCEREINSIEME S.C.S ONLUS
- CROCE ROSSA ITALIANA COMITATO DI MILANO
- DEDALUS COOPERATIVA SOCIALE
- DIALOGOS SOCIETÀ COOPERATIVA SOCIALE
- ESEB - ENTE SISTEMA EDILIZIA BRESCIA
- ETNIE APS ETS
- EUROCOOP SERVIZI
- FONDAZIONE ARCA DEL MEDITERRANEO ETS
- FONDAZIONE CARITAS DELL'ARCIDIOCESI DI PESCARA-PENNE ONLUS
- FONDAZIONE CITTÀ SOLIDALE ETS
- FONDAZIONE DIAKONIA VICENZA ETS
- FONDAZIONE ENGIM ETS
- FONDAZIONE GEOS ETS
- FONDAZIONE HUMAN AGE INSTITUTE ETS
- FORMARETE
- FORMEDIL ITALIA
- I.F.O.A.
- I.S.O.L.A. (INCLUSIONE SOCIALE, ORIENTAMENTO, LAVORO E ACCOGLIENZA), HUMAN RIGHTS DEFENDER
- IL PUNTO
- IL SESTANTE COOPERATIVA SOCIALE
- KEMAY SOCIETÀ COOPERATIVA SOCIALE
- LE SOLEIL
- LESS SOCIETÀ COOPERATIVA SOCIALE AR.L-ETS
- MEDIHOSPES COOPERATIVA SOCIALE
- MESTIERI LOMBARDIA BERGAMO - CONSORZIO DI COOPERATIVE SOCIALI S.C.S.
- MESTIERI LOMBARDIA U.O. CREMONA
- ON THE ROAD SOCIETÀ COOPERATIVA SOCIALE
- PERCORSI CONSORZIO DI COOPERATIVE SOCIALE
- PROGETTO TENDA S.C.S.
- PROGRAMMA INTEGRA
- RANDSTAD HR SOLUTIONS
- SISTECH ITALIA ETS
- SISTEDIL-SISTEMA EDILE PER LA FORMAZIONE E LA SICUREZZA DELLA PROVINCIA DI ALESSANDRIA
- SOCIETÀ COOPERATIVA SOCIALE "LE NOVE LUNE ONLUS" - E.T.S.
- SOCIETÀ COOPERATIVA SOCIALE LIBERI D'INTRECCIARE
- SOLETERRE ETS
- STUDIO PROGETTO SOC. COOP. SOC.
- UNION SOCIAL COOPERATIVES - COOPERATIVA SOCIALE

2.2.

Reasons to apply for the WeWelcome logo

F20 – TO WHAT EXTENT DO YOU CONSIDER THE *WELCOME. WORKING FOR REFUGEE INTEGRATION* LOGO A USEFUL TOOL FOR ENCOURAGING COMPANIES TO HIRE REFUGEES?

In 2025, it was found that **97%** of the organisations and bodies awarded the WeWelcome logo **consider the awarding of the Welcome. Working for Refugee Integration logo to companies to be an effective tool** for further encouraging the inclusion of refugees in the labour market. This is a particularly significant finding, as it comes from organisations that work alongside refugees on a daily basis and have first-hand knowledge of the difficulties and obstacles that often slow down or hinder their integration process.

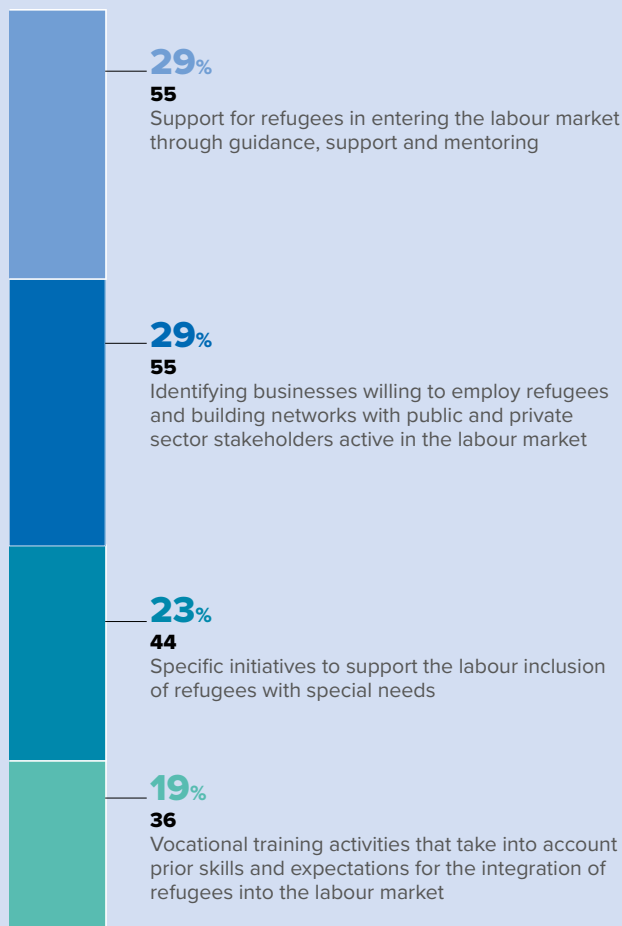


2.3.

Inclusion initiatives promoted by WeWelcome awardees

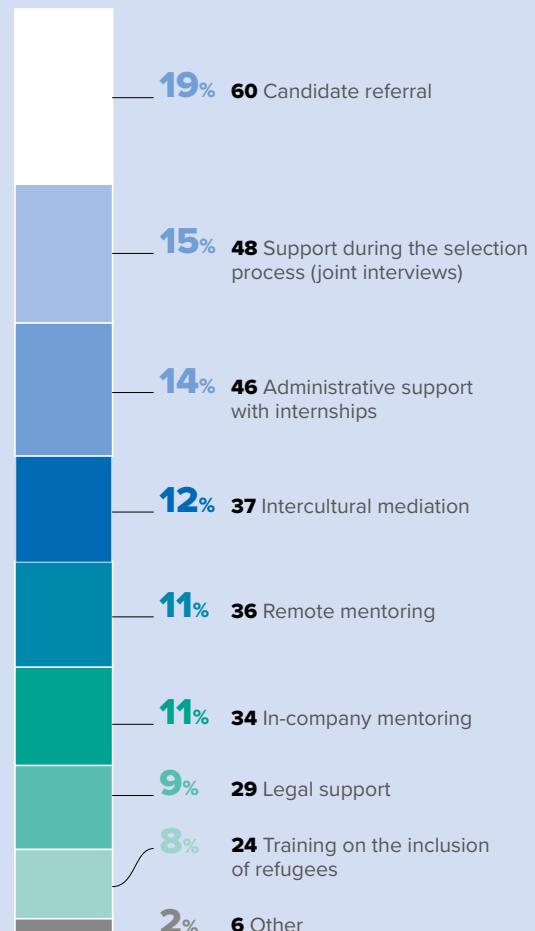
F21 – ACTIVITIES TO SUPPORT THE INTEGRATION OF REFUGEES INTO THE LABOUR MARKET

In line with findings from previous editions, the main activities carried out by organisations awarded the *WeWelcome* logo to support the labour inclusion of refugees continue to be **guidance, support and mentoring**. Equally significant are activities aimed **at identifying companies willing to hire**, alongside the ability to build networks with public and private stakeholders active in the labour market. These figures demonstrate the **vital mediating role** played by these organisations: on the one hand, in preparing refugees to enter the Italian labour market by making the most of their previous experience; and on the other, in raising awareness amongst companies of the importance of labour inclusion.



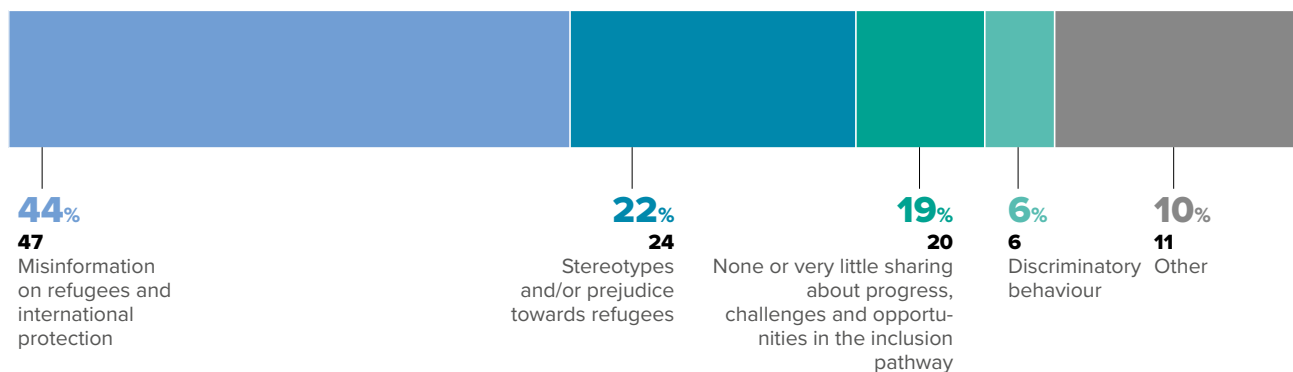
F22 – SUPPORT PROVIDED TO COMPANIES

The bodies and organisations awarded the *WeWelcome* logo in 2025 have **provided significant and tangible support** to labour inclusion pathways. In line with findings from previous editions, these organisations play a fundamental role, particularly in the initial stages leading up to the launch of inclusion pathways, specifically in **referring candidates** and during the actual selection phase, for example through joint interviews. Furthermore, they also provide **administrative support for setting up internships**. Many organisations also continue to offer significant support even after the pathway has begun, through **intercultural mediation** and **mentoring within companies**, both remotely and on-site.



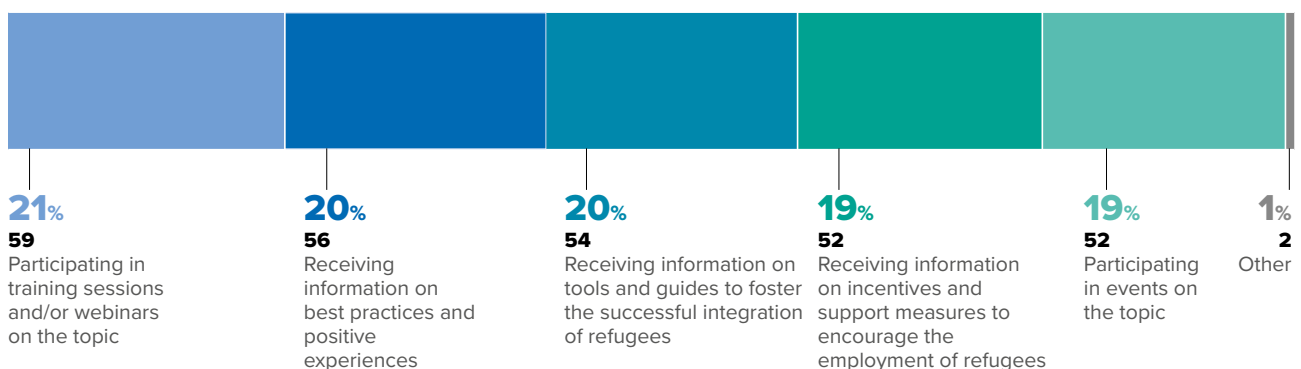
F23 – CHALLENGES IN ENGAGING WITH COMPANIES

This year as well, the organizations awarded the *WeWelcome* logo, because of their close relationship with both the individuals placed and the companies involved in the inclusion pathways, highlighted the main challenges encountered in engaging with the private sector on the issue of labour inclusion. The most frequently reported challenge concerns the **widespread lack of knowledge** about international protection and refugees. This is compounded by the persistence of **stereotypes and prejudice towards refugees**, which continue to pose significant obstacles to the development of effective and sustainable inclusion pathways. These factors highlight the importance of continuing and strengthening the work carried out by third-sector organisations, which are constantly engaged in dialogue with companies and in raising awareness about labour inclusion. At the same time, they underline the value of programmes such as *Welcome*, which help to bring the issue of inclusion to the forefront of the private sector by promoting a more informed, open and inclusive organisational culture. Among the other critical issues that emerged, **the absence or insufficient sharing of information on the progress of inclusion pathways** was also highlighted, both in terms of difficulties and opportunities. This makes it particularly important to maintain an ongoing dialogue with third sector organisations that support the individuals involved, enabling them to provide timely and appropriate support whenever needed.



F24 – INTERESTS OF WEWELCOME AWARDEES

In order to continue building a lasting relationship with the bodies and organisations involved in the inclusion of refugees, respondents were asked to indicate the areas of greatest interest, also with a view to future activities. The results reveal a strong interest in **participating in training sessions, webinars and in-depth discussions** dedicated to the topic of labour inclusion. This interest, which has grown compared to last year, is accompanied by **the need for more information on best practices and positive experiences**, as well as on **practical tools and useful guides** to facilitate the effective integration of refugees into the workplace. In response to the findings of the survey, the *Welcome* programme has launched **a series of training webinars** aimed at sharing and building on the experience gained through more than ten years of work on labour inclusion, while further strengthening the **WelcomeNet**: a network of third-sector organisations and public employment services that adopt the *Welcome* methodology and promote the exchange of good practices on labour inclusion.



2025 EDITION



Welcome

Working for refugee integration