



How Franchise Companies Can Make Refugee Hiring Commitments

Several Tent members are franchisors – companies that work, in whole or in part, through franchisees – in sectors such as food services, hospitality, and retail. While franchisors understand the benefits of hiring refugees, they may face barriers when making hiring commitments on behalf of their independent franchisees.

This resource illustrates some options available to franchise companies interested in developing and announcing refugee hiring commitments. Some of this guidance may also be relevant to investment companies that have partial ownership interests, but not full control, over other entities.

Options for making hiring commitments

01

Develop a commitment at franchisor-owned and operated outlets

Franchisors can make hiring commitments that cover their headquarters, as well as any locations they directly own and operate. This can constitute a significant commitment in its own right and serve as a symbolically important first step towards engaging other franchisees in your company's refugee hiring efforts. *For guidance on how to recruit and integrate refugee candidates, please see a range of relevant resources on Tent's [Members' Hub](#).*

02

Partner with your largest franchisees to make joint hiring commitments

Some franchisees own dozens or even hundreds of locations, making them ideal partners for joint commitments. Consider working with Tent to encourage franchisees to hire refugees. Once one or more of these franchisees are interested in refugee hiring, you can encourage them to join you in announcing a hiring commitment. Such a commitment could be formulated as:

▲ “[Franchisor] and [franchisee] jointly commit to hiring [number] refugees.”



Large multi-unit franchisees are welcome to join the Tent Partnership and receive a range of free services. Tent will also be happy to connect with other select franchisees to highlight the business case for hiring refugees, provide tailored training, and share valuable resources.

03

Develop a holistic commitment to work with your franchisees to hire refugees

While franchisors may not be able to control their franchisees' hiring decisions, they can play an important role in educating, supporting, and influencing them. Franchisors can therefore leverage their relationships with franchisees to encourage and support refugee hiring, with the potential for significant cumulative impact. With support from Tent, franchisors can encourage franchisee participation by:

- Communicating the business benefits of hiring refugees, including improved diversity, higher employee retention, and positive consumer purchasing behaviors. *To learn more about these benefits, please see a range of relevant resources on Tent's [Members Hub](#).*
- Providing training on how franchisees can recruit and hire refugee talent.
- Showcasing examples of successful hiring efforts across the company.
- Encouraging franchisees to start hiring refugees by announcing a franchise-wide commitment to promote refugee employment.

Franchisors wishing to announce a credible hiring commitment without appearing to make a commitment on behalf of their independent franchisees should consider formulations such as the following:

- ▲ "We are committing to support the hiring of **[number]** refugees by our franchisee partners."
- ▲ "We are committing to create **[number]** employment opportunities for refugees. We will reach this goal by working with our franchisee partners to hire refugees."
- ▲ "We are committing to place **[number]** refugees in jobs at our franchises, by **[providing/working with Tent to provide]** our franchisee partners with training and support to recruit and integrate refugees."

Next steps

The Tent Partnership for Refugees can work with franchisors and franchisees to help them follow through on refugee hiring commitments. To learn more about Tent and its services, reach out at info@tent.org.

About the Tent Partnership for Refugees

With more and more refugees displaced for longer periods of time, businesses have a critical role to play in helping refugees integrate economically in their new communities. Tent was launched in 2016 by Hamdi Ulukaya, the CEO and founder of Chobani – a multibillion dollar food company in the U.S. – to mobilize global businesses to fill this gap by helping connect refugees to work. Today, we are a [network of over 300 major companies](#) committed to hiring, training, and mentoring refugees. Find out more at www.tent.org.