



TENT

# How Business Can Harness Refugee Talent



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## Tent was founded by Chobani CEO Hamdi Ulukaya



Hamdi Ulukaya launched Chobani in 2007. The company became one of the fastest to reach \$1 billion USD in annual sales.

Hamdi made proactive efforts to hire refugees since launching Chobani. Refugees now account for 20–30% of the company's workforce.

Hamdi is a Kurdish-Turkish businessman & entrepreneur who immigrated to the United States. He has been named one of TIME's 100 Most Influential People in the World for his innovative approach to business and work on the refugee crisis.

## Our mission

Tent mobilizes the business community to improve the lives and livelihoods of 30 million refugees forcibly displaced from their home countries



ABN AMRO • Accenture • Accor • Adecco • Adidas • ADP • Air Canada • Airbnb • Arcadis • ARUP • AT&T  
Bain • Bancamía • Barilla • Becton Dickinson • Ben & Jerry's • Bloomberg • BNP Paribas • BCG • Chobani  
CIBC • Cisco • Citigroup • Danby • Deloitte • DoorDash • Engie • Expedia • Facebook • FEMSA • Finastra  
FrieslandCampina • Generali • Goldman Sachs • Google • Grant Thornton • GSK • Gucci • H&M • Hilton  
HP • IBM • IKEA • Inditex • ING • Ipsos • Johnson & Johnson • Keolis • KPMG • L'Oréal • Levi's

## Tent has 140+ multinational member companies

LinkedIn • Manpower • Mastercard • McCain Foods • McKinsey • Medtronic • Microsoft • Nomura • Orbia  
Pearson • Philips • PwC • Rabobank • Reckitt Benckiser • Royal DSM • Safaricom • Salesforce • SAP  
Scotiabank • Shell • Shopify • Signify • Sodexo • Starbucks • Sumitomo • TD Bank • Telefonica  
Teleperformance • Total • TripAdvisor • Turkcell • Twitter • Uber • Under Armour • Unilever • Uniqlo • UPS  
Verizon • Virgin • Volkswagen • Warby Parker • Wayfair • Western Union • WeWork • Wix • Woolworths

## Our services to member companies

### GUIDANCE

We provide tailored guidance to help companies design projects that best fit their operations

### BEST PRACTICES

We leverage our global network of companies to identify and share best practices for working with refugees

### RESEARCH

We commission cutting-edge research to help inform business decisions to work with refugees

### LOCAL PARTNERS

We connect companies to best-in-class local partners who can help support desired projects

There is no fee to join the Tent Partnership and use our services!

## What we ask of member companies

1

### Participate

Participate actively by attending at least one Tent-hosted event each year.

2

### Share

Share experiences, lessons, and best practices from your refugee efforts with Tent.

3

### Connect

Connect Tent to other companies that might be interested in including refugees.

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## What is a refugee?

### Refugee

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A **refugee** is an individual who has been forced to flee their country because of a well-founded fear of persecution or violence.

### Asylum Seeker

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An **asylum seeker** is an individual who has left his/her country of origin and has formally applied for asylum in another country but is waiting for a determination.

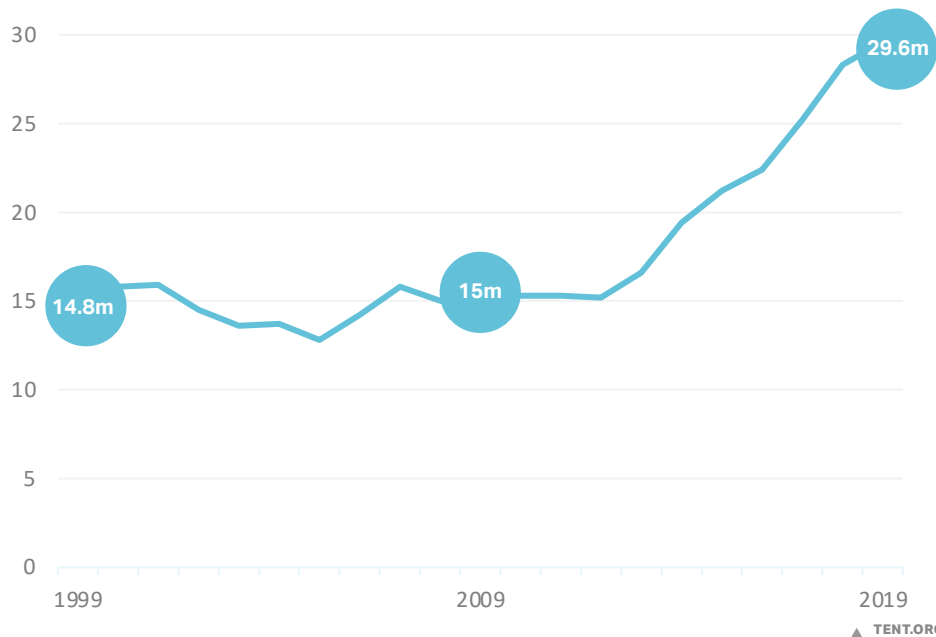
### Migrant

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A **migrant** is someone who deliberately chooses to move to improve their life elsewhere.

## The global refugee population has increased rapidly over the last few years

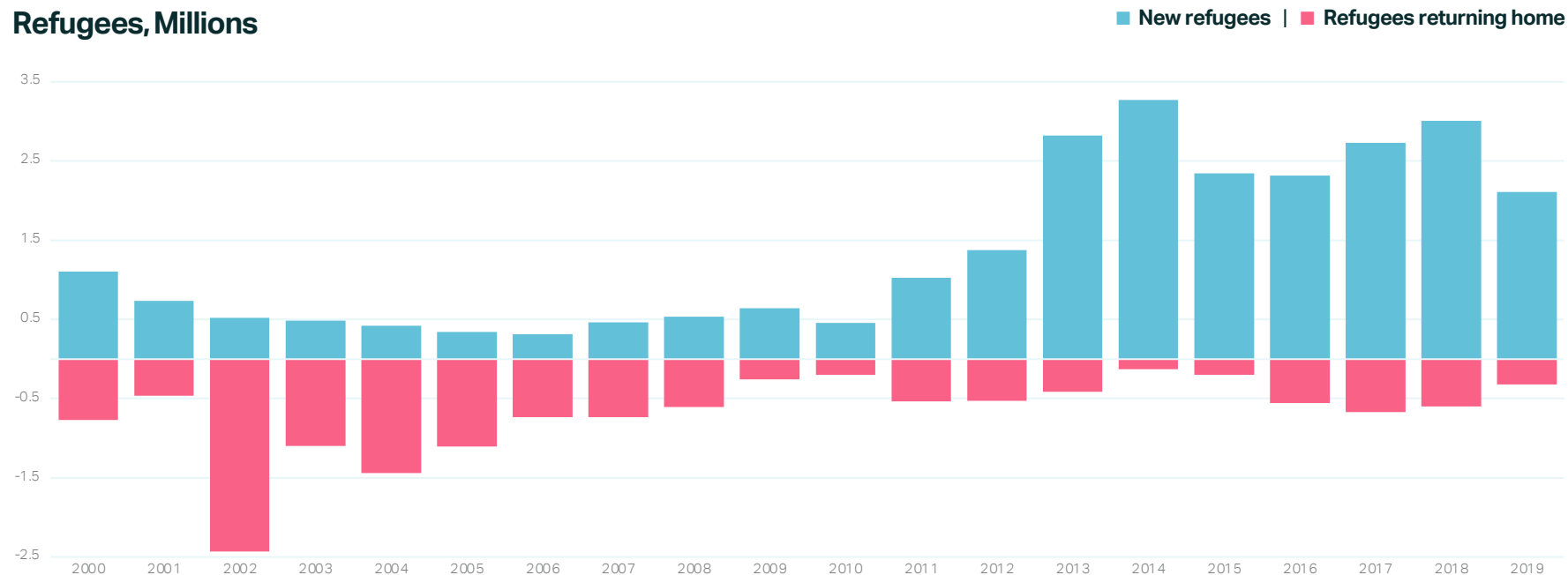
Global Refugee Population, Millions



**Highest refugee  
population since  
World War II**

## We see surges in new refugees and very few refugees able to return home

### Refugees, Millions



## Refugees face the prospect of long-term displacement

Approximately

**half of all refugees**

are in protracted displacement

They will remain displaced for an average of

**21 years**

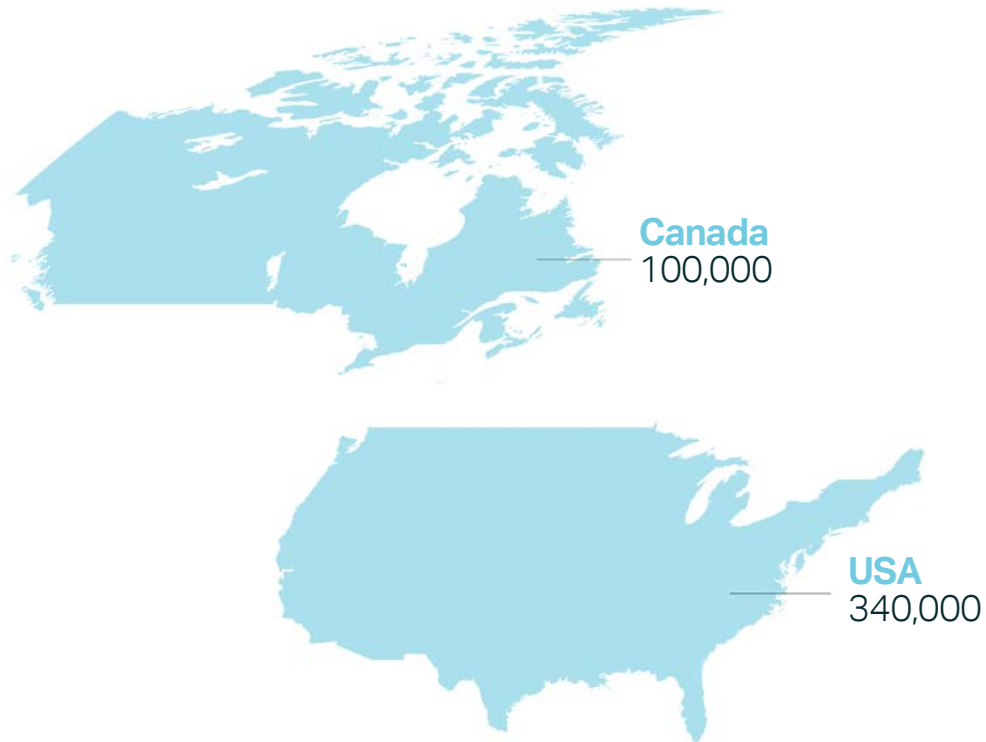
## North America

North America is hosting

**440,000**  
refugees

● Countries hosting significant numbers of refugees

Source: UNHCR



## Latin America

Latin America is hosting

**5 million**  
refugees

- Countries hosting significant numbers of refugees
- Source countries for significant numbers of refugees

Source: UNHCR/R4V



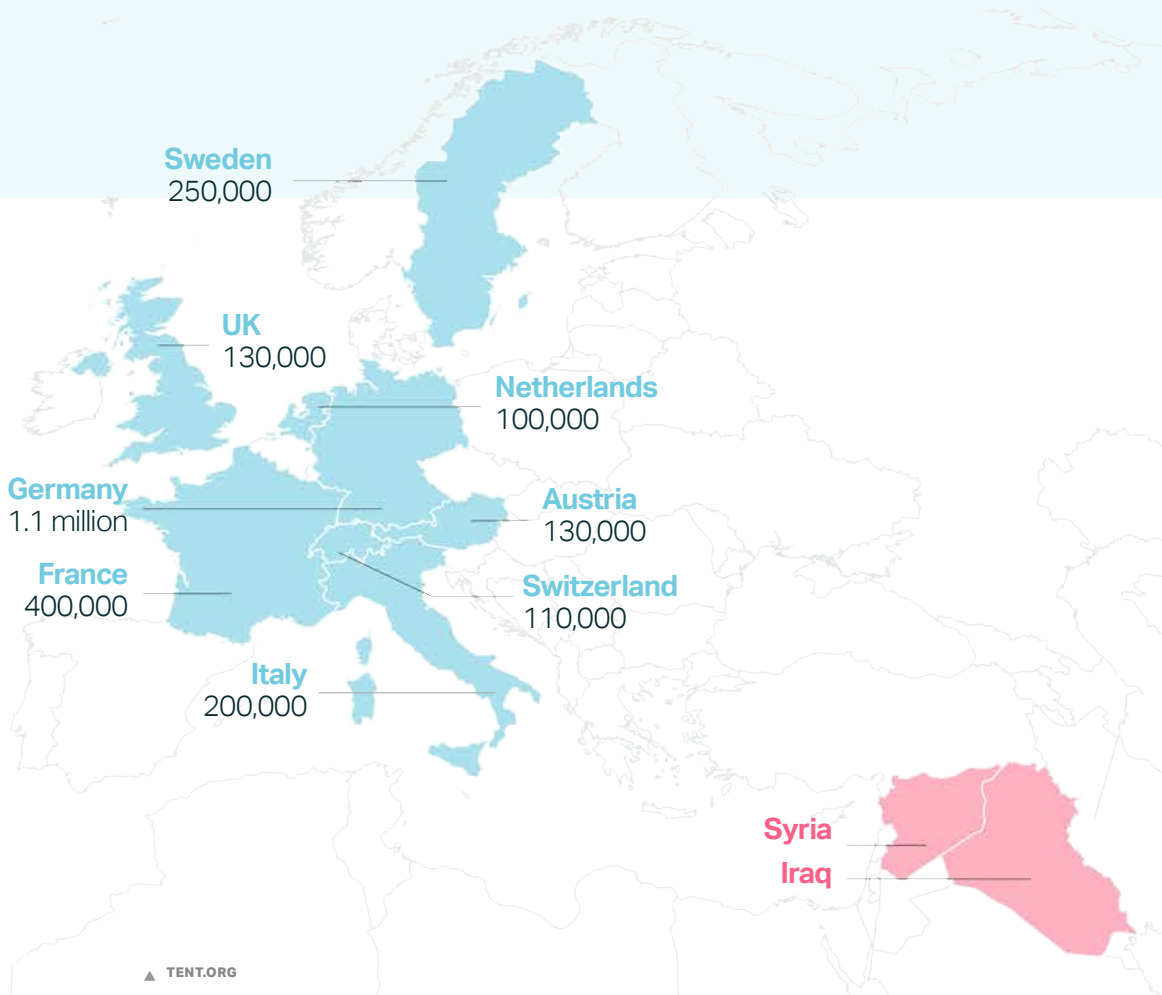
## Europe

Europe is hosting more than

# 2.5 million refugees

- Countries hosting significant numbers of refugees
- Source countries for significant numbers of refugees

Source: UNHCR

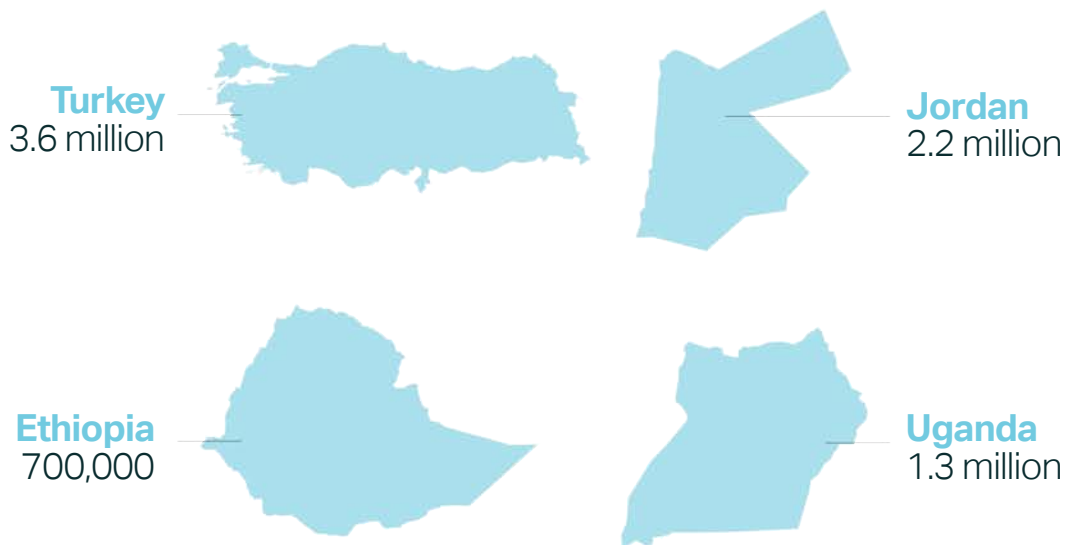


## Rest of the world

Other middle- and low- income countries are hosting

**8 million**  
**refugees**

with the legal right to work



● Countries hosting significant numbers of refugees

Source: UNHCR; UNRWA



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## Businesses have the greatest impact when they leverage their core competencies to include refugees



### Hiring & Training

Integrate refugees into your workforce through hiring and training



### Entrepreneurship

Support and enable refugee entrepreneurs and small businesses



### Mentoring

Support refugees through employee-led mentorship initiatives



### Tailoring Products

Tailor commercial products to better reach refugee populations



### Supply Chains

Engage global suppliers and vendors to include refugees

Businesses have the greatest impact when they see refugees not as victims, but as economically productive entrepreneurs, customers and workers



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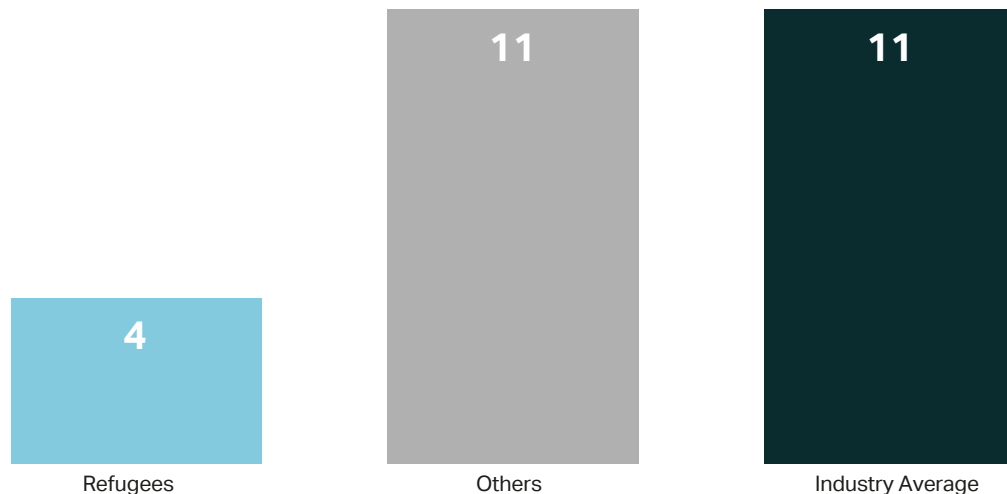


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## Refugees can be valuable members of your workforce

### Annual turnover percentage in manufacturing sector, United States



Source: Tent-Fiscal Policy Institute, "Good Retention, Strong Recruitment"; Center for American Progress "There Are Significant Business Costs to Replacing Employees"

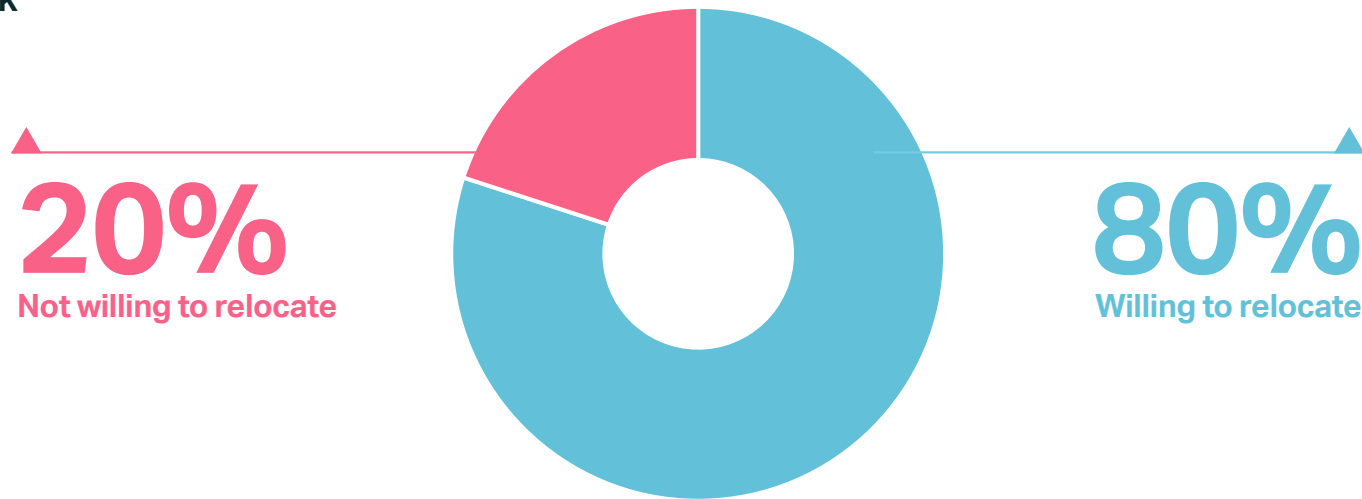
*"Refugees provide us with an amazing talent pool – they're skilled, dedicated, loyal and engaged."*

**ROHINI ANAND,**  
SVP OF CORPORATE RESPONSIBILITY  
& GLOBAL CHIEF DIVERSITY OFFICER,  
SODEXO



## Refugees are more willing to relocate for work

Willingness of refugees  
to relocate for work  
(Latin America)

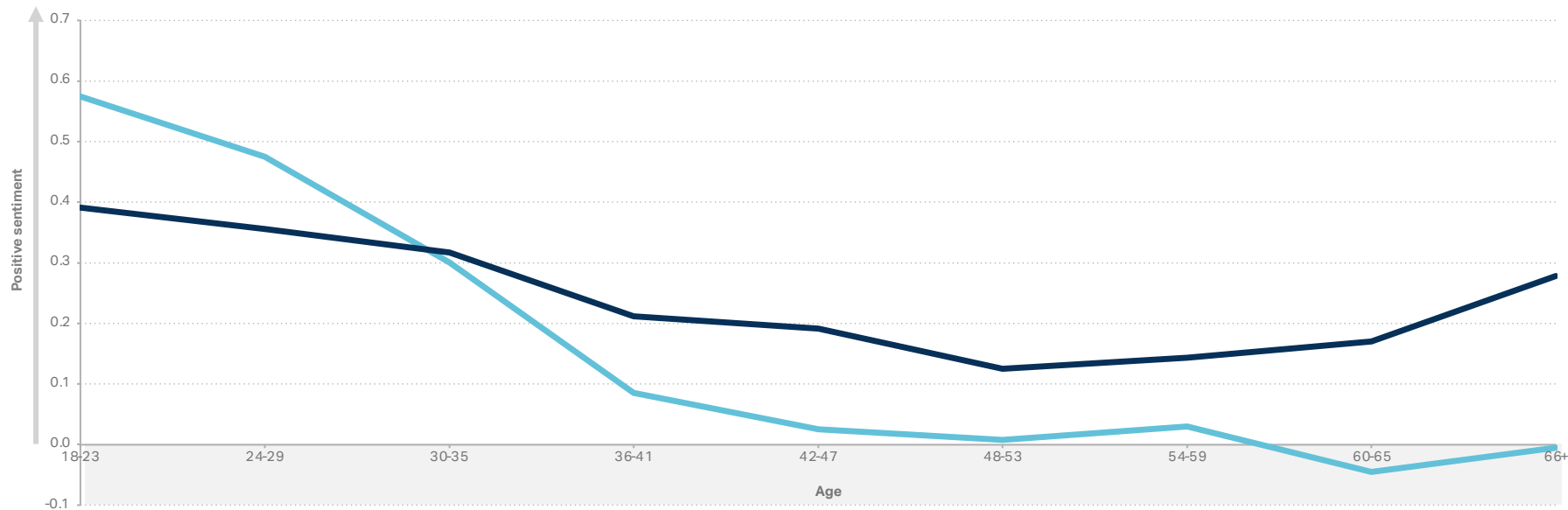


Source: Tent – GBAO Strategies “The Experience of Venezuelan Refugees in Colombia and Peru” (survey of 600 Venezuelan refugees in Colombia and Peru)

## By helping refugees, businesses can strengthen their brand and reputation

Hiring refugees | Supporting refugee entrepreneurs

### Net consumer attitudes towards brands supporting refugees (Europe and North America)



Source: Tent-NYU survey of 19,362 respondents in Germany, France, Italy, and the United States

## Businesses can increase employee engagement

At least **80% of millennials** are more loyal to a company that helps them support social/environmental issues

Companies that support refugees score a **quartile higher** on employee ratings of company culture and values

*"Our work to help integrate refugees is a critical aspect of Airbnb's mission to create a world where people can belong anywhere. Having a clear purpose is crucial in helping us attract great talent, and keeping our people motivated."*

**JOE GEBBIA,**  
CO-FOUNDER, AIRBNB;  
CHAIRMAN, SAMARA AND AIRBNB.ORG



Source: Cone Communications Study of 1,020 Millennials (2016); Boston Consulting Group analysis of 240 companies listed on Glassdoor (2020)



## Most importantly, businesses have the opportunity to change the course of a refugee's life



**NAWAL HAILE**  
**STARBUCKS EMPLOYEE**

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## Next steps

1



**Join the Tent  
Partnership**

2



**Develop new commitments  
to include refugees**



Let's start a conversation about how  
your business can take the first step  
towards including refugees, and how  
Tent can help



Thank you

