



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



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## Tent has 130+ multinational member companies

[KPMG](#) • [LinkedIn](#) • [L'Oréal](#) • [ING](#) • [IPSOS](#) • [Manpower](#) • [Masimo](#) • [Mastercard](#) • [McCain Foods](#) • [McKinsey](#) • [Microsoft](#) • [Oliver Wyman](#) • [Orbia](#) • [Pearson](#) • [Philips](#) • [PWC](#) • [Rabobank](#) • [Reckitt Benckiser](#) • [Rosetta Stone](#) • [Royal DSM](#) • [Safaricom](#) • [Salamanca Alimentos](#) • [Salesforce](#) • [SAP](#) • [Sforza](#) • [Shell](#) • [Signify](#) • [Sodexo](#) • [Starbucks](#) • [STEF](#) • [Sumitomo Chemical](#) • [TD Bank](#) • [Telefonica](#) • [Teleperformance](#) • [Telus](#) • [TenneT](#) • [Travers Smith](#) • [TripAdvisor](#) • [Turkcell](#) • [Twitter](#) • [Uber](#) • [Unilever](#) • [Uniqlo](#) • [UPS](#) • [Verizon Media](#) • [Virgin](#) • [Volkswagen](#) • [VPS Healthcare](#) • [Wayfair](#) • [Western Union](#) • [WeWork](#) • [Wix](#) • [Woolworths Group](#)

## 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.

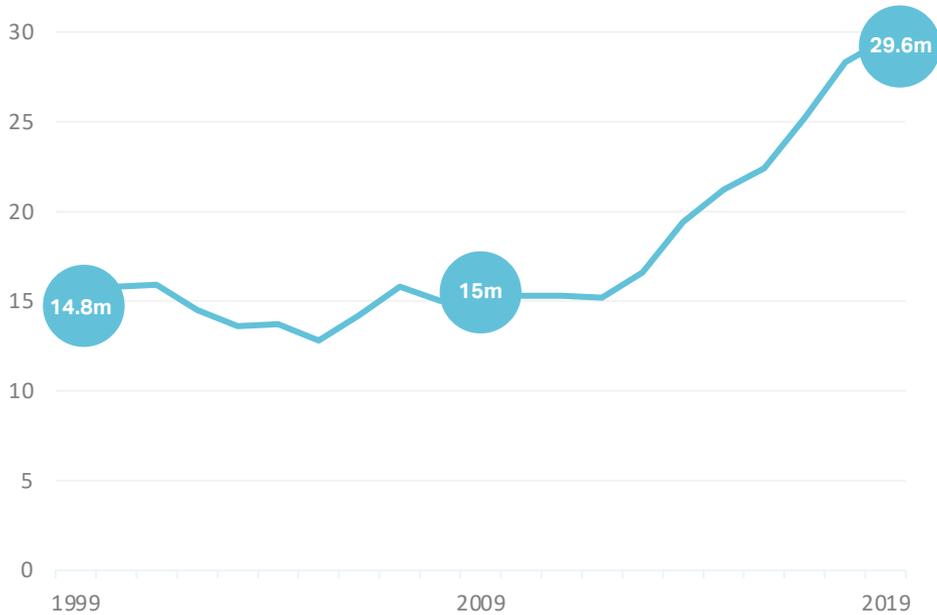
### Migrant

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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

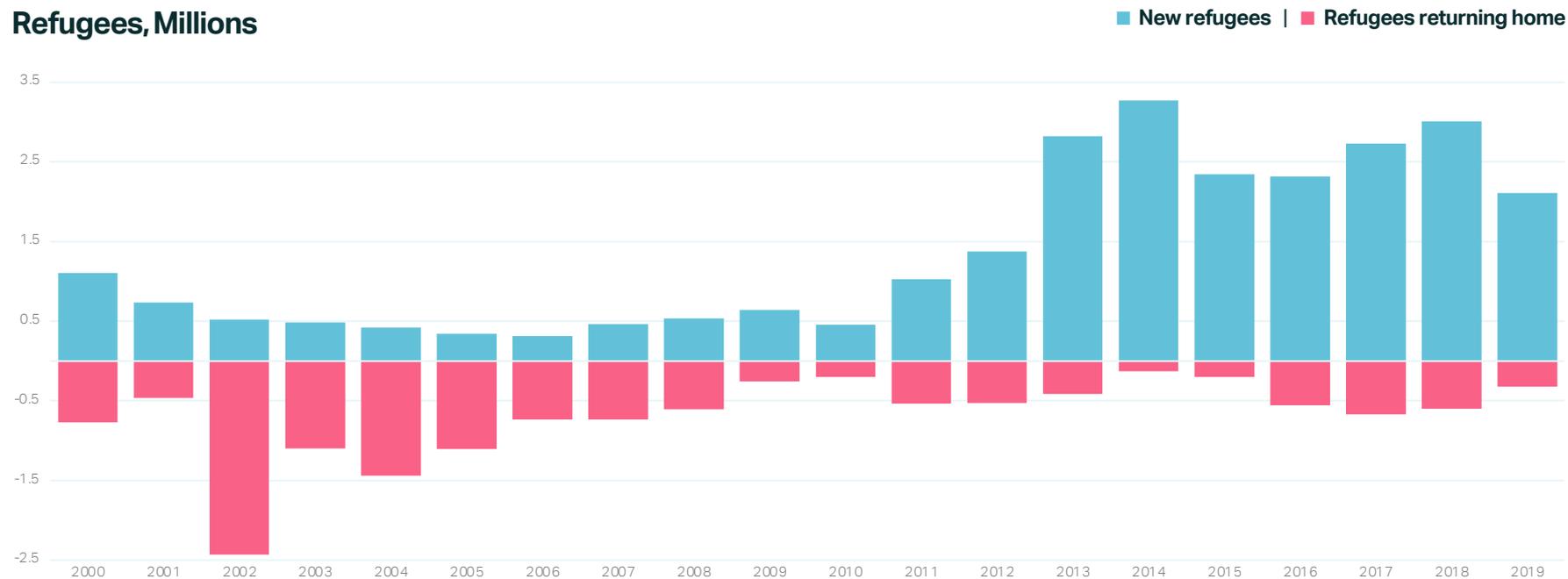


**Highest refugee population since World War II**

Source: UNHCR; UNRWA

# 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

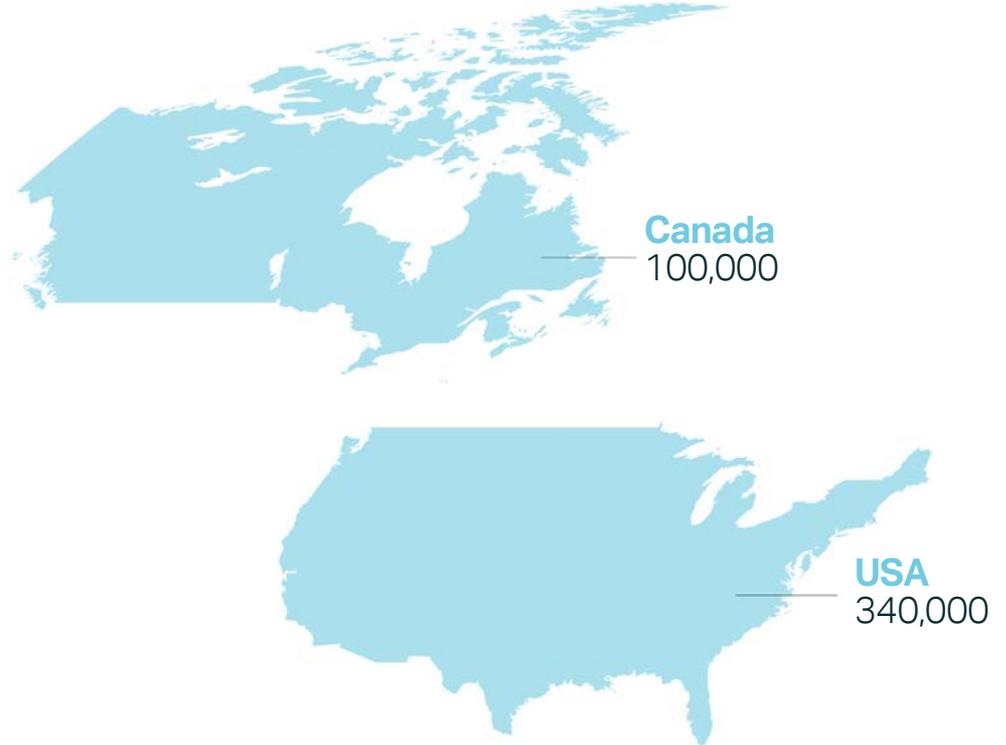
They will remain displaced for an average of

**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



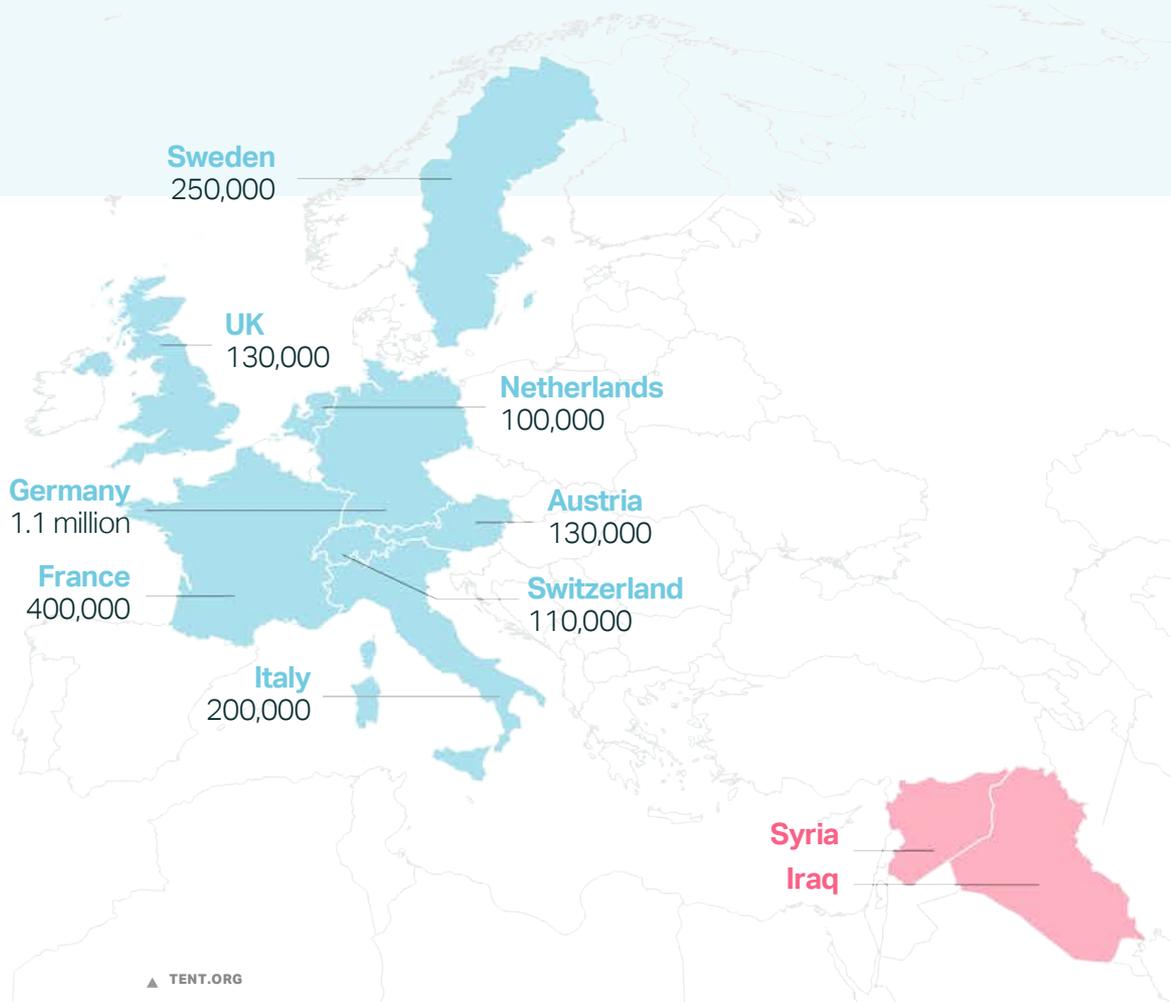
- Countries hosting significant numbers of refugees
- Source countries for significant numbers of refugees

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

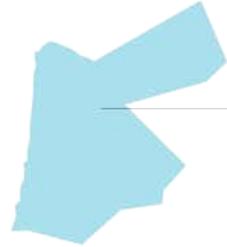
**8 million**  
**refugees**

with the legal right to work

**Turkey**  
3.6 million



**Jordan**  
2.2 million



**Ethiopia**  
700,000



**Uganda**  
1.3 million



● 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



## Supply Chains

Leverage global supply chain and vendors to include refugees



## Entrepreneurship

Support and enable refugee entrepreneurs and small businesses



## Service Delivery

Tailor commercial goods + services to better reach refugee populations

## Examples of... Hiring & Training



Volkswagen has hired hundreds of refugees in Germany

### *Barilla*

Barilla committed to train and hire at least 75 additional refugees over the next five years at its manufacturing plants and offices in Europe

 **Teleperformance**  
each interaction matters

Teleperformance committed to hire 1000+ Venezuelan refugees at its call centers in Colombia



Uniqlo committed to hire refugees in its retail stores in Europe, North America, and Japan

### **INDITEX**

Inditex has trained and hired refugees in its stores, factories, and logistics centers, and has hired 100 refugees in Europe and Brazil to date



ABN Amro committed to hire 80 refugees in the Netherlands

## Examples of... Leveraging suppliers & vendors



IKEA has sourced artisanal products made by 250 refugees and Jordanians, which are sold in IKEA stores



Puma has encouraged its supplier factories in Turkey to employ refugees as 2-3 percent of their workforce



H&M committed to work with 40 of its supplier factories in Turkey to create jobs for at least 2,000 refugees by 2025

### LEVI STRAUSS & CO.

Levi's is sourcing a collection of handmade recycled denim products made by refugees in Italy, which are sold in Levi's stores and online



PayPal has hired Venezuelan refugees at its call centers in Brazil to serve its Spanish-speaking clients



Accor Hotels committed to work with its suppliers and vendors to support refugees in Latin America

## Examples of... Supporting refugee entrepreneurs & small businesses



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Generali committed to help refugees start 500 new businesses by 2020



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Ben & Jerry's committed to support refugee entrepreneurs in the UK, Germany, and the Netherlands

## Uber Eats

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Uber Eats has supported refugee-owned food businesses in Brazil by waiving fees and highlighting them on its platform for 3 months



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Sobeys has sold products (such as chocolate and soap) made by refugee-owned small businesses



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ING committed to provide \$11M in loans to launch new businesses by refugees in Turkey, thereby creating 2,200 new jobs



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Bancamia committed to provide loans to 200 Venezuelan entrepreneurs in Colombia by 2020

## Examples of... Delivering goods & services



Airbnb committed to leverage its rental platform to provide housing to refugees in the short and medium term



LinkedIn committed to provide 5,000 refugees with access to job mentorship and training



Turkcell committed to invest in additional cellphone towers and Arabic-speaking agents to reach refugee customers



TD Bank has offered refugees and other newcomers in Canada with free checking accounts and credit cards for six months



Equity Bank has provided financial services, including bank accounts, loans, debit cards and financial literacy training, to refugees in camps in east Africa



Telefonica committed to provide 10,000 Venezuelan refugees in Colombia with access to affordable telecommunications services

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



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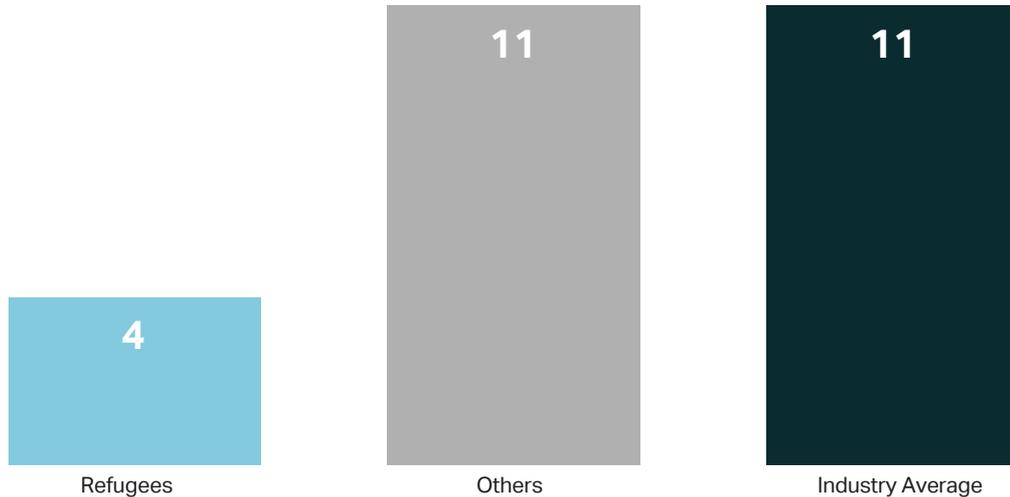


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## Refugees can be valuable members of your workforce

### 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"

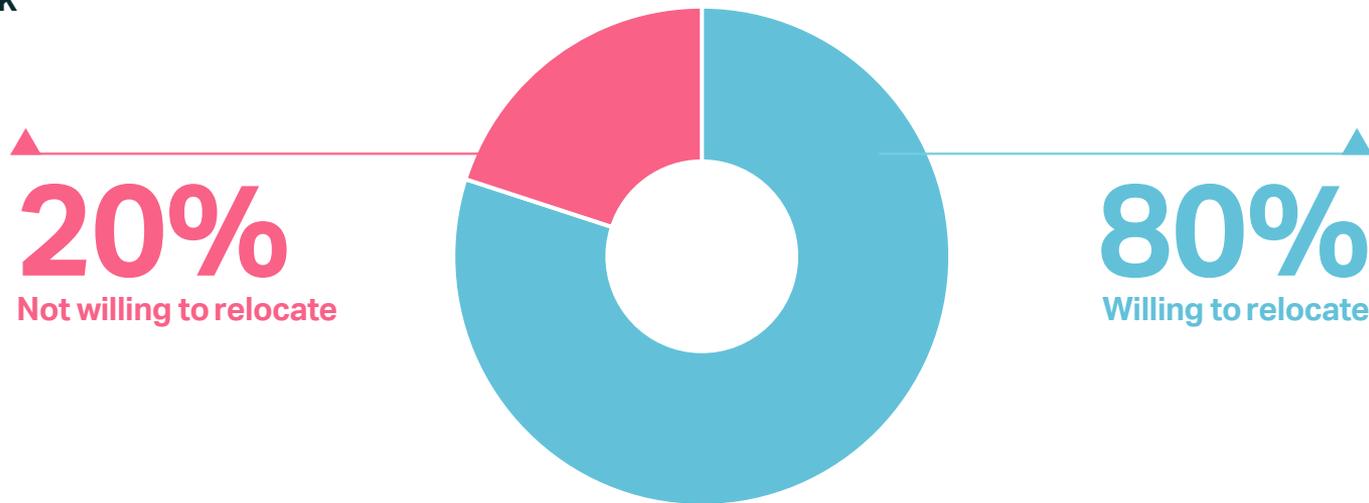
*"Refugees provide us with an amazing talent pool – they're skilled, dedicated, loyal and engaged."*

**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)

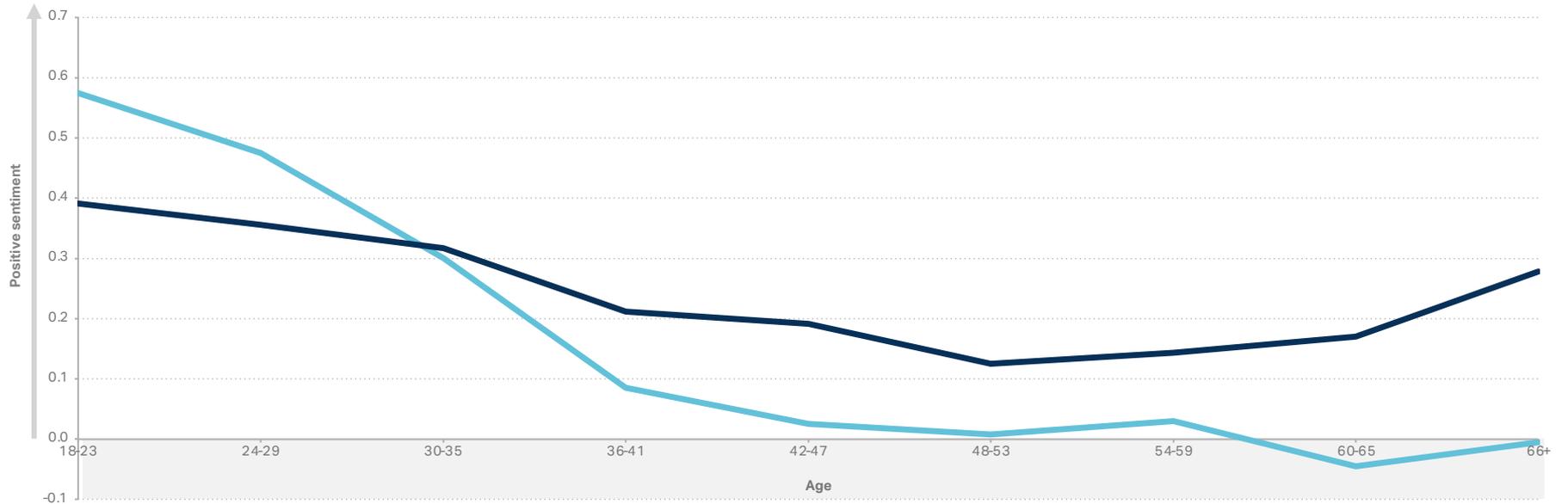


Source: Tent – GBAO Strategies “The Experience of Venezuelan Refugees in Colombia and Peru” (survey of 600 Venezuelan refugees in Colombia and Peru)

# 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

# 78-85% of millennials

- Consider a company's social/environmental commitments in deciding where to work
- Are more loyal to a company that helps them support social/environmental issues

Source: Cone Communications Study of 1,020 Millennials (2016)

*"Our work on inclusive economic growth – including our work bringing digital innovation to refugees – is not only important for our long-term commercial growth, but also infuses our culture with a vibrancy that drives greater internal productivity and enables us to attract top talent."*

**ANTONIA STROEH,**  
SENIOR VP, MASTERCARD



mastercard.

## 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

