



TENT

How Business Can Harness Refugee Talent



Contents

 <hr/> 1 <hr/> THE TENT PARTNERSHIP FOR REFUGEES <hr/>	 <hr/> 2 <hr/> THE REFUGEE CRISIS <hr/>	 <hr/> 3 <hr/> BUSINESSES' COMPARATIVE ADVANTAGE <hr/>	 <hr/> 4 <hr/> THE CASE FOR INCLUDING REFUGEES <hr/>	 <hr/> 5 <hr/> NEXT STEPS <hr/>
---	--	---	---	--

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 Group](#) • [Adidas](#) • [Airbnb](#) • [Arcadis](#) • [ARUP](#) • [Bancamía](#)
[Barilla](#) • [Becton Dickinson](#) • [Ben & Jerrys](#) • [Bloomberg](#) • [BNP Paribas](#) • [Boston Consulting Group](#)
[Careem](#) • [Chobani](#) • [CIBC](#) • [Cisco](#) • [Cisneros](#) • [Citigroup](#) • [Dalberg](#) • [Danby](#) • [Deloitte](#) • [DoorDash](#)
[Dura Vermeer](#) • [Expedia](#) • [Facebook](#) • [FEMSA](#) • [FrieslandCampina](#) • [Generali](#) • [Goldman Sachs](#)
[Google](#) • [Gucci](#) • [Hilton](#) • [HP](#) • [IBM](#) • [IKEA](#) • [Inditex](#) • [Johnson & Johnson](#) • [Keolis](#) • [KPMG](#) • [LinkedIn](#)

Tent has 140+ multinational member companies

[L'Oréal](#) • [ING](#) • [IPSOS](#) • [Manpower](#) • [Mastercard](#) • [McCain Foods](#) • [McKinsey](#) • [Microsoft](#) • [Oliver](#)
[Wyman](#) • [Orbia](#) • [Pearson](#) • [Philips](#) • [PWC](#) • [Rabobank](#) • [Reckitt Benckiser](#) • [Royal DSM](#) • [Safaricom](#)
[Salesforce](#) • [SAP](#) • [Shell](#) • [Signify](#) • [Sodexo](#) • [Starbucks](#) • [STEF](#) • [Sumitomo Chemical](#) • [TD Bank](#)
[Telefonica](#) • [Teleperformance](#) • [TripAdvisor](#) • [Turkcell](#) • [Twitter](#) • [Uber](#) • [Unilever](#) • [Uniqlo](#) • [UPS](#)
[Verizon Media](#) • [Virgin](#) • [Volkswagen](#) • [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.

Contents



1

THE TENT
PARTNERSHIP
FOR REFUGEES



2

THE REFUGEE
CRISIS



3

BUSINESSES'
COMPARATIVE
ADVANTAGE



4

THE CASE
FOR INCLUDING
REFUGEES



5

NEXT
STEPS

What is a refugee?

Refugee

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

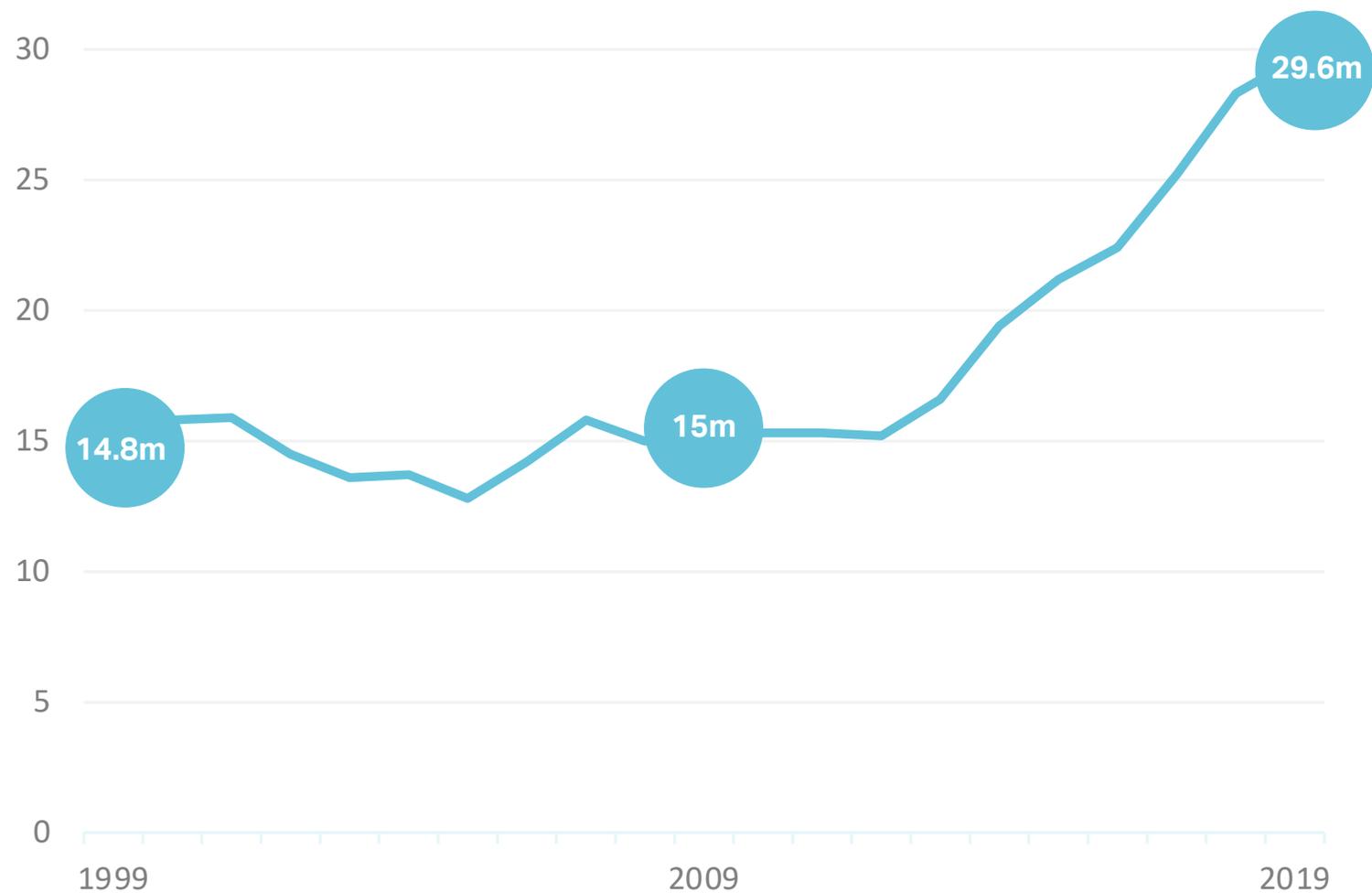
An **asylum seeker** is an individual who has left his/her country of origin and has formally applied for asylum in another country but is waiting for a determination.

Migrant

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



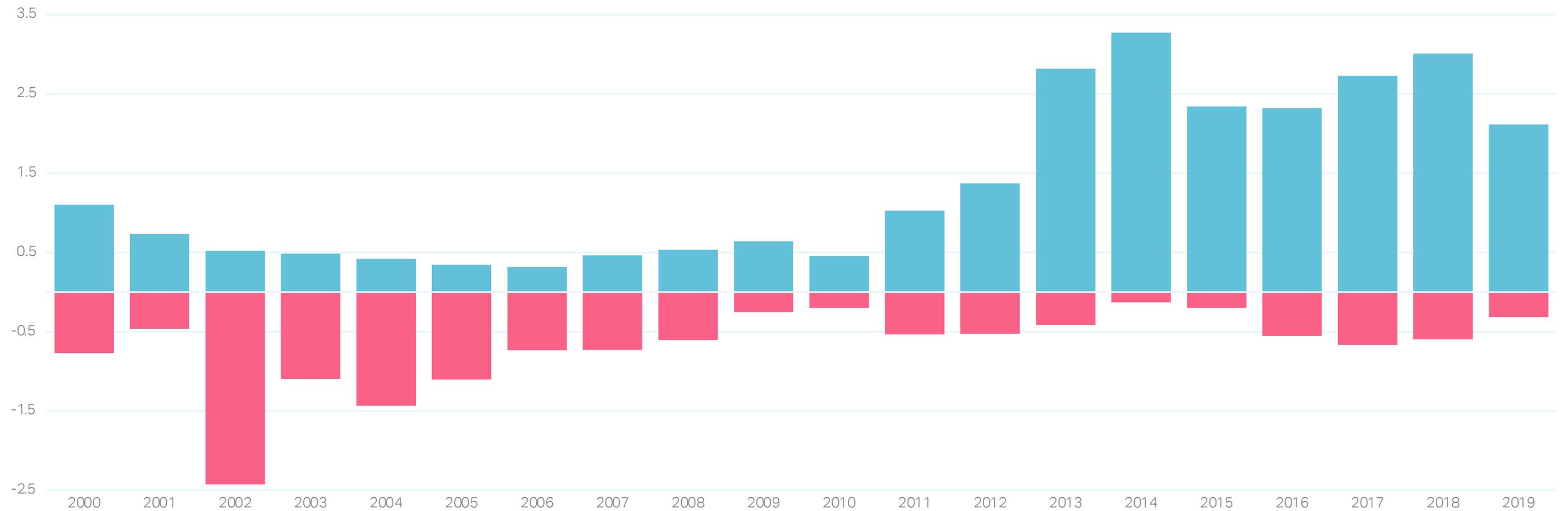
Highest refugee population since World War II

Source: UNHCR; UNRWA

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

Refugees, Millions

■ New refugees | ■ Refugees returning home



Refugees face the prospect of long-term displacement

Approximately

half of all refugees

are in protracted displacement

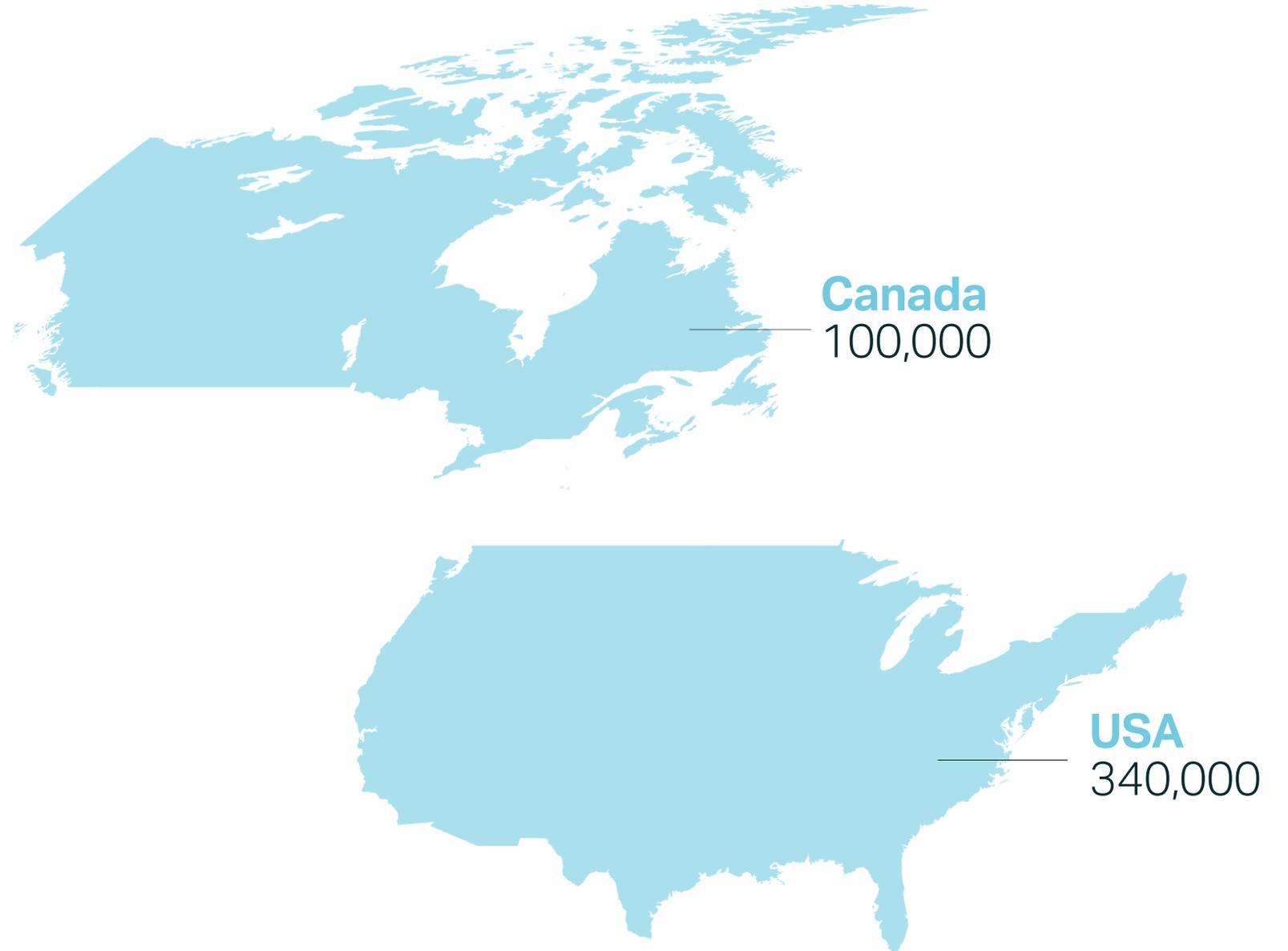
They will remain displaced for an average of

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



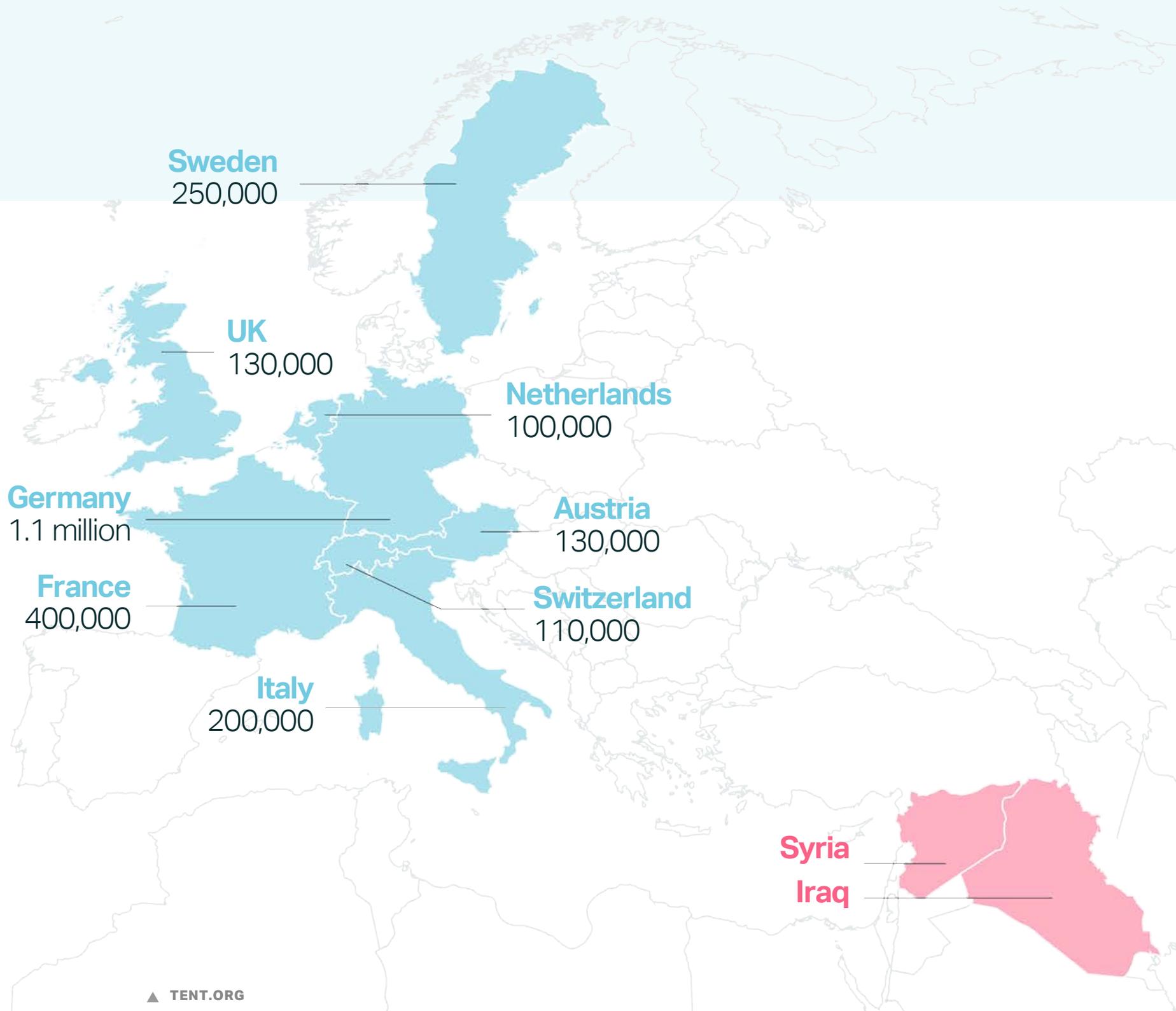
- Countries hosting significant numbers of refugees
- Source countries for significant numbers of refugees

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

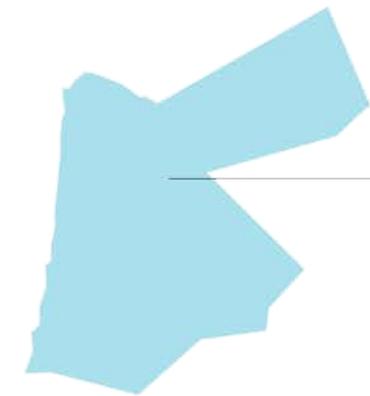
8 million refugees

with the legal right to work

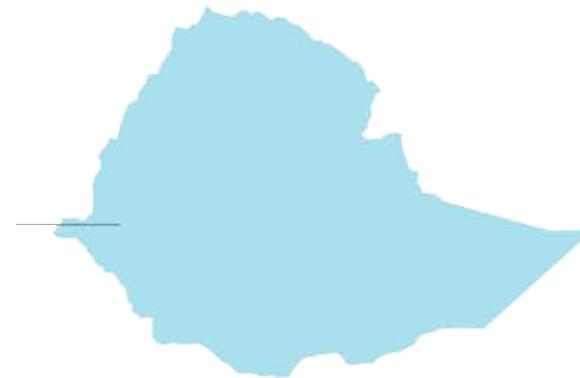
Turkey
3.6 million



Jordan
2.2 million



Ethiopia
700,000



Uganda
1.3 million



● Countries hosting significant numbers of refugees

Source: UNHCR; UNRWA

Contents

▲
1

THE TENT
PARTNERSHIP
FOR REFUGEES

🌐
2

THE REFUGEE
CRISIS

💼
3

**BUSINESSES'
COMPARATIVE
ADVANTAGE**

🤝
4

THE CASE
FOR INCLUDING
REFUGEES

▶
5

NEXT
STEPS

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

Examples of... Hiring & Training



Volkswagen has hired hundreds of refugees at its manufacturing plants in Germany

Barilla

Barilla has committed to train and hire at least 75 additional refugees at its manufacturing plants and offices in Europe



IKEA has committed to provide 2,500 refugees with work experience at its retail stores in 30 countries

Hilton

Hilton has hired 3,000 refugees in Germany and the United States

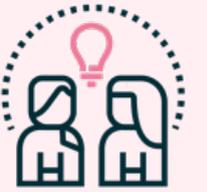
INDITEX

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

PHILIPS

Philips has committed to hire 100 refugees at its offices and manufacturing plants in the Netherlands and Germany

Examples of... Mentoring



Salesforce has developed a mentoring initiative connecting employees to refugees to help them find employment



Accenture employees have mentored 200 refugees in the Netherlands through an in-person six-month program



EY has developed a program in the Netherlands for six months to mentor refugee women by EY's women employees



AT&T, Under Armour, and GSK, alongside 20 other companies, have each committed to **mentoring at least 50 LGBTQ refugees** in North America

Examples of... Engaging suppliers & vendors



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



PayPal has encouraged its call-center provider in Brazil to hire Venezuelan refugees



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

LEVI STRAUSS & CO.

Levi's has sourced a collection of denim products handmade by refugees in Italy, which is sold in Levi's stores and online



Woolworths has launched an initiative to sell at its supermarkets baked goods made by a social enterprise training and employing refugees



TD Bank has launched an initiative to certify refugee-owned businesses in Canada, as a first step towards purchasing from these businesses

Examples of... Supporting refugee entrepreneurs & small businesses



Bancamía

Bancamía has committed to provide financial loans to 200 Venezuelan entrepreneurs in Colombia



Generali has committed to help 500 refugees in Europe start their own business by providing a 6-8-month incubation program



Ben & Jerry's has supported 175 refugee entrepreneurs in Europe through entrepreneurship training

facebook

Facebook has committed to support 1,000 refugee entrepreneurs in Brazil by providing them with business sales training and advertising credits



Sobeys has helped refugee-owned businesses sell their products in its supermarkets, and helped with their warehousing and distribution



DoorDash has helped refugee-owned food businesses in North America by highlighting them on its platform and providing advisory services

Examples of... Tailoring products



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



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



TELUS has launched a program to provide refugees in Canada with free smartphones and discounted mobile and home-internet plans



CIBC has made its financial products more accessible to refugees in Canada, reducing the requirements needed for credit cards



BNP Paribas has helped refugees open their bank accounts by adapting regulatory requirements and installing teller services in tobacco shops



Telefonica has 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



Contents



1

THE TENT
PARTNERSHIP
FOR REFUGEES



2

THE REFUGEE
CRISIS



3

BUSINESSES'
COMPARATIVE
ADVANTAGE



4

THE CASE
FOR HELPING
REFUGEES

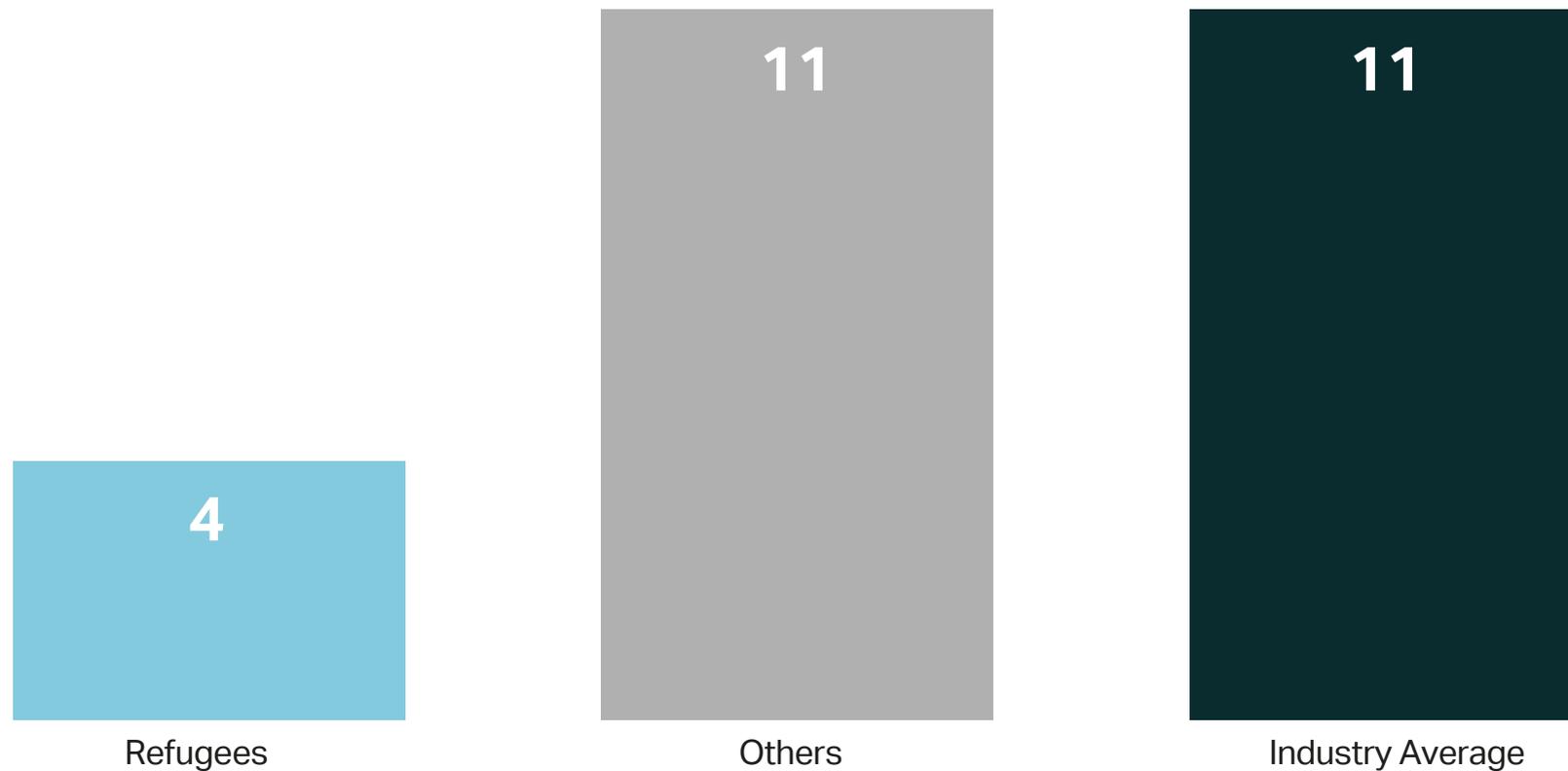


5

NEXT
STEPS

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"

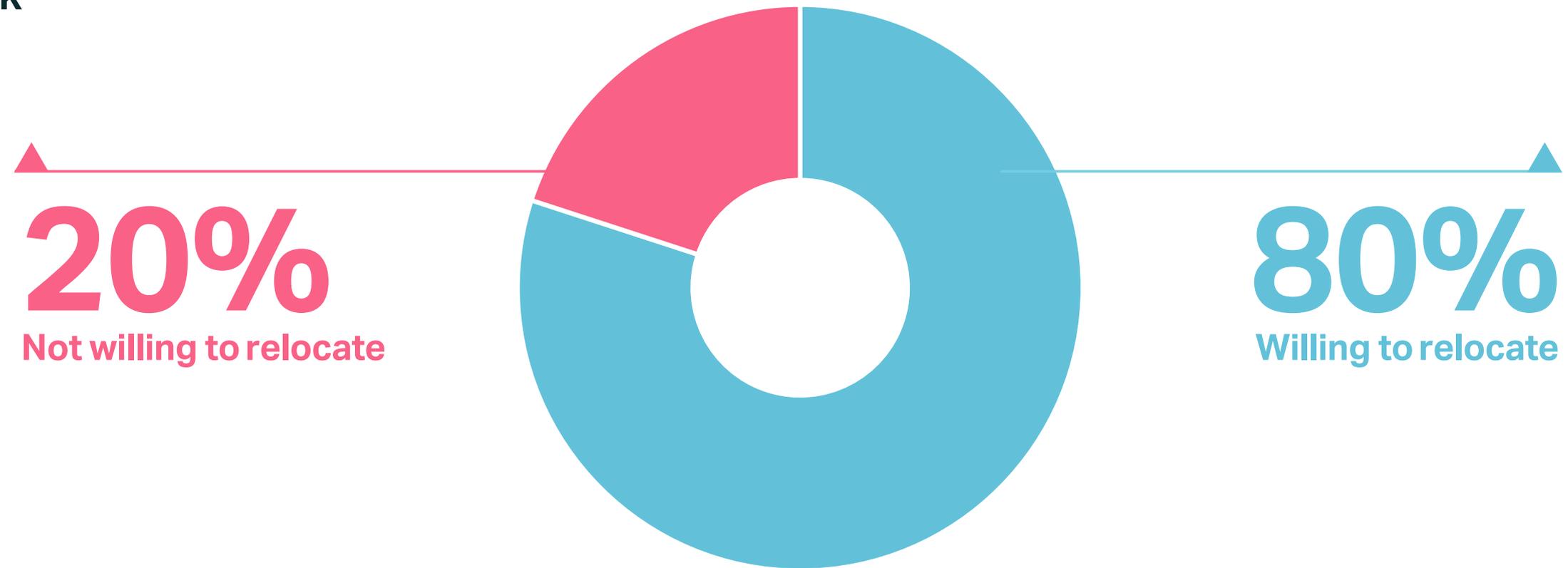
"Refugees provide us with an amazing talent pool – they're skilled, dedicated, loyal and engaged."

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)

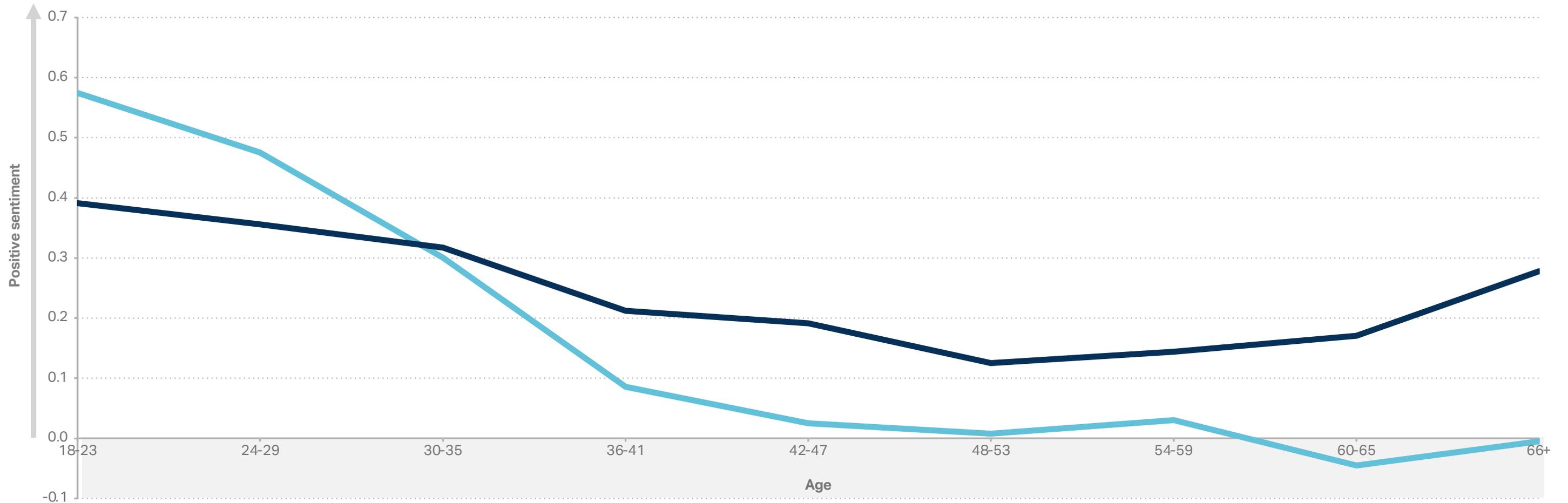


Source: Tent – GBAO Strategies “The Experience of Venezuelan Refugees in Colombia and Peru” (survey of 600 Venezuelan refugees in Colombia and Peru)

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 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.

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

Contents

▲

1

**THE TENT
PARTNERSHIP
FOR REFUGEES**

🌐

2

**THE REFUGEE
CRISIS**

💼

3

**BUSINESSES'
COMPARATIVE
ADVANTAGE**

🤝

4

**THE CASE
FOR INCLUDING
REFUGEES**

▶

5

**NEXT
STEPS**

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

