

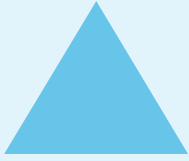


TENT

# How companies can mentor refugee women in Europe

A step-by-step guide





T E N T

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## 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 into their new host communities.

The Tent Partnership for Refugees mobilizes the global business community to improve the lives and livelihoods of the over 30 million refugees who have been forcibly displaced from their home countries. Founded by Chobani's Hamdi Ulukaya in 2016, we are a network of over 200 major companies committed to integrating refugees. Tent believes that companies can most sustainably include refugees by leveraging their core business operations - by engaging refugees as potential employees, entrepreneurs, and consumers. The full list of Tent members can be found [here](#).

Find out more at [tent.org](https://tent.org)



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## About the Refugee Talent Hub

Founded in 2016, the Refugee Talent Hub is an organisation dedicated to connecting employers and job-seeking refugees through small-scale, customized meetings. Based in the Netherlands, Refugee Talent Hub organizes events and programs for refugees to help increase their chances of finding paid work, including mentorship programs. Refugee Talent Hub has a mission to forge connections between talented employees with refugee backgrounds with employers, to make workplaces more diverse and successful, and to contribute to the integration of refugees in the Netherlands.

Find out more at [Refugee Talent Hub](#)



## About Catalyst

Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to help build workplaces that work for women. Founded in 1962, Catalyst drives change with pioneering research, practical tools, and proven solutions to accelerate and advance women into leadership - because progress for women is progress for everyone.

Find out more at [catalyst.org](https://catalyst.org)



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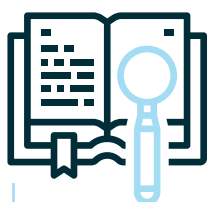
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**Wilma Roozenboom** is the director of the Refugee Talent Hub. She has two academic degrees and a first-degree teaching qualification. From 2000 to 2007 she worked in development cooperation in the Netherlands and around the world. After working as an independent consultant on public-private partnerships for over ten years, she joined the Refugee Talent Hub in 2018.



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# How to use this guide

This guidebook advises companies on how to establish and implement professional mentorship programmes for refugee and asylum-seeking women in Europe.

A mentorship programme aims to help refugee women strengthen their professional skills, navigate new job markets, learn about workplace norms, and work towards their career goals in their new host country.

This guide includes a background section to provide context on the barriers refugee women in Europe face when seeking work, along with guidance for mentorship coordinators and mentors, and suggested content/topics for mentor-mentee meetings.



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### **Appointing a Mentorship Coordinator**

Your company should appoint a Mentorship Coordinator who will manage the programme and be the official point of contact for mentors. Some Mentorship Coordinators may work within the company's Human Resources, Corporate Social Responsibility, or Diversity & Inclusion teams, but could hold any role. They may have already demonstrated an interest in women's professional development and/or refugee integration by participating in an Employee Resource Group (ERGs), Diversity & Inclusion committee, or other employee-led volunteer groups.

### **Recruiting mentors**

The Mentorship Coordinator will be responsible for recruiting employee volunteers who will serve as mentors. Mentorship can be an enriching professional and personal experience for both mentors and mentees. Refugee women mentees bring new perspectives, talent, and skills that mentors can learn from. In addition, mentors have the opportunity to develop their leadership skills, communication abilities, and cross-cultural competencies.

This mentorship programme was designed as an initiative that empowers women. We believe that a mentorship programme that enables women to participate as mentors and mentees creates an affirming space where they can meaningfully exchange ideas, learn from each other, and discuss issues specific to women in the workforce. Still, this programme should not be limited to women mentors; in fact, people of any gender can and should be allies to refugee women, and all employees are invited to participate. However, refugee women may express a preference to be mentored by other women, and companies should respect these preferences.







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### Recruiting mentees

To recruit mentees for this initiative, companies will collaborate with local organisations that are well-positioned to reach refugee women. The Tent Partnership for Refugees has a global network of implementing partner organisations, and can help connect companies with the right local organisation working with refugee women. Please contact [info@tent.org](mailto:info@tent.org) to have a conversation about getting connected to the right organisation.

We hope this will be a useful guide for developing a mentorship programme for refugee and asylum-seeking women. However, we understand that each company will have its preferences and/or policies that may call for slight modifications to this plan.



*In the beginning, I was not sure if I could get a job in the Netherlands or if it was too late, because I hadn't worked for more than four years. It's a long break. But this mentorship program changed my mind and gave me a lot of confidence. Confidence is the most important thing that I gained through this mentorship program."*

**A refugee woman mentee in the Netherlands**

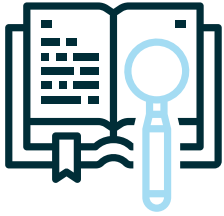


*I was not only able to support my mentee, but I also learned a lot from [her]: it was a beautiful way of mutually sharing experiences."*

**Iris Hooft Graafland, a mentor in the Netherlands**

# Background on refugee and asylum-seeking women for Mentorship Coordinators and mentors





Before developing a mentorship program for refugee women, it's important to understand the challenges that they are likely to face when trying to access the European job market.

Companies should understand that refugee women do not share a one-dimensional identity and that each mentee will have a unique background, history, set of skills, personality, and motivation. Each mentee faces unique obstacles in her endeavor to reach her professional goals. However, there are many common challenges that mentees experience due to their identity as refugee women. These barriers can negatively affect their ability to be employed in meaningful work in their host country. To provide a better understanding of these common challenges, we will start by defining who refugees and asylum seekers are.

### **Who is a refugee**

A refugee is someone who has been forced to flee their own country as a result of war, violence, or conflict.<sup>1</sup> According to the 1951 Geneva Convention, refugees are also defined as people who are unable or unwilling to go back to their country of origin for reasons of race, religion, nationality, membership within a particular group, or political opinion.<sup>2</sup> Today, the European Union hosts over 3 million refugees<sup>3</sup>. The refugee population has increased dramatically since 2015, when over 1.25 million refugees fled to Europe.<sup>4</sup>

### **Who is an asylum seeker**

An asylum seeker is any person who has left their country and is seeking protection from persecution and human rights violations in another country, but who hasn't yet been legally recognised as a refugee and is waiting to receive a decision on their asylum claim. Once they have been granted asylum status by the host country's government, they are officially allowed to stay in the country. Every year, one million people seek asylum in Europe from nearly 150 countries.<sup>5</sup> In several European countries, there is no time limit for the government to make a decision on an asylum application, so it could take several years for that decision to be made. Some European countries do not allow asylum seekers to work or study until they are officially granted asylum status in their host country.

1. [UNHCR, \(2021\), What is a refugee?](#)

2. [UNHCR, \(2021\), What is a refugee?](#)

3. UNHCR, (2021), Refugee Statistics, <https://www.unhcr.org/refugee-statistics>. July 2021.  
Total number of refugees in countries in Europe excluding Turkey and Russia..

4. Greussing, E., & Boomgaarden, H. G. (2017). Shifting the refugee narrative? An automated frame analysis of Europe's 2015 refugee crisis. *Journal of Ethnic and Migration Studies*, 43(11), 1749-1774.,

5. European Commission, (2020), AD HOC QUERY ON 2020.16 Update on EMN AHQ 2019.5 and additional questions on asylum seekers right to work. *European Migration Network*.

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### Right to work

Since the right to work for refugees and asylum seekers can vary from country to country, mentorship coordinators and mentors should understand their country's policies before committing to the mentorship program. Mentorship coordinators should consult with the partner organisation to obtain guidance on right-to-work issues in the country where the mentorship program is taking place and share this guidance with mentors. More information about the right to work for refugees and asylum seekers in Europe can be found [here](#).

### Background on refugee and asylum-seeking women

According to the OECD, 45% of refugees in Europe are women. Women also make up almost half of the 19.6 million refugees worldwide (UNWOMEN, 2021). Among the countries in the EU which saw the highest percentage of women file asylum applications in 2019 were Germany, Spain, and Sweden, where women filed more than 40% of total asylum applications<sup>6</sup>. The majority of refugee women in Europe are from Syria (11.3%), Afghanistan (8.3%), Venezuela (6.6%), Iraq (4.5%), and Pakistan (4.0%)<sup>7</sup>. The average age range of refugee women in Europe is between 18 and 35 years old.



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The employment rate of refugees also varies widely across the EU, ranging from 40.6% in Spain to 61.3% in Italy.<sup>8</sup> While all refugees and asylum-seekers face an employment disadvantage compared to their local counterparts,<sup>9</sup> refugee women in particular experience a wider employment gap. In the EU, the employment rate for refugee women is 17 percentage points lower than that of refugee men, and the employment gap between refugee women and native-born women is at least twice as large as that between refugee men and native-born men.

6. [European Asylum Support Office, \(2020\), EASO Asylum Report 2020](#)

7. [VluchtelingenWerk. \(2020\). Vluchtelingen in getallen 2020](#)

8. [Integrating refugees into the labour market: How can the EU better support employers? \(2019\)](#)

9. [Integrating refugees into the labour market: How can the EU better support employers? \(2019\)](#)

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Refugee women experience various forms of inequality, including structural gender inequality. In the EU, gender-based discrimination in the job market still persists despite the efforts of European institutions.<sup>10</sup> Gender disparities can limit women's and refugee women's opportunities to seek, gain, or keep employment. These disparities are exacerbated by other factors relating to discrimination based on race, ethnicity, religion, disability, and sexual orientation.<sup>11</sup>

In addition to structural gender inequalities in the EU, refugee women are already at a disadvantage due to gender disparities and discrimination in their country of origin. Due to societal norms, refugee women have often had less access to education and/or vocational training than men in their home country.<sup>12</sup> They may also have a lack of time or resources to seek paid employment if they are tasked with taking care of the household or other family members. Refugee women may also have less access to financial, healthcare, reproductive, and/or legal services in their country of origin than men do, hindering their ability to become financially independent from their family members. Refugee women are also especially at risk of sexual and/or gender-based violence.<sup>13</sup>

When refugee women arrive in their new host country, they may have fewer professional skills and work experience than refugee men due to these underlying gender inequalities.<sup>14</sup> However, the employment gap for refugee women isn't necessarily due to lack of professional experience or education. Some refugee women may have built impressive careers in their home country, but have been forced to start over when they arrive in their new host country. Some women may have lost their jobs as a result of the crisis from which they fled. Regardless of their professional experience in their country of origin, when refugee women arrive in their new host country, they face many barriers to securing paid employment.

10. Witkowska, D. Gender Disparities in the Labor Market in the EU. *Int Adv Econ Res* 19, 331–354 (2013).  
<https://doi.org/10.1007/s11294-013-9431-2>

11. [RescueWorks, \(2020\), Unlocking Refugee Women's Potential](#)

12. Buscher, D. *Formidable Intersections: Forced Migration, Gender and Livelihoods* (2017).

13. [RescueWorks, \(2020\), Unlocking Refugee Women's Potential](#)

14. Verloove, J., & De Vries, S. (2020). *Ondersteuning bij de arbeidstoeleiding van vrouwelijke statushouders*. Kennisplatform Integratie & Samenleving

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These barriers include logistical obstacles like complex bureaucratic processes and high fees associated with obtaining legal documentation and validating credentials that are needed to access the job market. Other challenges include reduced access to social networks, limited access to mobility, absence of childcare, low proficiency in the local language, and weak knowledge of their rights or resources they can access.

Despite the many barriers that refugee women face in entering the workforce in their host countries, there are many organisations in Europe that support refugee women and that can help reduce some of these barriers to employment. These on-the-ground organisations help refugee women develop strong professional networks, build up their language capabilities and professional skills, and proactively help them find work. Mentorship has also been an effective way to reduce the barriers refugee women face so they can integrate into their host country's workforce.

**When refugee women find meaningful work, they can gain financial independence, develop a sense of belonging in their host country, and contribute their talents to the economy.**



*A lack of work experience and language difficulties makes it challenging to find a job opportunity. In the beginning, I also felt like I was not smart or good enough to run my own business. But my mentor helped me to look back on what I have done instead of what I haven't done. She gave me the feeling that I'm smart enough to do what I put my mind to, and that I am doing it."*

**A refugee mentee in the Netherlands**



*After everything I have been through, my mentor helped me regain my motivation to stand up and get back into work life, which was hard at times while building a new life in the Netherlands."*

**A refugee mentee in the Netherlands**







# Guide for Mentorship Coordinators



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This guide will equip you with the information your company needs to establish a professional mentorship program for refugee and asylum-seeking women in your community. Participating in this program is an opportunity for you and your colleagues who volunteer as mentors to develop leadership skills, cross-cultural competencies, and strengthen communication abilities.

As the Mentorship Coordinator, you will be responsible for recruiting your colleagues to serve as mentors, supporting the mentor-mentee matching process, and serving as a point of contact for mentors. Please note that this guide includes a checklist that can help you manage the program successfully; however, since each company's program will be unique, your responsibilities may also differ from what is included in this checklist.

Note that some companies may receive additional coordination support from the local organisation or NGO that they are working with. That division of labor should be discussed with your respective organisation.

Many companies have existing policies in place for employee volunteering programs. We recommend that the Mentorship Coordinator also discusses volunteer policies with their company's human resources department, to determine whether volunteering can be undertaken during working hours (and booked as such) or whether employees are expected to participate in mentorship programs during non-work hours.

The rest of this guide contains a series of steps to help you establish and run a mentorship program at your company. **You are welcome to follow these guidelines, in line with recommended best practices, or use them as a starting point to establish a more tailored program based on your company's capacity and interests.**

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### **Suggested components of a professional mentorship programme for refugee women:**

- Mentor & mentee meet *at least* **six times during a four to 12 month programme** (either virtually, through meetings at the company's office, or informal gatherings outside of the office).
- Meetings can happen more frequently if a mentor, mentee, or company would prefer. Meeting resources, including pre-reads and mentor-mentee exercises, can be found below in the Guide for Mentors.
- Mentor & mentees discuss the local job search process, including tips on CVs, LinkedIn profiles, and cover letters.
- Mentors & mentees reflect on cultural norms in the workplace in the host country.
- Mentors support mentees in accessing a professional network in their field of interest.
- Mentors & mentees learn from each others' professional experiences.
- Mentors & mentees develop leadership and communication skills by providing feedback to each other.



## Overview of steps to implement a mentorship programme at your company:

**01**

Recruit mentors at your organisation

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**02**

Connect with partner organisation to reach mentees

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**03**

Match mentors and mentees

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**04**

Prepare mentors for their role

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**05**

Organize mentor-mentee meetings

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**06**

Support mentors over the course of the programme

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**07**

Measure success with a post-programme survey

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**08**

*Optional* - Provide certificates to the mentors and mentees

# 01

## Step one:

### Recruit mentors at your organisation

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One of your primary responsibilities as a Mentorship Coordinator will be to recruit employees at your company to serve as mentors. We recommend that you recruit mentors from a variety of professional and personal backgrounds. Note that employees who speak a foreign language can be matched with mentees that speak the same language.

*Since you will be collecting information from prospective mentors and receiving information about prospective mentees from your partner organisation/s, please ensure that you are adhering to your company's internal privacy and data safeguarding policies and General Data Protection Regulation (GDPR). For more information about GDPR, please get in touch with your Human Resources lead.*

#### Steps for recruiting mentors

1. Develop and implement a strategy for recruiting mentors. Examples include:
  - a. Emailing employees at your company with the support of HR or Internal Communications colleagues. An example email is provided in the Appendix on page 61.
  - b. Highlight the initiative at company events.
  - c. Promoting the initiative through Employee Resource Group (ERG) channels.
  - d. Posting about the initiative in internal company channels, such as Slack or Microsoft Teams.
2. Use a survey to collect information from your colleagues and gauge their interest in serving as mentors. The survey should include an overview of this mentorship program and ask prospective mentors to share information about themselves to get matched with a prospective mentee. Note that mentees should complete a similar survey to make it easy to match compatible mentor-mentee pairs. An example survey for potential mentors can be found in the Appendix. See the Mentee recruitment section for guidance on a similar survey.



*I'm quite happy that I had this kind of opportunity [to participate in the mentorship program] as part of my work. It made a really positive difference in my satisfaction in work and life. It was really good that my company gave me extra time and a chance to work on this mentorship program within working hours."*

**Leonor Pompeu dos Santos, a mentor in the Netherlands**

## 02 **Step two:** Connect with partner organisation to reach mentees

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You will also need to partner with a local organisation that serves refugees and asylum-seekers and is able to recruit refugee women specifically and facilitate the matchmaking process between mentors and mentees. Tent may be able to assist with this matchmaking process, as well.

1. Tent will recommend an organisation that may be able to partner with your company for this mentorship program. This organisation should serve refugees and asylum-seeking women in your country. If you are already working with an organisation that you would like to continue working with for the mentorship program, that is fine.
2. Once Tent has identified an organisation(s) for your company to partner with, discuss the number of mentors you expect to recruit at your company and whether the organisation thinks they have a sufficient number of refugee and asylum-seeking women who are interested in being mentees. You should also align on a timeline for outreach to mentees and mentors.
3. Tent will share this guide and the sample emails and surveys in the Appendix of this guide with your partner organisation's staff, in order to help them recruit refugee and asylum-seeking women to participate in this program. Note that the mentee survey (found in the Appendix) is similar to the mentor survey, in order to facilitate matching based on similar interests.
4. In addition, consider sharing this guide and any other materials you may have developed with your partner, so that they have full visibility into the content of the mentorship program.



**Feel free to reach out to Tent if you need additional guidance:**  
[info@tent.org](mailto:info@tent.org)

# 03

## Step three:

### Match mentors and mentees

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You will need to work closely with Tent and your partner organization to match mentors and mentees.

1. Begin by sharing with Tent and your partner organisation(s) the number of mentors you have recruited at your company. Depending on the resources and bandwidth of the partner organisation, the initial matching will be done by Tent or the partner organisation. *Note: Make sure to discuss any privacy and data-sharing concerns with your partner organisation and your HR team, with special attention to GDPR.*
2. If your company is matching mentors and mentees directly, you will receive mentee profiles from your partner organisation and will be responsible for matching prospective mentors from your company with mentee candidates. We recommend that you match mentees based on similar professional interests, personal backgrounds, or a shared language. Keep in mind that if mentees have a CV, it may not provide enough information to determine a good match; one of the goals of the mentorship program is to discuss and enhance their CV and make it more suitable for the local labor market. As such, we recommend focusing more on mentees' motivation and general professional background than their CV for matching.
3. You will facilitate an introduction between the mentor and mentee via email, or the communication channel that best suits the mentee (refer to the partner organisation for a recommendation on the best channel of communication). We recommend matching a cohort of mentors and mentees at the same time so that the pairs can stick to the same timeline for the duration of the program. Doing this will make the administrative aspects of the program significantly easier to manage.







# 04

## Step four: Prepare mentors for their role

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You should provide mentors at your company with guidance on how to best prepare for their mentorship experience by sharing the pre-read section of this guide with them in advance of their first meeting with mentees.

The pre-read will provide mentors with a chance to learn more about the background and challenges of refugee and asylum-seeking women as well as best practices for stepping into a mentoring role. Additionally, you should direct mentors to review the meeting resources included in the Guide for Mentors in advance, so that they can anticipate what to expect as they take on the role.

You may also want to plan an informational meeting with all mentors either at your company or online to prepare them for the program. Be sure to reserve time for them to share their questions or concerns.

### *Sample mentor informational session agenda:*

- Objectives of the mentorship program.
- Summary of all the steps involved in the mentorship program.
- Background information on mentees - where they come from, challenges they face, etc.

At this meeting, it may also be useful to brainstorm ways to overcome cultural differences, or provide best practices for building relationships across cultures. Some mentors may have been mentors before or have experience working with refugees, and can provide some advice to the rest of the group.

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### **Prepare mentees for the mentorship program**

Your company and/or partner organisation should prepare mentees for the mentorship program by hosting a brief informational meeting (in person or virtually) before they are introduced to mentors.

*Sample mentee informational session agenda for your company and/or your partner organisation:*

- Objective of the mentorship program, as well as a reflection on the mentees' personal goals for participating in the program.
- Summary of all the steps (and schedule) involved in the mentorship program.
- Managing expectations - i.e., explaining to the mentees that finding them a job is not the mentors' responsibility; both mentors and mentees should set boundaries, etc.
- Navigating a new professional relationship with your mentor.





# 05

## Step five: Organise mentor-mentee meetings

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After facilitating an initial contact between mentors and mentees over email or other means, you should organize an initial kick-off meeting (virtual or face-to-face, depending on your company's and partner organisation's preference) between mentors and mentees. This kick-off meeting will serve as a meet-and-greet for mentors and mentees, and help each party set expectations and discuss goals with one another.

Please make sure that you make clear arrangements with the partner organisation as to who is responsible for any program-related mentee concerns, and communicate this clearly with both mentees and mentors during the kick-off meeting. Please also make sure that mentorship coordinators, mentors, mentees and/or the partner organisation exchange contact details at the kick-off meeting.

### **If your company decides to carry out the kick-off meeting and mentorship sessions in-person:**

- We recommend that you offer mentors and mentees a chance to make name tags that include their pronouns.
- If your office is not conveniently located, you may need to find another venue that is more easily accessible or help arrange transportation for mentees.
- In-person meetings will ideally be held for the whole group, but if this isn't possible, one-on-one meetings are a great alternative.

### **If your company decides to hold online sessions:**

- Use Zoom or another video conferencing platform (e.g. Microsoft Teams, Skype for Business) with breakout room capabilities to host the kick-off meeting.
- For those using Zoom, the Mentorship Coordinator(s) can kick off the meeting virtually for the whole group, explain the goals of that specific session, and then place mentors and mentees into breakout rooms for personal conversations.

### **Upcoming meetings**

**Mentors will be responsible for arranging the mentorship sessions after this kick-off meeting.** Mentors should arrange at least six meetings during the four to 12 month program duration (either virtually or through meetings at the company office).

# 06

## Step six: Support mentors over the course of the programme

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### Support for mentors

**For the duration of the mentorship program, you are the mentors' point of contact if questions or concerns arise.** Mentees may wish to discuss issues that go beyond the knowledge and experience of the mentor -- for example, legal issues, concerns about their asylum seeking process, reuniting with family, etc. It is important to note that neither you nor your colleagues are professionally trained on refugees' mental health challenges, legal status, or other such issues. Should a mentor report a conversation with their mentee that they feel was outside the scope of the mentorship program, or that it was inappropriate or concerning, do not keep that information to yourself or attempt to manage a situation on your own. If a mentor raises a concern, please use your discretion to inform the local organisation that recruited the mentee to participate in this initiative. **Do not share sensitive information with anyone other than your partner organisation's point of contact.**

### Support for mentees

You and your partner organisation can decide who will be the main point of contact for program-related mentee concerns (Mentorship Coordinator or mentor). Make sure that the mentee and the main point of contact exchange relevant contact information during the kick-off session. For individual communication with the mentees, ask the partner organisation about the best channel of communication.

### Rematching

In general, we advise against rematching mentor and mentee pairs, as the aim is to allow them to develop a strong relationship over the duration of the program. However, if your mentor or mentee expresses a major concern over their match, please take that into consideration.

We recommend that the mentorship coordinators send a check-in email to mentors and mentees at the midpoint of the program offering to meet if anyone has questions. During these check-ins with the mentorship coordinator, mentors and mentees can share and discuss their concerns and progress, either individually or as a pair.

# 07

## Step seven:

### Measure success with a post-programme survey

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At the end of the mentorship program, consider distributing program evaluation surveys to both mentors and mentees so that they can report back on their experience. These surveys are a great way to unearth best practices and lessons learned so that you can strengthen your company's mentorship program year after year. A sample survey and cover email (including versions for mentors and mentees) can be found in the Appendix. The surveys for mentees can be distributed by the local organisation.

*Since you will be collecting information from mentors and receiving information from mentees from your partner organisation/s, please ensure that you are adhering to your company's internal privacy and data safeguarding policies and GDPR. For more information about GDPR, please get in touch with your Human Resources lead.*

#### **Ensuring the long-term success of the mentorship program**

The mentorship program can continue after its first iteration with a new class of mentors and mentees. Make sure to discuss with your company how the program will continue after the first class has finished their meetings. If you are leaving the company or need to step back from your Mentorship Coordinator responsibilities after the first iteration of the mentorship program, find a new Mentorship Coordinator within your employee resource group to carry on running the program. Make sure to hand over all essential relationships and resources to the new Mentorship Coordinator. Mentors in the first class should be encouraged to renew their participation in the program if they have had a positive experience.

Additionally, some mentors and mentees may choose to stay in touch after the conclusion of the program, and in some cases may even form long-term mentoring relationships or friendships. Though the parameters of this program are four to twelve months, the connections forged may last far beyond the program and continue to positively impact both participants. However, you are no longer responsible as a coordinator for their relationship after the end of the program. Make sure that both mentors and mentees understand that if they wish to continue their contact after the program's end, it will be without any official support.

## 08 **Step eight (optional):** Provide certificates to the mentors and mentees

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Certificates can be provided to the mentors and mentees at the end of the project as an extra incentive. This helps to recognise the efforts of mentors and mentees. Certificates can be issued and provided by your company or your partner organisation.

In the certificate, you can include information such as:

- Name of the mentor and/or mentee.
- Name of the mentorship program.
- Duration of the program (start and end date).
- Logo of your company and your partner organisation.
- Your name and signature as a coordinator and/or the representative of the partner organisation.

Additionally, your company can encourage mentors and mentees to add a LinkedIn certificate to their profile by adding a certificate to their profile. See this [link](#) to learn more about how to add a certificate on LinkedIn.

# Recap: Program checklist for Mentorship Coordinators

- 
- Determine the duration of the program (at least four months, up to one year) and inform mentors that they will need to schedule at least six mentor-mentee meetings, starting with a group kickoff meeting.
- 
- Set expectations for where meetings should take place (whether virtual, at the company office, or informal gatherings outside of the office).
- 
- Recruit colleagues to serve as mentors for this program and distribute the pre-program mentor surveys.
- 
- Collect completed surveys from mentors.
- 
- Connect to a local organisation that serves refugee and asylum-seeking women to partner with you and recruit mentees for the program.
- 
- Communicate with your partner organisation about the total number of recruited mentors at your company and determine who will handle making the mentor-mentee matches.
- 
- Use survey responses both from prospective mentors and mentees, and review draft matches proposed by Tent.
- 
- Once the mentors have been selected, share this guide with them so they can prepare for the program.

- 
- OPTIONAL: Schedule an informational meeting (either online or in-person) with all mentors to support preparation and provide an opportunity for them to share their questions and experiences. You can also facilitate an informational meeting for mentees with the support of the partner organisation.
- 
- Facilitate an introduction between the mentors and mentees via email or other means.
- 
- Offer at least one mid-program check-in meeting for mentors and mentees in case they need to raise any concerns.
- 
- OPTIONAL: Provide certificates to mentors and mentees.
- 
- At the end of the program, distribute post-program surveys to mentors and work with your partner organisation to distribute similar surveys to mentees.
- 
- Analyze survey responses, in collaboration with your partner organisation, to understand how the mentorship program at your company can be strengthened.
- 
- If you do not plan to reprise your role as Mentorship Coordinator, find a new volunteer at your company and hand over key relationships and resources.

# Guide for Mentors

This guide contains information and advice that will equip you to serve as a mentor in your organisation's professional mentorship program for refugee women. Participating in this program is an opportunity for you to strengthen your leadership skills, cross-cultural competencies, and communication abilities. Furthermore, you can also learn from the experience of professionals from other countries.

For your mentee, this professional mentorship program is an opportunity to broaden her own social and professional network, exchange experiences, and receive professional guidance from you as a trusted resource. With your guidance, she will develop a better understanding of how to navigate the new job market she's encountered in your community.





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*Once you meet someone in person, you realise how much you relate to each other, and how much you share goals for the future”.*

**Yu-Chia, mentor in the Netherlands**

# The Mentorship Program

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## Programme overview

You will be matched with a refugee or asylum-seeking woman who will be your mentee for the duration of this mentorship program. As a mentor, you will be expected to:

- Meet with your mentee *at least* six times within the 4- to 12-month programme duration (either virtually, through meetings at your company's office, or at informal gatherings outside of the office) to work together on professional development topics, including:
  - a. Career goals and self-assessment
  - b. CVs, cover letters, and LinkedIn profiles
  - c. The interview process
  - d. Networking*Note that meeting resources – including pre-reads and mentor-mentee exercises – can be found at the end of this guide.*
- Discuss and reflect on differences in workplace cultural norms with your mentee.
- Exchange professional experiences with your mentee and mutually expand your professional networks. Assist your mentee in developing their professional network.
- Provide feedback during the mid-program check-in and end of program survey.

## The role of the Mentorship Coordinator

The mentorship program at your company will be managed by one of your colleagues who is designated to serve as the Mentorship Coordinator. This person is responsible for managing all administrative aspects of the program, including matching mentor-mentee pairs, and running the post-program review process. Some of this work might be handled by a local partner organisation, depending on circumstances.

## The matching process

To begin your role as a mentor, you will need to fill out a survey about your professional and personal background. You can also share your expectations as a mentor (e.g., what you expect from this mentorship program, how often you

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would like to be in touch with your mentee, etc.). Your Mentorship Coordinator will receive a list of prospective mentees; make matches between mentor and mentee candidates; and send you an email or connect you via other means with your mentee.

### **Mentor-mentee meetings**

You will be expected to meet with your mentee at least six times over four to 12 months. You should send a personal note to your mentee in advance of each of these meetings via email and/or text to express your enthusiasm about working together and to confirm her attendance. If you or your mentee cannot make it to one of the meetings, please find an alternative time to meet.

As this mentorship program is focused on professional development, you will be expected to cover a range of topics with your mentee throughout the program. The final section of this guide consists of resources to help you prepare for each meeting with your mentee, as well as suggested exercises to work through together during these meetings. Be sure to know if your mentee has the right to work before recommending her for any position or helping her apply for any roles.

You could also consider reaching out to your mentee at other times of the year that are relevant to your mentee in order to build a rapport and develop your relationship. Some occasions where this may be appropriate include holidays the mentee celebrates (for example, Ramadan), or special occasions for the mentee (for example, her birthday).

### **Post-program feedback**

At the end of the program, you may be asked by your Mentorship Coordinator to complete a survey about your experiences. In these feedback forms, consider the value of the mentor program comparing it to the goals set at the beginning. What were your goals as a mentor, and to what extent have you been able to achieve these? What went well, and what could be improved in the future? You'll also be asked to reflect on interactions with and learnings from working with your mentee. Your mentee will also be asked to complete a similar post-program survey.

# How to be an effective mentor

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## Understand your role as a mentor: a two-way relationship

As a mentor, you have a unique opportunity to help your mentee set her career goals, and help her develop a plan to achieve them. You will also have the chance to help her build her confidence in her professional abilities while adapting to a new country.

As you step into your role as a mentor, we recommend that you focus on providing your mentees with **guidance, rather than solutions**. You are not a case manager or decision-maker. Your role is to provide ideas, tools, and skills that can bolster your mentee's long-term success. You can also point your mentee in the direction of specific resources or people that might be able to help her build skills outside of your area of expertise.

Refer to the documents in the Appendix for further guidance.



*It's important that the relationship between mentor and mentee is based on equality and standing next to each other. It's not a relationship where the mentor is a teacher and it is not a one-way knowledge exchange."*

**Eva Huson, a program manager of mentorship programme in the Netherlands**

## Be aware of potential sensitivities

Working with refugee women requires your attention to sensitive issues. Do not ask probing questions about your mentee's life in her country of origin that may require her to relive traumas. It is appropriate to ask about your mentee's professional experiences before and after resettling; it is not appropriate to ask questions about her family, the political situations in her country of origin, or the specifics that led her to leave her country. (Note that your mentee may voluntarily share this kind of personal information, and if that does happen, you are welcome to engage in that conversation if you feel comfortable doing so).

It is important to honor your mentee's identity as an individual and as a professional. Keep in mind that there may be considerable cultural, political, and philosophical differences between you and your mentee. We advise mentors to refrain from engaging with your mentee on politics.

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It is also important to respect and appreciate your mentee's unique career goals. Be conscious of the fact that refugees often need immediate opportunities to make a living when they are resettled. If she isn't fluent in the local language or her credentials are not recognised locally, she may need to work in lower-paying or lower-skilled jobs before she can find work in her area of interest or expertise.

Finally, note that many refugee women also leave successful careers in their countries of origin and have to readjust their career expectations upon resettling. If this is the case with your mentee, be sensitive to her desire to continue in her field of expertise, even if she is working a lower-skill job in the interim. Consider how you can support her as she works towards re-establishing herself in her chosen field.



*When you categorize people, you automatically put them in a box. That quickly causes problems because, as an individual, you never really want to be put in such a box. Certainly not when that box has been created by someone else and has negative connotations. So the challenge is to create a space where you give specific attention and recognition to [your mentee] without putting them in a box where they are just refugees."*

**Halleh Ghorashi, a Professor of Diversity and Integration, Universiteit Amsterdam in the Netherlands**

### **Managing expectations**

Be clear with your mentee about what she can expect from your relationship, and ask her about her expectations from the program. Your role is to work with your mentee to make her a stronger candidate for employment, but you cannot guarantee that your support will result in your mentee landing a job by the end of the program. You should emphasize this distinction to your mentee upfront to avoid disappointment or misunderstanding down the line.



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**Things that your mentee can expect of you include:**

- Discussing their current work situation and any obstacles to finding and keeping work (e.g. lack of access to childcare, lack of access to reliable transportation, lack of proficiency in the local language, or difficulties getting their academic transcripts recognised.)
- Working together to sharpen her job acquisition skills.
- Explaining CV fundamentals and offering your feedback on her CV.
- Discussing how to navigate corporate workplaces in your country
- Discussing networking and potentially connecting your mentee with relevant contacts in your network.
- Unpacking the social and cultural norms in your country's workplace.
- Advocating for your mentee when you come across opportunities for her to keep building her professional network or seeking out job opportunities.

You should be honest about what you can bring to the mentorship experience from the start. Consider how much time you as a mentor are willing to commit to proofreading job applications or doing other activities to support your mentee outside of your scheduled meetings. If you are not sure, or if both you and your mentee find it difficult to discuss this alone, you can always contact the Mentorship Coordinator for advice.

**For the duration of the mentorship program, you are the mentees' point of contact if questions or concerns arise.** Mentees may wish to discuss issues that go beyond your knowledge and experience. Examples might include: legal issues, concerns around their asylum-seeking process, reuniting with family members, etc. It is important to note that neither you nor your colleagues are professionally trained on refugees' mental health challenges, legal statuses, and other such issues. Should you have a conversation with your mentee that you feel is outside the scope of the mentorship program, or is in any way inappropriate or concerning, do not keep that information to yourself or

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attempt to manage a situation on your own. Please report it to the Mentorship Coordinator immediately. **Do not share sensitive information with anyone other than your partner organisation's point of contact.**

### **Support your mentee post-program**

At the end of the mentorship program, you will no longer have a formal commitment to your mentee as a mentor. Additionally, once the program is complete, the Mentorship Coordinator is no longer responsible for supporting your relationship with your mentee.

However, you and your mentee may wish to stay in touch after the conclusion of the program. Keep in mind that the sensitivities around inappropriate topics are still crucial even if you are not part of a formal mentoring program.

Your mentee may ask you to continue to make connections with people in your network or to continue meeting with them to brainstorm ideas and get your advice. Just as setting clear expectations is important at the start of a mentoring relationship, it is also important to set expectations after the formal mentorship program ends. You're encouraged to clarify how involved and available you want to be for your mentee moving forward.

Your mentee will also be encouraged to establish clear expectations with you about how involved she would like to be after the mentorship program has ended.

# Mentor–mentee meeting resources

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As a mentor, your primary objective throughout this mentorship program is to support your mentee in her career and professional development. With this goal in mind, we have identified a series of relevant topics for you to discuss with your mentee in each of your meetings:

- 01** Career goals and Self-assessment
- 02** CVs, cover letters, and LinkedIn profiles
- 03** The interview process
- 04** Networking

In the next pages you will find meeting pre-reads for you, along with suggested exercises for you to work through with your mentee in each of your meetings.

# 01

## Meeting one: **Career goals and Self-assessment**

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### **Purpose of meeting**

- ▲ Get to know each other.
- ▲ Establish goals and expectations for mentorship.
- ▲ Begin to develop concrete steps for follow-up.

### **Exercises**

#### **1. Get to know one another**

- a. Use the following conversation starters to share some of your own experience and background.

*Tell your mentee:*

- i. About your professional and educational history and future career goals.
- ii. The reason you joined this program as a mentor.

- b. Your mentee may be hesitant to open up immediately, so asking surface-level questions is a good place to start as an icebreaker.

#### **2. Establish goals and expectations for mentorship**

- a. Does your mentee currently have a job? If so, where does your mentee currently work? If not, ask her what are her main obstacles preventing her from working. Discussing their current work situation and any obstacles to finding and keeping work (i.e. lack of access to childcare, lack of access to reliable transportation, lack of proficiency in the local language, or difficulties getting their academic transcripts recognised.)

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- b.** Does your mentee have previous work experience in her home country?
  - c.** Does your mentee have specific career aspirations, such as an interest in a certain industry or professional skill set?
  - d.** What is your mentee's motivation to enter a specific field?
  - e.** Ask about her long-term career aspirations and where she would like to be career-wise in one to five years' time. What steps does she think she might need to take to find a job that matches this vision?\*
  - f.** Discuss educational opportunities. Is your mentee interested in going to university or securing a high school equivalency degree, taking a language course, or vocational training?
  - g.** Agree on the goals for the mentorship program, and come up with a "wishlist" of things you both want to accomplish to share during the next meeting.
  - h.** Confirm that your mentee understands that you will be supporting her professional development over the coming months, but that you are not able to guarantee that you will be able to help her land a job within that time frame.

*\*If your mentee doesn't have a specific professional goal in mind, you can help guide her by asking some questions like:*

- *What does work mean to you?*
- *What do you value the most from work?*
- *What motivates you to work?*
- *What would you like to do for a job?*





*It's really important to listen to your mentee, and understand what she needs. It is very difficult to help them as a mentor if you don't know what your mentee wants. Some of the mentees might need some time to connect and open up to their mentors, so mentors first need to focus on driving a conversation instead of thinking about how they can help them in the first place. Then you can highlight and connect some of their experiences to your own experience."*

**Silvana Navarro Tipiana, a mentor in the Netherlands**

### **3. Agree on next steps**

- a.** Discuss ways that you can be supportive in the coming weeks. Consider setting deadlines for any next steps.
- b.** Establish expectations for follow-up and any other communication between meetings.
- c.** Briefly go over the meeting plans that are recommended in the guide. Although there are only four meeting plans, tell your mentee that you can break up the content as needed depending on her desired pace. If you go through all of the recommended meeting plans before the six required sessions have been completed, ask your mentee what she would like to work on for the remaining sessions.
- d.** Let your mentee know that the next meeting will cover CVs, cover letters, and LinkedIn. Ask your mentee to send you her CV and sample cover letter for you to review together during the next meeting if she has them. If your mentee does not have these documents drafted, let her know you will help her draft them together during the meeting.



*It is a luxury to be able to ask ourselves the question: 'What do I like? What do I actually want to do for a living?' That is something that we are trying to pass on to newcomers, inviting them to think in the same way. The goal of the mentorship program is to help mentees think about what work means for them, what they want out of work, and how they are going to accomplish these goals."*

**Eva Huson, a programme manager in the Netherlands**





## 02 Meeting two: **CVs, cover letters, and LinkedIn profiles**

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### **Purpose of meeting**

This meeting focuses on CVs, cover letters, and LinkedIn profiles. If the mentee is familiar with these and already has them prepared for review, it may only take one meeting to review the documents and discuss. If the mentee has not drafted these documents, we recommend splitting this topic into two different meetings, so that there is enough time for you to discuss drafting, and reviewing them together.

At the end of the first meeting, the mentors and mentees should discuss the best use of time. Here are some suggested agenda items for this meeting.

- ▲ Discuss a CV's purpose and function.
- ▲ Discuss a cover letter's purpose and function.
- ▲ Discuss LinkedIn's purpose and function and your mentee's LinkedIn profile.
- ▲ Discuss your mentee's CV, LinkedIn profile, and cover letter.

Consider bringing printed copies of your own CV and a cover letter to share with your mentee as an example of how these documents are prepared in your work context. Have an open discussion about CVs and cover letters in your country and the country of origin of your mentee. Aim to understand: are CVs and cover letters used in your mentee's country of origin? What information should be included and why? Consider using this interaction to reflect on the recruitment processes and procedures of your company, rather than 'just' giving advice on how to write a CV.

Online meeting: If your meeting will be held online instead of in-person, make sure you exchange all of the above documents with your mentee in advance. You can also share the screen with your mentee to look at the same documents together during the meeting.

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## Exercises

### 1. Discuss the purpose and function of CVs, cover letters, and LinkedIn profiles

- a. Share how CVs factor into the job search process and the specific nuances of CVs in your country's job market, including what elements of a CV are most important in your country and in her country of origin, if applicable (e.g., content, design, etc.)
- b. Discuss the purpose of cover letters. Share with your mentee how to properly format cover letters in your country, and ask for the habits in her home country. Discuss the differences and the pros and cons of both.
- c. If she's not already familiar with it, introduce your mentee to LinkedIn and help her set up a LinkedIn profile if she doesn't have one yet. You can also show her your LinkedIn profile and explain how it works. Discuss if there are similar platforms in use in her country of origin. Discuss the differences and the pros and cons of each.
- d. Discuss what elements of CVs, cover letters, and LinkedIn profiles will make a strong impression with recruiters and why. Consider sharing your personal experiences, positive and negative, to illustrate the importance of these materials and ask for hers.
- e. Explain that while having a strong CV, cover letter, and LinkedIn profile is essential, interviewing, communications, and networking skills are also critical to landing a job. Ask your mentee how this works in her country of origin.
- f. If you have time, touch on email etiquette as it pertains to the job application process.



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## 2. Edit your mentee's CV together

- a. Review your mentee's CV together and discuss potential edits as you go. Talk through the changes you're suggesting so that she can understand why you're making them, without taking over the entire process. The mentee is in charge of her own CV.
- b. Be sure to explain which CV components are critical in your country and field of expertise, especially with regards to education and work experience. Discuss whether this is the same in her home country and, if not, what are the differences?
- c. If appropriate in your country's context and if your mentee is comfortable with it, it may be helpful to find somewhere on the CV to explicitly note that your mentee is authorized to work in your country.
- d. If it is appropriate in your country's context and if your mentee is comfortable with it, discuss how you can reflect any breaks in your mentee's CV, whether it was for having children or other reasons.
- e. Before you finish this exercise, make sure that your mentee is comfortable implementing the suggested changes following the meeting, while giving her space to not implement the suggested changes that she disagrees with.

## 3. Discuss your mentee's cover letter

- a. Discuss with your mentee how cover letters are used in the host country. Ask your mentee if she has written a cover letter before, and if/how they are used in her country of origin. Share your experiences of how you have used cover letters in the past. Discuss how cover letters could highlight the mentee's skills and experiences to make her a stronger candidate for a job.
- b. Discuss best practices for cover letter writing in your country and, if you have the relevant expertise, in your mentee's field of interest. Discuss strategies for incorporating personal elements, such as her background as a

refugee woman, to highlight your mentee's resiliency and strength. Without taking over the process, ask the mentee if she would like to draft a sample cover letter and offer to review it with her.

- c.** Review your mentee's sample cover letter together. Provide feedback on her cover letter and explain why you are recommending each change. Listen carefully to your mentee's thoughts and ideas - ask her why she thinks it is good, why they wrote it this way, etc. Focus only on feedback that would be transferable to future cover letters.
- d.** Before you finish this exercise, make sure that your mentee is comfortable implementing your feedback independently following the meeting.

#### **4. Improve your mentee's LinkedIn page**

- a.** Explain how your mentee can create a better LinkedIn profile. These are some recommendations you can share with your mentee:
  - Choose an appropriate profile picture
  - Add a background photo
  - Use the headline to describe your career objectives
  - Write a concise and compelling summary of what you used to do and would like to do
  - Add prior work and volunteering experience, as well as educational background with a description for each one
  - List relevant skills (including language skills)
  - Follow the LinkedIn pages of some companies and organisations that are of interest to your mentee

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*Note: For some refugees, creating a LinkedIn profile might not be safe (e.g., if she is a political refugee). Discuss the possibility of using LinkedIn while keeping her personal safety in mind (by using a pseudonym for example) and/or add an explanation about this on her CV.*

#### **NEXT STEPS:**

- 1.** You may want to ask your mentee to revise her CV and cover letter, and improve her LinkedIn based on the feedback you shared with her during the meeting. Taking into account what your mentee's priorities are, you may agree on a timeline for these revisions and ask her to send these updated versions to you so that you can share any additional feedback.
- 2.** If you covered email etiquette in this session, consider sending practice emails that exemplify the expected email communication style.
- 3.** If you're willing, offer to proofread application materials for jobs she is applying for or educational programs. (This offer can be extended at any point throughout the program.)





# 03

## Meeting three: The interview process

---

### Purpose of meeting

- ▲ Review interview fundamentals and skills.
- ▲ Role-play a mock interview.

### Exercises

#### 1. Discuss the fundamentals of job interviews

- a. Suggest helpful best practices for interviews. Share insights about how to answer questions in ways that highlight your mentee's strengths, skills and experiences, and how to avoid common interview faux pas. Discuss strategies for performing well in interviews in your country, which may be different from your mentee's country of origin. This exercise can also be an opportunity to learn about working across cultures and what your own profession is like in other countries.
  - i. *We suggest exchanging basic expectations around concepts such as punctuality, personal appearance, reliability, and good communication. Understanding your country's norms and expectations can dramatically improve your mentee's preparedness for an interview. For example: should you or should you not ask questions during an interview? If yes, what kind of questions?*
  - ii. *You may want to discuss the role of "small talk" Often interviewers may start the interview with small talk to build a connection with the interviewee before the interview, or to see how the applicant engages with new people. This can differ from country to country.*
  - iii. *Language norms in your country can also be discussed here (appropriate and inappropriate words to use in an official setting, since every language has its own level of formality).*



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- b.** Have an open dialogue about proper dress code for interviews in your mentee's field(s) of interest. Every country and sector has different expectations for dress code based on social norms and rules. For example, jeans and sneakers might not be appropriate for a job interview in some fields. Discuss with your mentee what is the proper dress code for a business setting while leaving room for personal interpretation from her side.
  - c.** Discuss common challenges that refugee women face in an interview setting. Perhaps your mentee can share challenges she has experienced in previous interviews, such as being asked about how she balances work and child care, or questions regarding the norms on working women in her home country. Discuss how she has answered those questions in the past, and share your experiences answering challenging questions during an interview. How can your mentee best highlight her specific experiences and qualifications? Additionally, perhaps you as a mentor can share some insights on the discussion around equal pay for women and men, and how to address this in job interviews.

## **2. Conduct a mock interview**

- a.** Spend most of your meeting together practicing interview skills. Affirm that this is a safe way for your mentee to practice what it's like to interview for a job, and let her know that you will offer her feedback on how to improve her interviewing skills. Try out role reversal -- role-play a scenario where you are applying for a job and your mentee interviews you for a job in her home country, with your mentee providing feedback on your performance. Discuss what both exercises tell you about the working culture of your countries.
- b.** For a list of questions to use in your practice interview, we recommend using the [CBS International Business School List of Common Interview Questions and Answers.](#)
- c.** Make sure to tailor your questions and feedback to your mentee's field(s) of interest.

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### 3. Following up on an interview

- a. Talk about etiquette in your country and your mentee's country of origin when following up with people after speculative interviews and job interviews, including writing a thank you email.
- b. Discuss cultural norms regarding hearing back from a potential employer after an interview? How does this work in your country, and in the country of origin of your mentee?
  - i. *How long should she expect to wait before hearing back from a company after an interview?*
  - ii. *What should she do if she has not heard back after a few weeks?*

#### NEXT STEPS

1. If relevant, offer to help your mentee prepare for upcoming interviews by email or by phone (this offer can be extended at any point throughout the program).

# 04

## Meeting four: **Networking**

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### **Purpose of meeting**

- ▲ Discuss the fundamentals of networking.
- ▲ Practise networking skills.
- ▲ Discuss aspects of networking that pertain to job seekers with refugee backgrounds.

### **Exercises**

#### **1. Create a networking strategy with your mentee**

- a.** Get a sense of your mentee's professional and personal networks and discuss how they can be best utilized to advance her job search.
- b.** Talk about the type of networking that is common in your country (e.g. LinkedIn, email, events, etc.) and your mentee's country of origin.
- c.** Highlight different ways of networking and help your mentee to explore them:
  - i. Find someone working in your mentee's field of interest through your network. Coach your mentee on asking for a 15-minute informational call, during which she will ask about the person's job, and express an interest in being kept in mind for future job opportunities.*
  - ii. Visit a company's website that your mentee is interested in. Find an email address for the contact person at the company, and do the same as above.*
  - iii. Find job or networking events organized by companies or organisations.*
- d.** Discuss cultural norms around networking, including reviewing the type of questions that would be helpful to ask and the role of small talk.

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## 2. Conduct a mock networking session with your mentee

- a. Pretend that you are having a casual conversation at a networking event or via video call. Have your mentee practice asking questions to learn about your work and find opportunities to share more about her professional background and interests. Do the same for a casual conversation in your mentee's home country. Exchange experiences: what does this tell you about the differences in working cultures?
- b. Debrief on the mock networking session. Share feedback with your mentee and give her an opportunity to voice what felt comfortable or uncomfortable. Do the same the other way around.

### NEXT STEPS

Discuss expectations about your relationship after the mentorship program ends.

1. Given that this will be the final formal meeting between you and your mentee, you should discuss the nature of your relationship moving forward.
2. Consider what you may or may not be able to offer (and obtain) in this relationship in the future. Can your mentee contact you to give her a reference? Are you available to proofread CVs or cover letters? Would you like to have a coffee with her in a few months' time? Are there people that you might be able to connect your mentee with? Do you know of any upcoming networking events where she can practice her networking skills? Let your mentee know that she will receive a post-mentorship survey from the organisation that referred her for this mentorship program, and that you would appreciate it if she could fill it out.



# Appendix



## Sample email for prospective mentors

*To be sent by Mentorship Coordinator*

Dear all,

I am writing to share an exciting opportunity for you to serve as a mentor for refugee and asylum-seeking women. We at [Company] have established a professional mentorship program for refugee and asylum-seeking women in our community. We are now recruiting employees at our company to serve as mentors for this program. This is part of a larger initiative organized by the Tent Partnership for Refugees and Catalyst, and that is being implemented at major companies around Europe. I will serve as the Mentorship Coordinator, planning logistics for the program at [Company].

Mentoring a refugee or asylum-seeking woman is an opportunity for you to support one of the most vulnerable segments of the refugee community. You'll help empower them to become familiar with the work culture in their new country and to succeed in their careers. This will also give you an opportunity to develop your leadership skills, learn new perspectives, and broaden your own network. Mentors are expected to meet either in-person or online with their mentees at least [six times] over [four to 12 month program duration]. Mentors will be responsible for arranging the logistics of these meetings, and I will be providing you with suggestions for what to cover with your mentee in each session, such as discussing CVs and cover letters, and how to develop a professional network.

If you are interested in participating in this mentorship program, please fill out the survey link here [insert link]. Let us know if you have any questions about serving as a mentor -- we hope that many of you will participate, and learn from this wonderful experience.

Best,

[YOUR NAME]

## Recruitment survey for prospective mentors

*To be distributed by Mentorship Coordinator*

### **Thank you for your interest in serving as a mentor for a refugee or asylum-seeking woman.**

The mentorship program is focused on creating a space for refugee and asylum-seeking women to share their experiences, identify their career goals, and develop the skills and connections they need to thrive in their new host country. You will also learn new perspectives and develop your own skills and network by serving as a mentor. You will work with your mentee on skills such as navigating workplace culture, writing a strong CV, practicing interview techniques, and building a professional network.

The survey below is designed to help us match you with a mentee who has professional experiences and skills that match your interests. Once a match is made, you will work with your mentee over the course of [duration of the program (4 -6 months)], meeting at least six times. We will be in contact with you before the mentorship begins to offer more logistical information.

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### **What you need to do to begin the mentorship program:**

- ▶ Complete the survey below.
- ▶ We will then match you with a refugee or asylum-seeking woman who will be your mentee, connect you with her, and send you the date of your first meeting.
- ▶ Read the Guide for Mentors carefully, which gives you best practices for stepping into a mentoring role. This guidebook includes background information about working with refugee women.

*(If your company is planning to hold an informational meeting, add this to the list too)*

- ▶ Attend an information meeting with other mentors to prepare for the mentorship program (invite and information to come).

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**1. Where are you from? (City, Country)**

.....

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**2. Where do you currently live?**

.....

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**3. What is your educational background/academic experience?**

.....

.....

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**4. What is your native language and what other language(s) do you speak?  
To what degree of fluency?**

(Please specify basic, intermediate, or advanced for your non-native languages.)

Native language: .....

Other:

☐ Arabic

☐ Dutch

☐ English

☐ Farsi

☐ French

☐ German

☐ Italian

☐ Russian

☐ Spanish

☐ Swahili

☐ Swedish

☐ Other .....

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**5. In what sectors have you worked?**

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**6. What is your current role at [Company]?**

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**7. Are you willing to commit to meeting with your mentee six times throughout the duration of the program?**

- ☐ Yes
- ☐ No

---

**8. What is your gender?**

- ☐ Male
- ☐ Female

---

**9. Would you prefer meeting virtually or in person?**

- ☐ Virtually
- ☐ In person

---

**10. In a few sentences, please explain why you are interested in mentoring a refugee woman, and what you expect from this mentorship program and your mentee.**

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Handwriting practice lines consisting of 20 horizontal dotted lines.



## Sample email for prospective mentees

*To be sent by your partner organisation*

Dear all,

I am thrilled to share an exciting opportunity for you to participate in a professional mentorship program for women with refugee backgrounds. This mentorship program will enable you to receive one-on-one guidance and support from a professional at [Insert the name of your company], who can help you develop your career goals, strengthen your CV and cover letter, and expand your professional network. You will be expected to meet at least six times with a mentor either in-person or online over the course of [duration of the program (4-12 months)].

If you are interested in participating in this mentorship program, please fill out the survey link here [insert link]. Let us know if you have any questions about the program. We hope that you will take advantage of this wonderful professional development opportunity!

Best,

[YOUR NAME]



## Recruitment survey for prospective mentees

*To be distributed by staff at your partner organisation*

**Thank you for your interest in participating in this mentorship program for asylum-seeking women and women with refugee backgrounds.**

The survey below is designed to match you with a mentor from a large company (OR the name of a specific company). Once a match is made, you will work with your mentor over the course of [duration of the program ( 4 to 12 months)], meeting at least six times (either virtually or at their office). A Mentorship Coordinator from your mentor's company will be in contact with you before and during the mentorship program begins to give you more logistical information.

---

### **Here are steps involved with starting this mentorship program:**

- Complete the survey below.
- Your survey responses will be shared with the staff at [Insert the name of your organisation], so that we can match you with a mentor who shares your interests.
- The Mentorship Coordinator from \_\_\_\_\_ [Insert the name of company] will introduce you to your mentor and invite you to an initial meeting to get to know your mentor.

---

**1. Where are you from? (Country, City)**

.....

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**2. Where do you currently live (City and/or neighborhood)?**

.....

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**3. What is your native language and what other language(s) do you speak?  
To what degree of fluency?**

(Please specify basic, intermediate, or advanced for your non-native languages.)

Native language: .....

Other:

- ☐ Arabic
- ☐ Dutch
- ☐ English
- ☐ Farsi
- ☐ French
- ☐ German
- ☐ Italian
- ☐ Russian
- ☐ Spanish
- ☐ Swahili
- ☐ Swedish
- ☐ Other .....

---

**4. What level of education have you completed?**

- ☐ Secondary/high school
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Other .....
- ☐ None of the above

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**5. What is your educational background/academic experience?**

.....

.....

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**6. In what sectors have you worked?**

.....

.....

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**7. What sectors interest you in \_\_\_\_\_ [insert country where survey will be issued]?**

.....

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**8. Are you willing to meet with your mentor at least six times during the course of the program?**

- ☐ Yes
- ☐ No

*Continued overleaf*

**9. Do you have a gender preference for your mentor?**

- ☐ Male
- ☐ Female
- ☐ No preference

### 10. Would you prefer meeting virtually or in person?

- Virtually
- In person

**11. In a few sentences, please explain what brought you to join this mentorship program and what do you expect from the program? (e.g. applying to jobs, improving specific skills, building a network, etc.)**





## Optional post-programme survey for mentors

*To be distributed by Mentorship Coordinator*

### **Congratulations on finishing your year-long mentorship role!**

We hope that you had a positive experience working with your mentee and that you were able to share insights to help her advance in her career while developing your own professional skills. The attached survey asks questions about your experience over the course of the program. Please answer with as much detail and description as you can in order to help us understand how to best run this program in the future.

---

#### **1. How satisfied were you with the mentorship program?**

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Unsatisfied
- ☐ Very unsatisfied

---

#### **2. What was your relationship with your mentee like?**

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#### **3. How did your mentee grow over the course of the program?**

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**4. What were some of your mentee's biggest challenges?**

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**5. What did you learn from your mentee?**

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**6. What did you learn from this mentorship program?**

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*Continued overleaf*

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**7. What was your biggest challenge as a mentor?**

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**8. How could this mentorship program be improved?**

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**Please rate how strongly you agree or disagree with these statements.**

Please feel free to add comments to each answer.

**You were able to answer your mentee's specific questions.**

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

---

---

**You were able to help your mentee develop a stronger professional network.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**The structure of the program was helpful.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**You were able to rely on your company's mentorship coordinator to address issues related to your mentoring experience.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

*Continued overleaf*

**Your mentee was punctual and prepared for your meetings.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**Your mentee took this program seriously.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**This program helped you to develop your own skills and network.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
-

**Would you serve as a mentor for another refugee woman in the future?**

- ☐ Yes
- ☐ No (Please explain why not)

---

---

**Would you encourage your peers to serve as mentors for refugee women in the future?**

- ☐ Yes
- ☐ No (Please explain why not)

---

---





## Optional post-program survey for mentees

*To be distributed by your partner organisation to refugee women who took part in the program:*

### Congratulations on completing the mentorship program!

We hope that your experience helped you in your job search and to develop a professional network. This survey asks questions about your experience in this program. Please answer as many questions as you can to help us improve the program in the future.

---

#### Please answer these questions with Yes or No:

- |   | Yes                   | No                    |
|---|-----------------------|-----------------------|
| 1. Were you employed at the beginning of this mentorship program? | <input type="radio"/> | <input type="radio"/> |
| 2. Were you employed by the end of this mentorship program?       | <input type="radio"/> | <input type="radio"/> |

#### Please write a couple of sentences to answer each question.

---

#### 3. How was your mentor most helpful to you?

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**4. Which subjects did you find most helpful to learn about?**

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**5. What were some of your biggest successes over the course of the program?**

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**6. What were some of your biggest challenges over the course of the program?**

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*Continued overleaf*

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**7. How could this mentorship program be improved?**

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**8. Were there enough meetings between you and your mentor?**

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**9. Are there topics that were not covered that would have been helpful to you?**

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**10. What topics needed more focus/time than others?**

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---

**11. In your opinion, how did the gender of your mentor impact your experience in this program?**

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---

---

**Please rate how strongly you agree or disagree with these statements.**

Please feel free to add comments to each answer.

**Your mentor was responsive to your specific questions.**

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

---

---

*Continued overleaf*

**Your mentor helped you set realistic, achievable career goals.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**You feel you achieved some of your set career goals by taking part in this program.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**Your mentor offered advice to help you achieve those career goals.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
-

**You felt your mentor cared about your professional success.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**Your mentor helped you better understand the job market and workplace norms in your new country.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**Your mentor advised you in creating a strong CV.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

*Continued overleaf*



**Your mentor advised you in creating strong cover letters.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**Your mentor advised you in creating a strong LinkedIn profile.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**Your mentor provided you with ideas to help you in your job search.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
-

**Your approach to networking has improved.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**Your interviewing skills improved.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

*Continued overleaf*

**You learned about cultural norms related to workplaces in your new country.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**Your mentor tried to understand your culture and point of view.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
- 

**Your mentor helped you develop a stronger professional network.**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Neutral
  - ☐ Disagree
  - ☐ Strongly disagree
- 
-

**You feel that the program was well organized.**

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

**You would like to recommend this program to others.**

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree



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