



TENT

# How companies can mentor LGBT\*IQ refugees in Germany

A step-by-step guide



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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 mobilises the global business community to improve the lives and livelihoods of the over 36 million refugees who have been forcibly displaced from their home countries. Founded by Chobani's Hamdi Ulukaya in 2016, Tent is a network of over 250 major companies committed to integrating refugees. Tent believes that companies can most sustainably support 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 [www.tent.org](http://www.tent.org).



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## About ORAM

Founded in 2008, ORAM - the Organisation for Refuge, Asylum and Migration is a pioneer in advocating for the protection and well-being of extremely vulnerable LGBT\*IQ refugees and asylum seekers globally.

ORAM is recognised as the first international NGO to assist people fleeing persecution based on their sexual orientation or gender identity and has since become a thought leader in LGBT\*IQ migration.

ORAM has a long and proud history of creating ground-breaking research on the particular needs of LGBT\*IQ asylum seekers. ORAM supports LGBT\*IQ asylum seekers navigating the long asylum process from the moment they arrive in their first country of asylum to being resettled to a safe third country. We collaborate with local partners and our beneficiaries to ensure that our work is built around the people we serve.

Find out more at: [www.oramrefugee.org](http://www.oramrefugee.org)

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## With special thanks to

### Steve Roth

Steve Roth is the Executive Director of ORAM. He has two decades of leadership experience in both the private and nonprofit sectors, where he has long focused on advocating for marginalised communities in the U.S. and around the world.

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### Anja Limon

Anja Catherine Limon is based in ORAM's Berlin office and holds a Bachelor of Law from the University of Ljubljana and an LLM in International Law from the University of Bristol, where she focused on migration law and policy.

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### Luena Ricardo

Luena Ricardo is a social scientist and consultant. She holds a Bachelor of Law from the Pontifical Catholic University of Minas Gerais and an M.A in International Economics, Business in Cultural Diplomacy from the Furtwangen University, where she focused in social development in the global south.



With the  
cooperation of:

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## About PROUT AT WORK Foundation

The PROUT AT WORK Foundation is a leading German think tank that advises and shapes the debate on LGBT\*IQ inclusion topics in the workplace. The PROUT AT WORK's goal is to promote equal opportunities for people of any sexual orientation, gender identity, gender expression or characteristics.

PROUT AT WORK provides support and guidance to individuals, employee resource groups, businesses, and organisations through strategic consulting on workplace culture, as well as educational and awareness training for employees and managers.

Find out more at [www.proutatwork.de](http://www.proutatwork.de)



## About LSVD

The Federal Lesbian and Gay Association in Germany (LSVD) is a civil rights association and represents the interests and concerns of lesbian, gay, bisexual, transgender and intersex people (LGBTI). Equal rights, diversity and respect - we want LGBTI to be accepted and recognized as a part of social normality.

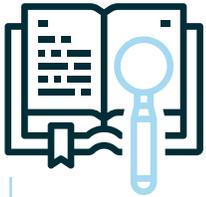
For more information, visit [www.lsvd.de](http://www.lsvd.de)

# How to use this guide

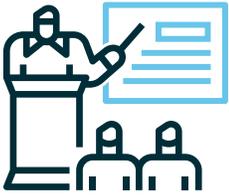
This guidebook is intended to provide companies with guidance on how to establish and implement professional mentorship programs for LGBT\*IQ refugees and asylum seekers.

LGBT\*IQ employees and allies at these companies will have the opportunity to utilize mentorship to help LGBT\*IQ refugees strengthen their professional skills, understand cultural workplace norms, and develop a strategy for their career trajectory. This guide includes a section for Mentorship Coordinators at companies on how to set up a mentorship program, training materials for mentors, and resources for four mentor-mentee meetings.

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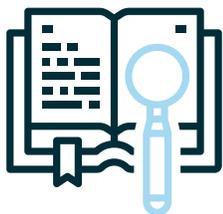


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# Pre-Read On LGBT\*IQ Refugees And Asylum Seekers in Germany



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## Overview on refugees and asylum seekers in Germany

In Germany, the **Federal Office for Migration and Refugees (BAMF)** reviews each asylum application in accordance with the German Asylum Act to determine if one of the four categories of protection – asylum, refugee protection, subsidiary protection, or deportation prohibition – applies to each individual.

It is important to note that the forms of protection in Germany have peculiarities in relation to the definitions commonly used in other countries. According to the Federal Office for Migration and Refugees, in Germany, the term “refugee” is only used to refer to individuals who were, at the end of their asylum proceedings, granted refugee protection in accordance with the Geneva Refugee Convention. The Federal Office also clarifies that asylum seekers are individuals who intend to file an asylum application but have not yet been registered by the Federal Office as asylum applicants. Asylum applicants are those whose asylum proceedings are pending and where the case has not yet been decided on.

Generally speaking, “people entitled to protection” are individuals who receive entitlement to asylum, refugee protection, or subsidiary protection, and “people entitled to stay” in Germany are ones who remain on the basis of a ban on deportation.

When someone flees their country of origin and arrives in Germany, they need to seek asylum and go through the asylum process in order to be granted protection under one of these four categories. However, it is advisable that people seek counsel or legal advice to look at potential options for securing legal residence first because a negative asylum process outcome can make other options at a later date very difficult.

### **Category 1: Refugee protection**

According to the UN Refugee Agency (UNHCR), refugees are individuals who have been forced to flee their home countries as a result of war, violence, or persecution inflicted by state or non-state players. To be recognised as a refugee, a person must demonstrate a well-founded fear of persecution in

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their home country based on race, religion, nationality, political opinion, or membership in a particular social group.

In Germany, refugee status is granted by the Federal Office for Migration and Refugees, following international determinations outlined in the UN 1951 Refugee Convention and its 1967 Protocol. Refugees are protected under international law and must not be deported or returned to situations where their lives and freedom can be jeopardised. Refugee protection will not be granted if there is a safe region in the country of origin where the individual can seek safety and secure a livelihood

According to German law, if a person is declared a refugee, they are entitled to a three-year residence visa – this three-year period will generally be extended. Refugees may be awarded a settlement permit by the Foreigners' Office if they can prove that they have the means to support themselves financially and have C1-level German<sup>1</sup> language skills after three years in the country, or A2-Level German language skills after five years. There is unrestricted access to the labour market for refugees, meaning they can legally work. They are also entitled to family reunification, which covers spousal and child reunification – however family reunification for LGBT\*IQ families that could not legally marry in their home country is still a contentious legal and political issue in Germany.

### **Category 2: Asylum protection**

The second category of protection determined by the German government is asylum under Article 16a of the German Constitution. The ability to apply for asylum is a constitutional right in Germany.

Asylum cannot be granted to individuals who arrive in Germany via an overland route, since all EU member states, as well as Norway and Switzerland, are considered "safe third countries". For this reason, only a relatively small number of people receive asylum in Germany.

Each person that receives asylum status automatically receives refugee status. Therefore, all the same rights apply.

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1. The Common European Framework of References for Languages, also called CEFR, describes what language users who have acquired a new language can do and how well and efficiently they do so. These CEFR levels indicate the various levels of language proficiency of language users, with A1 being beginner level and the C2 the most advanced level on the framework.



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### **Category 3: Subsidiary protection**

The third category is subsidiary protection. Individuals are entitled to subsidiary protection if they establish significant reasons for the presumption that they face severe harm in their country of origin and are unable to seek protection as a result of that danger. Serious harm can be perpetrated by both government and non-government actors. This status can be deployed in cases like the civil war in Syria.

If granted subsidiary protection, the individual receives a one-year residence permit, which will generally be extended repeatedly for an additional two years. After five years, a settlement permit may be awarded by the local Foreigners Office if additional requirements are satisfied, such as the ability to earn a stable income, having an adequate understanding of German, and having paid social security contributions for 60 months. After obtaining subsidiary protection, individuals obtain full access to the labour market and are authorised to work. There are, however, few avenues for family reunification (permissible again since 1 August 2018), as this is open to 1,000 people each month.

### **Category 4: National ban on deportation**

Finally, in cases where a person is not eligible for asylum, refugee protection, or subsidiary protection, a ban on deportation can be issued if returning to the country of origin would violate the European Convention for the Protection of Human Rights and Fundamental Freedoms (ECHR), or if a person's life, limbs, or freedom would be seriously endangered if they returned to their home country. This can be deployed due to the threats outlined above or on medical grounds.

In these situations, immigration officials will award a one-year residency visa. Depending on the circumstances, extensions are possible, and a settlement permit can be obtained after five years if additional requirements are satisfied, such as the ability to earn a stable income, a good command of German, and having paid social security contributions for 60 months. Employment is also allowed with the approval of the Foreigners Office.

### **Other forms of protection**

Vulnerable individuals who have been recognized as refugee by UNHCR in another country can be admitted to Germany via resettlement programs

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administered by the UNHCR. After a strict selection procedure, the Federal Office for Migration and Refugees has the final say regarding who will be admitted as part of these programs.

The German government is also responsible for organising *Humanitarian admission programs* set up occasionally for people from regions of acute conflict. Germany has previously stated its willingness to accept a certain number of people in need of protection based on humanitarian reasons. For example, since 2013, approximately 20,000 Syrians have come to Germany through three federal admission programmes. Currently, similar programs are in place for people from Afghanistan and the Russian Federation.

People who fled the war in Ukraine or who were residents of Ukraine before February 24 can apply for a residence under the EU Mass Influx Directive. This applies to Ukrainian citizens and their family members (including unmarried same-sex spouses) and to third country nationals from Syria, Afghanistan, and Eritrea who were residents of Ukraine, and third country nationals who had permanent residence in Ukraine. Third country nationals who had only temporary residence in Ukraine have to prove they cannot safely go back to their home country or formally apply for asylum.

### **The asylum process in Germany**

For all the individuals who arrive in Germany, the four protection frameworks available must be evaluated by the Federal Office for Migration and Refugees.

As soon as they arrive in Germany, asylum-seekers must report to a government office to register their personal information, which is stored in the Central Register of Foreigners. Once registered, the individual receives an official “proof of arrival” document validating the person’s right to remain in Germany, with an initial validity of six months. This can be extended, if necessary, for up to an additional three months. The “proof of arrival” enables the asylum seeker



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to obtain state benefits such as accommodation, food, and medical care. This document also assigns the regional reception facility, immigration authority, and/or youth welfare office that will be responsible for the care of that individual.

Asylum seekers are sent to one of 16 federal states by the so-called EASY system. The accredited facility must offer asylum seekers food and shelter. During their stay, asylum seekers get benefits at a subsistence level and a monthly stipend to cover their personal expenses. The Asylum Seekers Benefits Act<sup>2</sup> established what individuals can receive in order to cover their subsistence, which may vary in value from state to state in Germany.

After arriving in Germany and receiving proof of arrival from the government office, asylum seekers do not have the right to start working immediately. Self-employment or work as an employee is not, in principle, allowed.

Personal asylum applications are accepted through the Federal Office for Migration and Refugees' local branches. After submitting an asylum request, individuals are provided with a different document, called "permission to reside", stating that they have the right to live in Germany while their application is under review. This document demonstrates to the German authorities that the individual is an asylum seeker who is lawfully residing in Germany and replaces the "proof of arrival". This document is valid until a decision on the asylum review process is made.

Asylum applicants generally go through two hearings during the asylum application review process. In a first hearing, an official from the Federal Office for Migration and Refugees decides whether Germany is the right place for the person to apply for asylum and any potential obstacles that might lead to deportation, as set out by the Dublin Procedure. At a second hearing, the person explains why they are requesting asylum and why they cannot return to their home country.

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2. These include basic benefits for food, housing, heating, clothing, healthcare and personal hygiene, as well as household goods, benefits to cover personal daily requirements, benefits in case of sickness, pregnancy and birth, and individual benefits which depend on the particular case.

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After three months in Germany, asylum applicants can apply for a work permit to the Federal Office on a **discretionary basis** as long as they are not obliged to stay or no longer live in the reception centre.

As an exception, certain German states encourage asylum applicants to participate in charitable activities at the reception facilities or for local non-profit organisations even before an asylum application has been processed and decided upon. This type of work is available through housing providers in cities like Berlin, where the Landesamt für Flüchtlingsangelegenheiten (LAF) pays asylum seeker workers a wage of €1.05 an hour. Asylum seekers can earn up to €84.00 a month this way, in addition to the government assistance they receive.

After the personal hearings and a thorough assessment of the evidence, the Federal Office for Migration and Refugees issues a written decision on whether the person qualifies for recognition under one of the four categories of protection in accordance with the German Asylum Act. If none of these categories applies, the asylum claim is refused. The Federal Office for Migration and Refugees' final decision — the conclusion of the asylum application process — is followed by either a right of residency, a right to remain, or an obligation to depart.

According to the Federal Office for Migration and Refugees, when an asylum application is rejected (by written notice), a distinction is made between two types of rejection: an "unfounded" rejection (30 days to leave the country); or a "manifestly unfounded" rejection (seven days to leave the country). In each case, appeals are available. People whose applications have been rejected can take court action against the Federal Office's decision, with deadlines outlined on the written notice received by the applicant. For "manifestly unfounded" rejections, the time to file an appeal is only one week and has to be accompanied by an urgent appeal to stop the deportation. In this instance, the court considers the case without a court hearing.

In 2021, Germany was the largest destination country for **asylum seekers in Europe**, receiving 190,800 asylum applications – the highest number since 2017, when more than 222,600 people applied. Of the 190,800, 148,000 applicants



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were people applying for asylum for the first time. The largest nationality group came from Syria, with more than 70,000 applicants.

In February 2022, refugees from Ukraine began to flee their homes as a result of the Russian invasion. As of June 06, 2022, approximately 780,000 people [fleeing this conflict arrived in Germany](#).

## Background on LGBT\*IQ refugees or asylum seekers

**Lesbian, gay, bisexual, transgender, intersex, and queer (LGBT\*IQ) refugees and asylum seekers are a subset of the broader refugee and asylum seeker population. There are two main subsets of LGBT\*IQ refugees: first, there are individuals who have been forced to flee their homes because of a well-founded fear of persecution in their home country based on their sexual orientation and/or gender identity and expression (SOGIE). Second, there are LGBT\*IQ refugees who have joined their compatriots in fleeing violence and conflict in countries like Syria, Afghanistan, Ukraine, or Venezuela but face additional challenges in navigating their new host countries as LGBT\*IQ individuals.**

In many countries around the world, LGBT\*IQ individuals face severe discrimination and violence due to their sexual orientation and/or gender identity and expression. Nearly 70 countries worldwide criminalise same-sex relationships, exposing millions of individuals to the risk of arrest, prosecution, and imprisonment. The death penalty for same-sex relations exists in Brunei, Iran, Mauritania, Qatar, Saudi Arabia, Sudan, Yemen, and Nigeria<sup>3</sup>, and parts of Somalia. In countries where the death penalty is not governed by law, individuals may face death as a result of their LGBT\*IQ identity; and even in places where homosexuality has been decriminalised, LGBT\*IQ people continue to face discrimination and persecution from non-state actors. These countries are often unwilling to protect LGBT\*IQ individuals when their human rights are violated.

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3. In Nigeria, the death penalty for LGBT\*IQ individuals is enforced only in the Northern part of the country, which is governed by state Sharia Law.

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The transgender community also faces heightened discrimination around the world. According to Human Rights Watch, at least eight countries have national laws criminalising forms of gender expression that target transgender and gender-nonconforming people.

The persecution that LGBT\*IQ individuals face can come from many different sources, including the state, their community, or family. Many LGBT\*IQ individuals often have no other choice but to flee their country in search of a safer and better life.

LGBT\*IQ refugees and asylum seekers come from a variety of academic and professional backgrounds and may have had extensive careers in their countries of origin. Many LGBT\*IQ refugees and asylum seekers are aged 18 to 25, although LGBT\*IQ refugees and asylum seekers of all ages may be fleeing persecution.

There are no official statistics on the number and background of LGBT\*IQ refugees and asylum seekers in Germany and worldwide. Only a handful of member states have national guidelines on training or interviewing LGBT\*IQ people during the asylum process. Depending on the person that is carrying out the interview, asylum seekers might feel uncomfortable revealing their personal journeys and SOGIE.

### **Context on LGBT\*IQ refugees and asylum seekers in Germany**

Those who have been subjected to human rights violations because of their sexual orientation or gender identity may be eligible for asylum in Germany, in line with the European Union Directive from 2005 and the recast Directive 2011/95/EU. The German Lesbian and Gay Association (LSVD) estimates that as many as 60,000 out of the estimated 1.9 million newcomers to Germany between 2016 and 2020 identify as LGBT\*IQ.

LGBT\*IQ refugees and asylum seekers face both structural and institutional challenges as they integrate into German society. LGBT\*IQ asylum seekers face discrimination in the legal asylum process. In order to be awarded asylum or refugee status, the claimant must explain their asylum journey in an understandable narrative backed up by evidence such as police and NGO reports.



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Many LGBT\*IQ asylum seekers may not be comfortable discussing their sexuality and/or gender identity in public, and many find it difficult to provide evidence of persecution and suffering. A significant number of queer refugees say they are hesitant to disclose their SOGIE status during their first interaction with authorities for a variety of reasons. Additionally, some interviewers and translators may express homophobic or transphobic views if they lack basic training in SOGIE issues. An LSVD report from 2021 revealed that lawyers working for the German Federal Foreign Office allegedly exposed the sexual identities of a number of asylum seekers in an effort to confirm asylum application information, increasing the fear and risk of persecution of asylum seekers by their countries of origin.

LGBT\*IQ refugees prefer to settle in larger cities, which allow for a certain level of anonymity and provide more resources to help them find safe housing, employment, and a community. While the Pew Research Center revealed that 86 per cent of Germans believe homosexuality should be accepted, there are still instances of violence against LGBT\*IQ people in Germany. According to the Thomson Reuters Foundation, hate crimes against LGBT\*IQ individuals in Germany increased by 36% in 2020, showing a rise in homophobic attacks and politically motivated violence in the country. Police records point out that there were 782 registered offences targeting LGBT\*IQ individuals in 2020, with about 150 of these involving violence.

LGBT\*IQ refugees at government-provided residences may face discrimination or harassment, especially since some refugee/asylum seeker shelters don't offer much privacy.

As a result of their persecution and exclusion, LGBT\*IQ refugees and asylum seekers are more likely to suffer from mental illness. They are also likely to have been subjected to verbal, sexual, and physical abuse before arriving in Germany, as well as harassment and alienation from their own families and broader society. Asylum seekers and refugees who identify as LGBT\*IQ may also face discrimination from their own families, which can lead to psychological trauma and a sense of social exclusion.

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Responses to LGBT\*IQ refugees' experiences and the need for broader social awareness have also been formalised at the federal level. Since 2017/18, the Federal Commissioner for Migration, Refugees and Integration has funded Queer Refugees Deutschland, an LSVD project which aims to connect LGBT\*IQ refugees with organisations that can support them.



## Purpose of this guidebook

Despite the fact that asylum applicants have the right to work after their asylum claims are granted, finding work can be challenging. LGBT\*IQ refugees face double discrimination due to their SOGIE as well as the difficult experience of fleeing their home country.

The goal of establishing a mentorship programme is to help LGBT\*IQ refugees better integrate into the German workforce and to learn how to translate their skills and experiences in an unfamiliar job market. Mentors can also support mentees as they develop skills that can help them get jobs, such as strengthening their German language proficiency, or helping guide them through processes to apply for jobs. Furthermore, mentors can review and offer advice on CVs and cover letters, and help mentees build a professional network, significantly enhancing their job opportunities.

This guidebook provides company employees with the tools to implement mentorship programs that will ultimately help LGBT\*IQ refugees and asylum seekers secure better work opportunities.



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## Reflections from people working with LGBT\*IQ in Germany

**||** *LGBT\*IQ refugees face a number of unique challenges in their home countries and during their journeys to safety. Unfortunately, not all challenges come to an end once they reach a safe third country; the general wellbeing of this vulnerable community can greatly improve once they find meaningful employment and are able to gain agency in their lives."*

**Anja Limon**  
Project Manager at ORAM

**||** *LGBT\*IQ refugees and asylum seekers face several challenges when looking for work in Germany. Firstly, they are not allowed to work at the start of their asylum proceedings and can do so only after a certain period of time and with limitations, like the inability to work as a freelancer. Once they get permission to work, it's not unusual for them to face additional difficulties finding a job – for instance, as a result of language barriers. This community is also subject to different types of discrimination because of their country of origin, ethnicity, gender identity, and sexual orientation. Since the German education system and working culture are quite particular, another common difficulty that LGBT\*IQ refugees and asylum seekers face is the recognition of previous professional qualifications and experience. A mentorship programme could open up the job market to more LGBT\*IQ refugees and asylum seekers and give this community guidance to help them navigate an overwhelming system."*

**Júlia Sobrino**  
Psychosocial Counsellor at TransInterQueer e.V

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## Reflections from LGBT\*IQ refugees and asylum seekers in Germany



*I have faced a lot of challenges regarding my status and my residency... however, overall, compared with what I lived in the past... I am doing well... I suggest that Germany does something more to support LGBT\*IQ refugees to succeed in the labour market. For example, I know many trans people that are well educated but are not in roles aligned with their education levels. I recommend creating a program focused on the LGBT\*IQ refugee community, to level the playing field”.*

**A non-binary person from Pakistan granted asylum in Germany**



*For more information about LGBT\*IQ refugees and asylum seekers in Germany, see:*

[Queer Refugees Welcome](#)

[Queere Geflüchtete anerkennen](#)

[LGBT\\*IQ Refugees in Germany](#)

[Supporting LGBT\\*IQ asylum seekers in Germany: a story of hope and contradiction](#)

[Queer Asylum in Germany: better visibility and access to legal and social support needed for LGBT\\*IQ people seeking asylum in Germany](#)

[Germany: recognition of refugee status of a bisexual and transgender person from Russia](#)

[Information for Refugees - BAMF](#)



*For more information about LGBT\*IQ refugees and asylum seekers in Germany's workplace, see:*

[Asylum-Seeking process - UNHCR Germany](#)

[Queer Refugees Deutschland](#)

[Labour market integration of refugees in Germany](#)

[German Business Submit on LGBT\\*IQ refugees](#)

[LGBTI asylum seekers lack adequate support](#)

[Work permit for Refugees - Handbook Germany](#)

[Working in Germany - BAMF](#)

# Guide For Mentorship Coordinators

This guide will equip you with the information your company needs to establish a professional mentorship programme for LGBT\*IQ refugees and asylum seekers in Germany.

Leading this programme is an opportunity for you and your colleagues who volunteer as mentors to develop inclusive leadership skills, cross-cultural competencies, and stronger communication abilities. For mentees, this is an opportunity to receive career guidance from a trusted resource in an LGBT\*IQ-affirming space and to develop professionally.



As the Mentorship Coordinator you will be responsible for recruiting colleagues to serve as mentors, supporting the mentor-mentee matching process, organising administrative aspects of the programme, and reminding your mentors to schedule meetings with their mentees. You will also serve as the point of contact for mentors.

The rest of this guide contains a series of steps to help you establish and run a year-long mentorship programme at your company. You are welcome to follow the guidance exactly, in line with our best practices, or to use it as a starting point to establish a more tailored programme based on your company's capacity, interests, and protocols.

### **Benefits of mentorship for your employees and company**

Serving as a mentor is an opportunity for you and your colleagues to share your knowledge and expertise with LGBT\*IQ refugees and asylum seekers who can benefit from this guidance. The support of mentors from your company will help LGBT\*IQ refugees and asylum seekers transfer their knowledge and skills from their country of origin to the German job market.

Participating in this mentorship programme will also help your staff develop cross-cultural competencies and strengthen their communication abilities. Furthermore, your company will be demonstrating its commitment to supporting marginalised communities, and your LGBT\*IQ employees will be proud to see that their company is supporting one of the most vulnerable segments of the LGBT\*IQ community.

Most importantly, working with a mentor who identifies as LGBT\*IQ or an LGBT\*IQ ally can have a hugely positive impact on the professional success of an LGBT\*IQ refugee or asylum seeker. By serving as role models for their mentees, providing resources on how to succeed in the workplace as an LGBT\*IQ person, and helping their mentees build their professional networks, mentors have an opportunity to change the course of a refugee's life.

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### **Suggested components of a professional mentorship programme for LGBT\*IQ refugees and asylum seekers:**

- Mentor & mentee meet at least six times over 4 to 12 months (either virtually, through meetings at the company's office, or at informal meetings outside of the office).
- Meetings can happen more frequently if that works well for both mentor and mentee. Resources for mentors on how to prepare for and conduct these meetings can be found in the [Guide for Mentors](#) below.
- Mentor & mentee discuss the local job search process, including best practices for putting together compelling CVs, cover letters, and LinkedIn/ Xing profiles, as well as how to interview for jobs in Germany.
- Mentor & mentee reflect on cultural norms in the German workplace.
- The mentor will support the mentee in developing a professional network in their field of interest.
- Mentor & mentee learn from each others' professional experiences.
- Mentor & mentee develop leadership and communication skills by providing feedback to one another.



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

- 01** Recruit mentors at your organisation

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- 02** Identify a partner organisation to connect you with 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) Certificates for 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 is to recruit LGBT\*IQ employees and allies at your company to serve as mentors. We recommend that you recruit mentors from a variety of professional and personal backgrounds, with a particular focus on those who hold LGBT\*IQ identities. Note that allies should also be welcome to serve as mentors, particularly those who speak foreign languages.

*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 in accordance with [General Data Protection Regulation \(GDPR\)](#) and the [Federal Data Protection Act](#). For more information about GDPR, please get in touch with your Human Resources (HR) 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
  - b. Highlighting the initiative at internal company events.
  - c. Promoting the initiative through your LGBT\*IQ Employee Resource Group's (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 programme and ask prospective mentors to share information about themselves in order 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 is provided in the Appendix.



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- 3.** Check your company's safeguarding policies for vulnerable adults and what are the requirements to become a mentor on this programme. Also, check if your organisation has its own safeguarding policy and outline of the process around criminal record checks. Please see the [Annex](#) for more information about safeguarding and criminal record checks.
  - 4.** Ensure that you understand and comply with your company's guidelines on General Data Protection Regulation (GDPR) and the Federal Data Protection Act, particularly when collecting and storing personal data from employees and mentees.



## 02 **Step two:** Identify a partner organisation to connect you with mentees

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You will also need to partner with local organisations that serve LGBT\*IQ refugees and asylum seekers to recruit mentees and facilitate the matchmaking process between mentors and mentees. Tent will facilitate the identification of those organisations as well as the matchmaking process for companies participating in Tent's mentorship programme.

1. Tent will recommend organisation(s) that may be able to partner with your company for this mentorship program. Those organisations should serve LGBT\*IQ refugees and asylum seekers in Germany. Please notify Tent if you are already working with an organisation that you would like to continue working with.
2. Once Tent has identified an organisation(s) for your company to partner with, discuss the number of mentors you expect to recruit and whether the organisation thinks they have a sufficient number of LGBT\*IQ refugees who are interested in being mentees. You should also align on a timeline for outreach to mentees and mentors.
3. Share the sample emails and surveys in the Appendix of this guide with your partner organisation's staff, in order to help them recruit LGBT\*IQ refugees and asylum seekers to participate in this mentorship programme. Note that both mentors and mentees should fill out similar surveys (both found in the Appendix) to make it easier to match them based on shared interests.
4. In addition, consider sharing this guide and any other materials with the partner organisation so that it has full visibility into the content of the mentorship programme.



### **Feel free to reach out to Tent**

If you need help finding local organisations that work with LGBT\*IQ refugees and asylum seekers in Germany:

[info@tent.org](mailto:info@tent.org)



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## Step three: Match mentors and mentees

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Companies participating in Tent's mentorship programme will need to work closely with Tent and their partner organisation(s) on the process for matching mentors and mentees.

- 1.** Begin by sharing the online registration link with potential mentors. Since you will be receiving information from prospective mentors and mentees, please ensure that you are adhering to your company's internal privacy and data safeguarding policies in accordance with GDPR and the Federal Data Protection Act. Please refer to the Annex for more information on safeguarding and data privacy. We encourage you to meet with data leads at your company to discuss best practices for data management.
- 2.** Send Tent the responses from the mentor survey. Once Tent receives mentee profiles from the partner organisation(s), Tent will match prospective mentors from your company with mentee candidates. Tent will match mentees based on similar professional interests or personal backgrounds (e.g., LGBT\*IQ identities), or based on a shared language. Tent will then share mentor-mentee pairs with your company directly.
- 3.** You will facilitate an introduction between the mentor and mentee via email or the communication channel that best suits the mentee (e.g., WhatsApp, text message, etc.) We recommend introducing 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 programme. Doing this will make the administrative aspects of the programme significantly easier to manage.

# 04

## Step four: Prepare mentors for their role

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You will help 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 ahead of their first meeting with mentees. In addition, Tent will offer training sessions to prepare mentors at companies to serve as effective mentors through this program.

The pre-read will provide mentors with a chance to learn more about the background and profiles of LGBT\*IQ refugees and asylum seekers, as well as best practices for stepping into a mentoring role. Additionally, you should ask mentors to review the meeting resources included in the Guide for Mentors in advance, so that they can better anticipate what to expect.

You may also want to plan an informational meeting with all mentors 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.

Finally, you should encourage individuals who have mentored in the past to bring lessons learned from those experiences to this programme and to share them with their fellow mentors.



*When I think of mentoring, it should ideally be a healthy give and take, where both people are invested in it.*

*In addition to a formal mentoring relationship, mentors should be able to look at the bigger picture, connect and guide mentees to others within their organisation, and embrace some level of uncertainty with a positive attitude."*

**Rajiv Desai**

Founder & CEO - Chrysalis LLC - helping smaller organisations jumpstart their diversity, equity, and inclusion journey



# 05

## Step five: Organize mentor-mentee meetings

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After connecting mentors and mentees over email or by other means, you should organise a virtual kick-off meeting between mentors and mentees. This kick-off meeting will serve as a meet-and-greet, and will help each party set expectations as well as 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(s) exchange contact details during this meeting.

While mentor-mentee meetings can be conducted virtually or in-person, we recommend virtual meetings as this reduces difficulties related to refugees' access to transportation. Some mentees may not have access to free Wi-Fi and many do not have unlimited phone contracts. If your mentees experience barriers to accessing virtual meeting tools, speak with your partner organisation(s) to find a solution. Mentors can use Zoom, Microsoft Teams, or another video conferencing platform with breakout room capabilities to host the initial meeting. For those using Zoom or Microsoft Teams, mentorship coordinators can start 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. If mentor coordinators prefer, they can also use regular phone calls or Whatsapp to connect with mentors and mentees. Mentors should start by introducing themselves and stating their pronouns.

### **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.



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### **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 mentoring 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 program

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### Support for mentors

For the duration of the year-long mentorship program, you are the mentors' point of contact if they have questions about the mentorship program.

We do not expect you or your colleagues to be professionally trained on refugees' and asylum seekers' mental health challenges, legal statuses, or other difficulties that may arise for mentees. In the initial meeting between mentor and mentee, they can agree on the boundaries of their relationship (e.g. the best way to contact each other, at what hours), and come to an agreement on confidentiality.

Mentors and mentees should agree that they can maintain confidentiality unless they feel someone is at risk of harm, or others around them are at risk of harm. If a mentor raises concerns about a conversation they had with their mentee that they felt was outside the scope of the mentorship programme, or that was in any way inappropriate or concerning, or that indicated the mentee was at risk of harm, do not keep this information to yourself or attempt to manage it on your own. Please follow the steps outlined in the safeguarding materials for more information on how to recognise, respond, record, and report a safeguarding concern. **Do not share sensitive information with anyone other than your partner organisation's point of contact.**

### Rematching

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

### Checking in with mentors

We recommend that mentorship coordinators send a check-in email to mentors and mentees at the midpoint of the programme 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.



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**Your company's sexual harassment and conduct policies should apply to mentor-mentee relationships.**

The mentoring experience is professional in nature and this should be reflected in the conduct of both parties. For the duration of the mentoring relationship, sexual and romantic relationships between mentors and mentees will be prohibited, as will lewd and sexually suggestive comments. A mentor who abuses their status as a trusted figure to engage in a romantic or sexual relationship with their mentee reinforces patterns of sexual misconduct. No participant in this mentorship programme should ever be made to feel intimidated, coerced, unsafe, or undignified based on interactions in person or online. A violation of these principles constitutes harassment.

If a mentor feels uncomfortable with their mentee's behaviour, mentors should raise the issue with you, the Mentorship Coordinator, so you can support them as they reflect on what and why the mentee's behaviour feels challenging to them. At the same time, if a mentee feels uncomfortable with their mentor's behaviour, they should contact their partner organisation. Please check information regarding safeguarding in the Annex.

# 07

## Step seven:

### Measure success with a post-programme survey

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At the end of the mentorship programme, consider distributing programme 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 programme year after year.

A sample survey and cover email can be found in the [Appendix](#).

*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 in accordance with GDPR and the Federal Data Protection Act (2017). For more information about GDPR, please get in touch with your HR lead. We encourage you to meet with data leads at your company to discuss best practices for data management.*

# 08

## Step eight (optional):

### Certificates for 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 recognize 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.



## Ensuring the long-term success of the mentorship programme

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After engaging with your first group of mentees, we encourage you to continue the work by engaging with other interested people in the program. Make sure to discuss with your company how the programme will continue after the first group has finished their meetings. If you are leaving the company or need to step back from your Mentorship Coordinator responsibilities after the first year, find a new Mentorship Coordinator to carry on running the programme. We strongly recommend engaging your LGBT\*IQ employee resource group - if you have one - in this process. Make sure to hand over all essential relationships and resources to the new Mentorship Coordinator. Mentors in the first intake should be encouraged to renew their participation in the programme if they have had a positive experience.

Additionally, some mentors may choose to stay in touch with their mentees after the conclusion of the programme and in some cases may even form long-term mentoring relationships or friendships with their mentees. Though the parameters of this programme are one year, the connections forged may last far beyond the programme's conclusion and continue to positively impact both participants. However, the Mentorship Coordinator is no longer responsible for the relationships between mentors and mentees after the end of the programme. Make sure that all parties understand that, going forward, theirs will be an independent relationship without any official support.

# Programme kick-off checklist for Mentorship Coordinators:

- Recruit colleagues to serve as mentors for this programme and distribute the pre-programme mentor surveys. *Note: Refer to your HR department for guidance on how to vet mentors, including obtaining a criminal record check before participating in the programme. Discuss any privacy and data-sharing concerns before sharing survey results. Please refer to the Annex or more information on safeguarding, data privacy, and criminal record checks.*

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- Collect completed surveys from mentors and send them to Tent.

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- Work alongside Tent, who can help your company identify local organisations that are serving LGBT\*IQ refugees and asylum seekers. These local organisations can recruit mentees for the programme.

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- Discuss the number of mentors you expect to have with the local organisation so that they can recruit mentees.

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- Once Tent receives the mentor profiles from your company and mentee profiles from your partner organisation(s), Tent will help with matching prospective mentors from your company with mentee candidates. Tent will help match mentors and mentees based on similar professional interests or personal backgrounds (e.g., LGBT\*IQ identities), or based on a shared language. Tent will then share mentor-mentee pairs with your company directly.

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- Once the mentors have been selected, share this guide with them so they can prepare for the programme.

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- Facilitate an introduction between the mentors and mentees via email or other means.



- Companies could consider starting with a group kick-off meeting to introduce mentor and mentee pairs and review expectations for the programme.

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- 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 programme duration (either virtually or through meetings at the company office).

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- Check back in with all mentors and mentees in a group call midway through the program to get feedback and share best practices.

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- **OPTIONAL:** At the end of the programme, distribute post-programme surveys to mentors and work with your partner organisation to distribute similar surveys to mentees. Analyse survey responses to understand how the mentorship programme at your company can be strengthened.

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- 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 programme for LGBT\*IQ refugees and asylum seekers. Participating in this programme is an opportunity for you to strengthen your inclusive leadership skills, cross-cultural competencies, and communication abilities.

For your mentee, this professional mentorship programme is an opportunity to receive professional guidance from a trusted resource in an LGBT\*IQ-affirming space, better understand how to navigate a new job market, and create a professional network in Germany.



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- 1. The mentorship programme**
  - a. Programme overview
  - b. The matching process
  - c. Mentor-mentee meetings
  - d. Advocate for your mentee
  - e. Post-programme feedback
  - f. Support your mentee post-programme
  
- 2. How to be an effective mentor**
  - a. Understand your role as mentor
  - b. Be aware of sensitivities
  - c. Manage your mentee's expectations
  - d. Model appropriate behaviour and conduct
  
- 3. Mentor-mentee meeting resources**
  - a. Topic one: Career goals and self assessment
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  - c. Topic three: The interview process
  - d. Topic four: Networking
  - e. Post-programme feedback

# The Mentorship Program

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## Programme overview

You will be matched with an LGBT\*IQ refugee or asylum seeker who will be your mentee for the duration of this mentorship programme. As a mentor, you will be expected to:

- Meet with your mentee at least six times over the course of a year to work together on professional development topics, including:
  - Career goals
  - CVs, LinkedIn profiles, and cover letters
  - The interview process
  - Networking
  - *Note that meeting resources – including pre-reads and mentor-mentee exercises – can be found at the end of this guide.*
- Offer your mentee guidance in their job search process, including advice about CVs and cover letters.
- Help your mentee better understand workplace cultural norms.
- Assist your mentee in developing their professional network.

### *The role of the Mentorship Coordinator*

The mentorship programme at your company will be managed by one of your colleague(s) who has volunteered to serve as the Mentorship Coordinator. This person is responsible for managing all administrative aspects of the programme, including liaising with Tent to share mentor profiles during the matching process, and supporting the post-programme review process.

In addition, the Mentorship Coordinator will be your primary point of contact should any questions or challenges arise over the course of the programme. In some cases, they will be able to advise you directly; in other cases, they may refer you to a partner organisation that your mentee has a pre-existing relationship with.



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### **The matching process**

To begin your role as a mentor, you will need to fill out a survey about your professional and personal background. Your Mentorship Coordinator will work with Tent to share these prospective mentor profiles so that Tent can match mentors with mentees.

### **Mentor-mentee meetings**

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

As this mentorship programme is focused on professional development, you will be expected to cover a range of relevant topics with your mentee over the course of the year. The final section of this guide consists of resources to help you prepare for each meeting with your mentee, as well as exercises to work through together during these meetings.

You should also consider reaching out to your mentee at other times of the year that are relevant to the LGBT\*IQ community to build a rapport and develop your relationship. Some occasions where this may be appropriate include: Trans Day of Visibility on March 31; Lesbian Visibility Day on April 26; International Day Against Homophobia, Transphobia, and Biphobia on May 17; and Pride month in June.

### **Advocate for your mentee**

When appropriate, your efforts to advocate for your mentee can go a long way. Your support can make a big difference if they are looking to make a professional connection, attend a workplace networking event, or have their CV sent to the right people. In your capacity as a mentor, you can greatly assist your mentee by making introductions between them and your professional contacts.



*What makes a good mentorship programme for me is having people involved who are really passionate about being part of the initiative, not those that are simply there to satisfy some inclusivity criteria."*

**Shane Corrigan (He/Him/His)**

Software Engineer – IBM Security App Exchange UK

### **Post-programme feedback**

At the end of your year in a formal mentor capacity, you may be asked by your Mentorship Coordinator to complete a survey about your experiences and about your mentee's trajectory. In these feedback forms, consider ways in which your mentee has developed a better understanding of how to navigate the German job market and workplace culture.

### **Support your mentee post-programme**

At the end of the year, you will no longer formally be a mentor. Additionally, once the programme is complete, the Mentorship Coordinator is no longer responsible for supporting your relationship with your mentee. You may decide to stay in touch with your mentee for professional purposes after the conclusion of the programme, but that is at your discretion. Keep in mind that the sensitivities around inappropriate topics of discussion (which we will touch on shortly) is still crucial even if you are not part of a formal mentoring structure.

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 at the conclusion of the programme to clarify how involved you'd like to be moving forward in your mentee's professional development.

If your company's programme to mentor LGBT\*IQ refugees and asylum seekers will last for more than one year, we encourage you to serve as a mentor for a new mentee in following years of this initiative.



# 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 their career goals and create plans to achieve them. This is especially valuable to LGBT\*IQ refugees and asylum seekers, many of whom arrive in Germany without their families and without a robust social network.

However, this experience is not solely about advising. You will also learn from your mentee and develop cross-cultural competencies. Individuals who mentor others develop a greater sense of self-confidence and self-awareness as they develop their leadership skills.

As a mentor stepping into the role of advisor, 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 them build skills outside of your area of expertise.



*Regardless of where you sit in the corporation, your experiences and values can be meaningful when giving back to the community."*

**Rick Wilson**

Director of Diversity & Inclusion at AT&T



*In the times that I have played the role of mentor myself, it has always been a very rewarding experience. Not only because you get to pass on your experience and fresh perspectives, but because you often learn something from the mentee too – whether it be cultural, operational, or simply form a great new professional contact."*

**Thornall Hembrow**

Vice President, CIB Technology Organisational Engagement | J.P. Morgan UK



*When mentoring, it's important to recognise that you are not the expert and you are not expected to know everything. There is not a hierarchy of relationships. It is a two-way relationship. As much as you are teaching and training them, they are doing the same for you."*

**Kajal Shahali**

Youth Program Manager at Refugee & Immigrant Transitions (RIT)

### **Be aware of sensitivities**

Working with LGBT\*IQ refugees and asylum seekers requires paying attention to sensitive issues. Your role is not to act as a social worker or psychologist, and you must respect important boundaries. ***Do not ask probing questions about your mentee's life in their country of origin or their asylum claim that may require them to relive traumas.***

It is appropriate to ask about their professional experiences before and after arriving in Germany; it is not appropriate to ask questions about their families, the political situations in their countries of origin, or the specifics that led them to leave. Note: Your mentee may volunteer this kind of personal information on their own and, if that does happen, you are welcome to engage in that conversation if you both feel comfortable doing so. However, be mindful of your position of power, the code of conduct, and the safeguarding guidelines at the end of this guide.

LGBT\*IQ refugees and asylum seekers might have different norms and understanding about sexual orientation and gender identity than you do. Do not make assumptions about your mentee's identity based on their appearance or dress. Recognise that cultural differences may inform different perceptions of what it means to be part of the LGBT\*IQ community. At the start of your time with your mentee, ask how they would like to be addressed. This can be a helpful way to understand the name which they'd like to be called and the pronouns that reflect their gender identity. Mentors should share this information too.



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Keep in mind that there may be considerable cultural, political, and philosophical differences between you and your mentee, even if you share a similar LGBT\*IQ identity. Just as it is not your place to pry for details about your mentee's experiences in their country of origin, it is not appropriate for you to disparage them for a political stance that you disagree with. Working together to sharpen your mentee's job acquisition skills

It is also important to be considerate of the type of career that your mentee aspires to. Be conscious of the fact that refugees and asylum seekers often need immediate opportunities to make a living upon arrival in Germany and, if they aren't fluent in German yet or their credentials are not recognised, they may need to work in lower-paying jobs before they can find work in their area of interest or expertise. Some refugees and asylum seekers may be content with remaining in lower-paying or lower-skill roles longer-term, while for others, these kinds of roles may be a necessary stepping stone to jobs in their fields of interest.

Finally, note that many refugees and asylum seekers leave successful, stable careers in their countries of origin and have to readjust their career expectations upon arriving in Germany. If this is the case with your mentee, be sensitive to their desire to continue in their field of expertise, even if they are working a lower-skill job in the interim. Consider how you can support them as they work towards re-establishing themselves in their chosen field.



*I have often said to volunteers and mentors, the fact you want to volunteer with refugees and asylum seekers demonstrates that you have an open mindset, but half the refugee and asylum seeking population you will be working with will not necessarily have your liberal values. Part of cultural humility is putting that aside for a minute and sitting in how uncomfortable that might be. To build a relationship with someone who is completely different from you."*

**Kajal Shahali**

Youth Program Manager at Refugee & Immigrant Transitions (RIT)

### **Manage expectations**

Be clear with your mentee about what they can expect from your relationship. Your role is to work with your mentee to make them 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 year-long programme. You should emphasise this distinction to your mentee upfront to avoid disappointment or misunderstanding down the line.

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

- Working together to sharpen your mentee's job acquisition skills.
- Explaining CV fundamentals and offering your mentee feedback on their CV.
- Discussing how to navigate corporate workplaces in Germany.
- How to handle a job interview.
- Discussing networking and potentially connecting your mentee with relevant contacts in your own network.
- Unpacking the social and cultural norms in German work environments.
- Advocating for your mentee when you come across opportunities for them to build their professional network or seek out job opportunities.

You should be honest about what you can bring to the mentorship experience from the start. Consider how much time you are willing to commit to proofreading CVs and cover letters or doing other activities to support your mentee outside your scheduled meetings. If you are not sure, or if both you and your mentee find it difficult to discuss these issues alone, you can contact the Mentorship Coordinator for advice.



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## **Model appropriate behaviour and conduct**

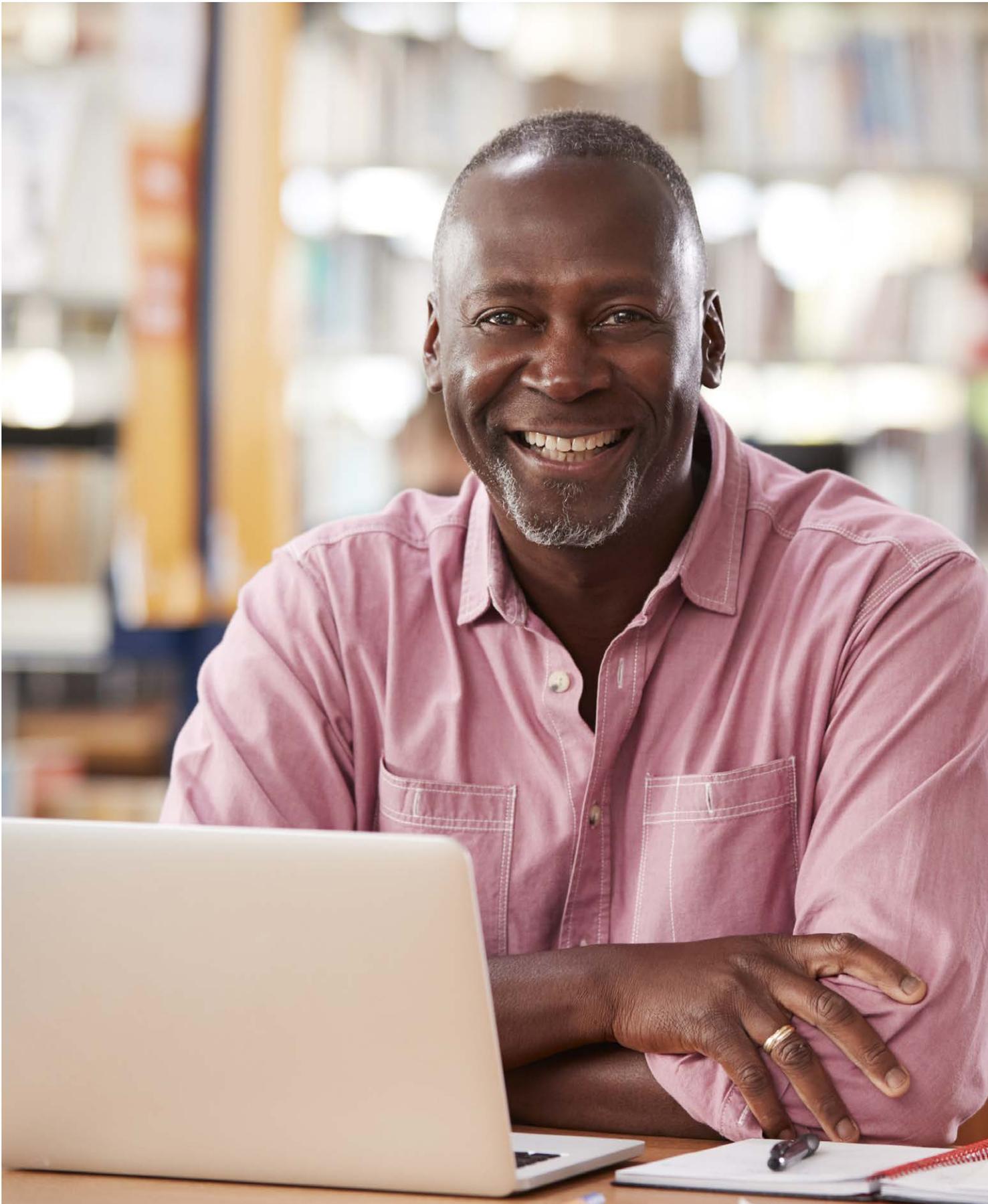
An important aspect of this mentoring relationship is maintaining trustworthiness and respecting your mentee's confidentiality. It is imperative that you honour their trust to the greatest extent possible. Follow the safeguarding procedure in the Annex.

Your company's sexual harassment conduct and policies should apply to the mentor-mentee relationships. This mentoring experience is professional in nature and should reflect that in the conduct of both parties. For the duration of the mentoring relationship, sexual and romantic relationships between mentors and mentees are prohibited, as are lewd and sexually suggestive comments. If you abuse your status as a trusted figure to engage in a romantic or sexual relationship with your mentee, this constitutes sexual misconduct. No participant in this mentorship should ever be made to feel intimidated, coerced, unsafe, or undignified based on interactions in person or online. A violation of these principles constitutes harassment. If you feel uncomfortable with your mentee's behaviour, you should raise the issue with the Mentorship Coordinator, so they can support you as you reflect on what and why the mentee's behaviour feels challenging to you. At the same time, if a mentee feels uncomfortable with their mentor's behaviour, they should contact their partner organisation. Sexual harassment is only one aspect of safeguarding. Please refer to the Annex for more information on safeguarding.



*There is a special dimension when it comes to LGBT\*IQ mentors. I know they understand some of the nuances and complexities that come from being different and it helps to form close bonds, trust, and deep understanding which has helped me grow authentically as a professional and as a person. I'm not sure I'd be in the position I am today without the brilliant mentors I've had along the way."*

**Roman Podolczuk**  
Consultant - IBM Services UK





# Mentor–mentee meeting resources

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As a mentor, your primary objective throughout this mentorship programme is to support your mentee in their 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 five meetings:

- 01** Career goals and self assessment\*
- 02** CVs and cover letters (multiple sessions)
- 03** The interview process
- 04** Networking
- 05** Wrap up and next steps

Below you will find meeting pre-reads for you and suggested exercises for you and your mentee to work through together in each of your meetings. Note that for any of your meetings, you may choose to cover a different topic, either at the discretion of your Mentorship Coordinator or if you and your mentee determine that a given topic is a better use of time.

*\*Note that the resources for this first meeting also include tips for setting expectations with your mentee regarding the mentorship programme and your relationship. Even if you do choose to cover a topic other than career goals during your first meeting, you should still plan to set expectations with your mentee to lay the groundwork for a successful year together.*

# 01

## Meeting one: **Career goals**

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### **Purpose of meeting**

- ▲ Get to know your mentee.
- ▲ Begin to develop concrete steps for their career trajectories.
- ▲ Establish goals and expectations for mentorship.

### **Exercises**

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

- a.** Use the following conversation starters to share some of your own experiences as an LGBT\*IQ person or ally in the workplace. Tell your mentee:
  - i. About your own professional history and future career goals.*
  - ii. How has your LGBT\*IQ identity played a part in your career?*
  - iii. If you are an ally, what have you witnessed that is helpful to share?*
- b.** Your mentee may be hesitant to open up immediately, so asking surface level questions is a good place to start. Remember not to ask invasive and potentially re-traumatizing questions.

#### **2. Start a conversation about your mentee's career goals**

- a.** Does your mentee have specific career aspirations, such as an interest in a certain industry or professional skill set?
- b.** What is your mentee's motivation to enter a specific field? Learn more about their professional interests to get to know them better.



- 
- c.** Ask about their long term career aspirations and where they would like to be career-wise in one to five years' time. What steps do they think they might need to take to find a job that matches this vision?
  - d.** Discuss educational opportunities. Is your mentee interested in going to university/college, taking a language course or vocational training?
  - e.** Discuss the transfer or confirmation of qualifications. Did your mentee use to practise a profession or trade in their country of origin that they'd like to pursue in Germany? What steps might they need to take to obtain qualifications for the German job market?

### **3. Clarify expectations of the mentorship**

- a.** Write down what you and your mentee both see as necessary and important goals for the mentorship experience. You can refer back to these goals in your future sessions.
- b.** Confirm that your mentee understands that you will be supporting their professional development over the coming year, but that you are not able to guarantee that you will be able to help them land a job within that time frame.
- c.** Have a discussion with your mentee about what the best method of communication is for both of you, what is the best time of day to meet (e.g., some people might not want to meet outside of work hours), whether face-to-face or virtual is best for you both, and whether or not you will use social media to connect. Please be mindful of the extra costs that these options might have to the mentees (e.g. transport costs or mobile data). If possible, call your mentee to save their mobile data or ask your company to pay for transport costs if you meet face to face.

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## NEXT STEPS

1. Discuss ways that you can be supportive of your mentor in the coming weeks. Consider setting deadlines for any next steps.
2. Establish expectations for follow-up and any other communication between meetings.
3. If helpful, ask your mentee to create a document that outlines some of their short- and long-term career goals. However, be mindful that they may not have access to a computer. If that is the case, you can help your mentee to identify places where they can access computers, such as local libraries.
4. In your next meeting, you will be focusing on CVs and cover letters. Ask your mentee to bring a CV and sample cover letter with them, or email you in advance if they don't have a printer, for you to review. Note that your mentee can use documents from a previous job application. Finally, consider bringing printed copies of your own CV and a cover letter to share with your mentee as an example. If your meeting will be held via video conference instead of in person, make sure to exchange all of these documents with your mentee by email in advance.



# 02 Meeting two: Resumes and cover letters

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## Purpose of meeting

- ▲ Explain a CV's purpose and function.
- ▲ Explain a cover letter's purpose and function.
- ▲ Explain a LinkedIn / Xing profile's purpose and function.
- ▲ Strengthen your mentee's CV, LinkedIn / Xing profile, and cover letter templates.

## Exercises

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

- Share how CVs factor into the job search process and the specific nuances of CVs in the German job market, including what elements of a CV are most important in Germany (e.g. content, design, etc.). Review how CVs can be uploaded to recruitment websites like Indeed, LinkedIn, Xing, Stellenanzeigen.de, Stepstone etc. Discuss whether your mentee should have two copies of their CV, one in German and one in English. In Germany, most companies request a CV in German.
- Discuss the purpose of cover letters. Share with your mentee how to properly format cover letters in Germany, and talk about the use of cover letters in their home country. Discuss the differences and pros and cons of both.
- Review LinkedIn / Xing. Explain similarities and differences between a CV and a LinkedIn / Xing profile. You can also show them your LinkedIn / Xing profile to explain how you use it and what you have included in your profile, as an example. Please note that your mentee might not be initially comfortable setting up a public LinkedIn or Xing profile. LGBT\*IQ refugees and asylum seekers may have fled violence and wish to remain anonymous online due to security threats to them and their families. Please approach this topic sensitively and explain different privacy options to your mentee. If the refugee mentee doesn't want to create a LinkedIn or Xing profile, that is fine.



- 
- d.** Explain that the overarching goal of CVs, LinkedIn, or Xing profiles, and cover letters is to enable your mentee to make a strong impression with recruiters. Consider sharing a personal story to illustrate the importance of these materials.
  - e.** To set expectations, make sure to note that while having a strong CV and cover letter is essential, interviewing and networking skills – which you'll cover later in the year – are also critical to landing a job.
  - f.** If you have time, touch on email etiquette as it pertains to the job application process.

## **2. Edit your mentee's resume together**

- a.** Review your mentee's CV together and suggest edits as you go. Talk through the changes you're suggesting so that your mentee can understand why you are suggesting certain edits, without taking over the entire process. The mentee is in charge of their own CV.
- b.** Be sure to explain which CV components are critical, especially with regard to education and work experience.
- c.** It may be helpful to find somewhere on the CV to explicitly note that your mentee is authorised to work in Germany.
- d.** Discuss the pros and cons of being openly LGBT\*IQ on your CV. This may include listing your pronouns or mentioning a job at, or affiliation with, an LGBT\*IQ organisation in previous experiences. Please note that some mentees may not be comfortable incorporating personal details on their job application due to security risks or trauma.
- e.** Before you finish this exercise, make sure that your mentee is comfortable implementing your feedback independently following the meeting.

### 3. Edit your mentee's cover letter

- a. Explain how your mentee can use a cover letter to highlight skills and experiences that make them a strong candidate for a job. Be sure to note that each job application needs a unique cover letter specific to that opportunity and that in some instances a cover email may replace a cover letter.
- b. Discuss best practices for cover letter writing in Germany and, if you have the relevant expertise, in your mentee's field of interest. Discuss strategies for incorporating personal elements, such as their LGBT\*IQ or refugee identity, into a cover letter to highlight your mentee's resiliency and strength. Please note that some mentees may not be comfortable incorporating personal details on their job application due to security risks or trauma.
- c. Review your mentee's sample cover letter. Provide feedback on their cover letter and explain why you are recommending each change. 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.

#### NEXT STEPS

1. Ask your mentee to revise their CV and cover letter based on the feedback you shared with them during the meeting. Agree on a timeline for these revisions and ask them to send you the updated versions so that you can share any additional feedback.
2. If you covered email etiquette in this session, consider sending practice emails that exemplify expected email communication style.
3. If you're willing, offer to proofread their application materials to jobs or educational programmes they are applying for. This offer can be extended at any point throughout the programme.



# 03

## Meeting three: The interview process

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### Purpose of meeting

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

### Exercises

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

- Suggest helpful best practices for interviews. Share insights about how to answer questions in ways that highlight strong skills and experiences and how to avoid common interview faux pas. Discuss strategies for performing well in interviews in Germany, which may be different from expectations in your mentee's country of origin.

  - Be sure to address punctuality. Different countries and cultures have varying expectations of what it means to be "on time", and it is important to convey the necessity of showing up early for an interview so that it can begin exactly when scheduled.*
  - We suggest sharing basic expectations around concepts such as personal appearance, hygiene, reliability, and good communication. Understanding Germany's norms and expectations about things like this can dramatically improve your mentee's preparedness for an interview.*
  - 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.*
- Review proper dress code for your mentee's field(s) of interest. Every country and job field has different expectations for dress code based on their social norms and rules. For example, jeans and trainers might not be appropriate in some fields for a job interview. Discuss with your mentee what is the proper dress code for a business setting while leaving room for personal interpretations from their side. You can suggest local charity



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shops or other shops in the area that sell affordable business wear if cost is a concern. The mentor should not discourage any religious garments.

- c.** Discuss being open about your LGBT\*IQ identity in an interview setting.
  - i.* *What are some benefits and risks of disclosing aspects of your LGBT\*IQ identity with an interviewer? Discuss appropriate ways to disclose your LGBT\*IQ identity in an interview. Please note that your mentee might find interview settings triggering due to previous mistreatment from authority figures in their home country. Discuss different spectrums of openness in interviews – from feeling free to not broaching the topic of their sexuality and gender identity at all, to steps such as asking employers about their Diversity and Inclusion policies, through to being more open about their sexuality and gender identity.*
- d.** Discuss common challenges that refugees and asylum seekers face in an interview setting. How can your mentee best highlight their specific experiences and qualifications?
- e.** Discuss how to evaluate potential employers, including their commitment to LGBT\*IQ-inclusive policies and workplaces. You can point your mentee to resources on employers with LGBT\*IQ-inclusive policies and practices like these:
  - [\*PROUT EMPLOYERS - companies in the PROUT AT WORK's partner programme\*](#)
  - [\*List of companies with LGBT\\*IQ employee resource groups\*](#)

## 2. Conduct a mock interview

- a. Spend most of your meeting together practising interview skills. Affirm that this is a safe way for your mentee to practise what it's like to interview for a job and let them know that you will offer them feedback for how to improve their interviewing skills.
- b. For a list of questions to use in your practice interview, we recommend utilising the Mock Interview Script 1 from My World of Work. Script 2 is an example of what NOT to ask during an interview. Review both and discuss. Make sure to tailor your questions and feedback to your mentee's field(s) of interest.

## 3. Following up on an interview

- a. Talk about etiquette when following up with people after job interviews, including writing a thank you email.
- b. Discuss cultural norms regarding hearing back from a potential employer after an interview.
  - i. *How long should they expect to wait before hearing back from a company after an interview?*
  - ii. *What should they do if they have not heard back after a few weeks?*
- c. Your mentee may be interested in beginning to set up and conduct informational interviews. Arrange an informational interview – in person, by video call, or by phone – between your mentee and one of your contacts working in their field of interest.
- d. If relevant, offer to help your mentee prepare for upcoming interviews by email, video conference, or phone. This offer can be extended at any point throughout the programme.



# 04 Meeting four: **Networking**

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## **Purpose of meeting**

- ▲ Explain fundamentals of networking.
- ▲ Practice networking skills.
- ▲ Discuss aspects of networking that pertain to LGBT\*IQ job seekers.

## **Exercises**

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

- a.** Get a sense of your mentee's professional and personal networks and discuss how these can be best utilised to advance their job search.
- b.** Discuss cultural norms around networking, including reviewing the types of questions that would be helpful to ask and the role of small talk.
- c.** Do you know anyone who might be willing to connect with your mentee for networking? Think about possible contacts you can introduce your mentee to. See the next section for more advice on how to introduce mentees to people in your network.

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

- a.** Pretend that you are having a casual conversation at a networking event. Have your mentee practise asking questions to learn about your work and finding opportunities to share more about their professional background and interests.
- b.** Debrief on the mock networking session. Share feedback with your mentee and give them an opportunity to voice what felt comfortable or uncomfortable to them.

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### 3. Discuss the experience of networking as a LGBT\*IQ person

- a. Share best practices for networking as an LGBT\*IQ person and your own experience of coming out or not coming out when networking with professional contacts.
- b. Discuss how to utilise the LGBT\*IQ community for networking purposes. Joining an LGBT\*IQ professional association or social group (e.g., a sports team) can be a great way to build both social and professional connections.

#### NEXT STEPS

Ask your mentee to think about who they might want to connect with for a networking session. Start with a short list of people in industries and roles they are interested in. In the next session you can help your mentee practice their networking skills with this specific framing in mind.



# 05 Meeting five: **Wrap up and next steps**

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After you and your mentee have covered the fundamentals in meetings one through three, you can use the last two meetings to help prepare your mentee for their networking sessions and to reflect on the mentorship programme and their accomplishments. These last two meetings can be adapted to fit their specific needs.

## **Purpose of meeting**

- ▲ Practise networking for specific meetings.
- ▲ Set expectations for your mentor-mentee relationship after program ends.
- ▲ Reflect on accomplishments and challenges.
- ▲ Collect feedback.

## **Exercises**

### **1. Help prepare for the (introduction) meetings and evaluate**

- a.** If you have professional contacts that you would like to introduce to your refugee mentee, first ask your contact if they would be interested and comfortable with you making an introduction. Explain that the mentee is finishing a mentorship program and what their goals are. If the professional contact is comfortable with this connection, proceed by making the introduction with some background information about both the mentee and the professional contact.
- b.** Have a chat with your mentee about the professional contact and manage expectations, i.e. explain that the introduction to this contact may not guarantee a job but that the connection may be able to offer insight on the industry, company, or role that the mentee is looking for, or provide additional introductions so that the mentee can expand their own network.
- c.** Help set up a meeting between your professional contact and your mentee. You can help your mentee prepare some questions and talking points for their meeting.

## 2. Discuss expectations for your relationship after the mentorship programme concludes

- a. We recommend you discuss the nature of your communication moving forward.
- b. Consider what you may or may not be able to offer in this relationship in the future. Can they contact you to serve as a reference? Are you available to proofread CVs or cover letters?
- c. Do you know of any upcoming networking events where they can practise their networking skills?

## 3. Recap and conclude the mentorship session

- a. Do a recap of everything that's been covered throughout the year.
- b. Ask your mentee what their greatest accomplishment has been during the mentorship programme, what they found challenging, and what they would like to continue working on after the programme ends.
- c. Provide overall feedback to your mentee – and ask for feedback.

### NEXT STEPS

Let your mentee know that they may receive a post-mentorship survey from the organisation that referred them for this mentorship programme.



# Appendix



## Sample email for prospective mentors

*To be sent by mentorship coordinator*

Dear all,

I am writing to share an exciting opportunity: We have established a professional mentorship programme for LGBT\*IQ refugees and asylum seekers in our community and would love for you to be involved. We are now recruiting LGBT\*IQ employees and allies at our company in Germany to serve as mentors for this programme. This is part of a larger initiative organised by the [Tent Partnership for Refugees](#), [ORAM](#), [LSVD](#), and [PROUT AT WORK Foundation](#) that is being implemented at major companies in Germany. I will serve as the Mentorship Coordinator, planning logistics for the programme at [Company].

Mentoring an LGBT\*IQ refugee or asylum seeker is an opportunity for you to support someone from one of the most vulnerable segments of the LGBT\*IQ community and help them succeed in their careers. Mentors are expected to meet with their mentees at least six times over the course of a year, and will be responsible for arranging the logistics of these meetings. I will be providing you with suggested lesson plans for what to cover with your mentee, such as reviewing their CV and cover letter, and helping them develop their professional network.

If you are interested in participating in this mentorship programme, 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 in this mentorship programme 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 an LGBT\*IQ refugee or asylum seeker in Germany.**

The mentorship programme is focused on helping LGBT\*IQ refugees and asylum seekers identify their career goals and help them develop the skills and connections they need to thrive in Germany. You will work with your mentee on skills such as navigating workplace culture, writing a strong CV, practising interview techniques, and building a professional network.

The survey below is designed to 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 one year, meeting at least six times. We will be in contact with you before and during the mentorship programme, offering any necessary logistical information.

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### **What you need to do to begin the mentorship programme**

- Complete the survey below.
- We will then match you with an LGBT\*IQ refugee or asylum seeker who will be your mentee, connect you with them, and send you the date of your first meeting. You should email your mentee in advance of the first meeting to show your enthusiasm for working together and confirm their attendance. Please note to always use your work email when contacting your mentee for the first time.
- Read the *Guide for Mentors* carefully, which provides you with best practices for stepping into a mentoring role. This guidebook includes a section on background information about working with LGBT\*IQ refugees and asylum seekers.



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**1. Would you prefer to be matched with a person that identifies with one of the following sexual orientations?**

- Bi / pansexual
- Gay
- Lesbian
- Heterosexual/straight
- No preference

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**2. Would you prefer to be matched with a person that identifies with one of the following gender identities?**

- Cisgender female
- Cisgender male
- Intersex
- Non-binary
- Transgender male
- Transgender female
- No preference

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**3. In which state of Germany do you currently live?**

- Baden-Württemberg
- Bavaria
- Berlin
- Brandenburg
- Bremen
- Hamburg
- Hesse
- Lower Saxony

- Mecklenburg-West Pomerania
- North Rhine-Westphalia
- Rhineland-Palatinate
- Saarland
- Saxony
- Saxony-Anhalt
- Schleswig-Holstein
- Thuringia

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

- Native language
- English
- Urdu
- Bengali
- Malay
- Arabic
- Spanish
- Portuguese
- German
- Farsi
- French
- Ukrainian
- Russian
- Other .....

**Other languages you speak and fluency**

*(basic, intermediate or fluent):*

.....



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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 at least 6 times throughout the duration of the programme?**

- Yes
- No

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

- Virtually
- In person
- No preference

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**9. In a few sentences, please explain why you are interested in mentoring an LGBT\*IQ refugee and what you expect from this mentorship programme and your mentee.**

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## Sample email for prospective mentees

*To be sent by your partner organization*

Dear [prospective mentee],

I am thrilled to share an exciting opportunity for you to participate in a professional mentorship programme for LGBT\*IQ refugees and asylum seekers. The mentorship programme will enable you to receive one-on-one guidance and support from an LGBT\*IQ professional or ally at a large company (OR name of a specific 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 over the course of one year.

If you are interested in participating in this mentorship programme, please fill out the survey link here [insert link].

Let us know if you have any questions about the programme.

We hope that you will take advantage of this great professional development opportunity!

Best wishes,

[YOUR NAME]



## Recruitment survey template for prospective mentees

*To be distributed by staff at your partner organization*

### **Thank you for your interest in participating in this mentorship programme for LGBT\*IQ refugees and asylum seekers.**

The survey below is designed to match you with a mentor from a large company (OR name of specific company) who has professional experiences and skills that match your interests. Once a match is made, you will work with your mentor, meeting at least six times over the course of one year (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 programme to give you more logistical information.

---

### **Here are steps that you will need to take to participate in this mentorship programme:**

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

---

**1. Would you prefer to be matched with a person that identifies with one of the following sexual orientations?**

- Bi / pansexual
- Gay
- Lesbian
- Heterosexual/straight
- No preference

---

**2. Would you prefer to be matched with a person that identifies with one of the following gender identities?**

- Cisgender female
- Cisgender male
- Intersex
- Non-binary
- Transgender male
- Transgender female
- No preference

---

**3. In which state of Germany do you currently live?**

- Baden-Württemberg
- Bavaria
- Berlin
- Brandenburg
- Bremen
- Hamburg
- Hesse
- Lower Saxony
- Mecklenburg-West Pomerania



- North Rhine-Westphalia
- Rhineland-Palatinate
- Saarland
- Saxony
- Saxony-Anhalt
- Schleswig-Holstein
- Thuringia

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**4. What is your native language?**

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**5. What languages do you speak and to what degree of fluency?**

*(Please note basic, intermediate, or advanced.)*

- English
- Urdu
- Bengali
- Malay
- German

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

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.....

.....

*Continued overleaf*

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**7. What industries interest you in Germany?**

- Agriculture
- Communications and telecommunications
- Construction
- Finance and insurance
- Health and social care
- Manufacturing and production
- Non-profits
- Real estate, renting, and leasing
- Retail
- Services industry
- State and local government
- Technology
- Other .....

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**8. Please write 3-5 sentences about your career goals and ideal job/s.**

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**9. What are you looking for in a mentor? Please write 3-5 sentences**

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

- Virtually
- In person
- No preference

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**11. Do you have access to regular wifi?**

Yes/No

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**12. Do you have access to unlimited mobile data?**

Yes/No

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**13. Do you have access to a computer?**

Yes/No



## 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 them advance their careers. The attached survey asks questions about your experience over the course of the programme.

Please answer with as much detail as you can in order to help us understand how to best run this programme in the future.

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**For the following questions, please share as much information as you are comfortable with.**

**1.** Did you enjoy participating in this mentorship programme? Why or why not

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

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**For the following questions, answer on a scale of 1-10, with 1 being extremely unsatisfactory and 10 being extremely satisfactory.**

*Please feel free to add comments to each answer.*

**To what extent:**

Were you able to respond to your mentee's specific questions?

Score ...../10

.....

Did you witness goal-oriented growth in your mentee?

Score ...../10

.....

Did you feel that your mentee developed an understanding of workplace norms?

Score ...../10

.....

Were you able to help your mentee develop a stronger professional network?

Score ...../10

.....

Did your mentee grow as an interviewee?

Score ...../10

.....

Did you find the structure of the programme to be helpful?

Score ...../10

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Were you able to rely upon your company's mentorship coordinator in order to address questions or issues related to your experience mentoring?

Score ...../10

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Were you able to use insight from other mentors?

Score ...../10

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Was your mentee punctual and prepared for your meetings?

Score ...../10

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Was your mentee committed to taking this programme seriously?

Score ...../10

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Would you serve as a mentor for a new cohort of LGBT\*IQ refugees and asylum seekers?

Score ...../10

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Would you encourage your peers to serve as mentors for LGBT\*IQ refugees and asylum seekers in the future?

Score ...../10

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## Optional post-programme survey for mentees

*To be distributed by staff at your partner organisation*

### Congratulations on completing the year-long mentorship programme!

We hope that your experience provided you with valuable insights about searching for jobs and developing a professional network. The attached survey asks questions about your experience in this programme. Please answer with as much detail as you can in order to help us understand how to best run this programme in the future.

---

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

	Yes	No
1. Were you employed at the beginning of your mentorship programme?	<input type="radio"/>	<input type="radio"/>
2. Were you employed by the end of this mentorship program?	<input type="radio"/>	<input type="radio"/>
3. Did you find a new job over the course of the mentorship programme?	<input type="radio"/>	<input type="radio"/>
4. Do you feel that this mentorship programme helped you identify secure a new/better job?	<input type="radio"/>	<input type="radio"/>

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#### Please share 2-4 sentences to answer each question.

1. In what ways was your mentor most helpful?

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**2.** Which subjects were most helpful to learn about with your mentor?

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**3.** What were some of your biggest successes in working with your mentor?

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**4.** What were some of your biggest challenges in working with your mentor?

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**5.** How could this mentorship experience be improved?

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**6.** Were there enough meetings over the course of the year?

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

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**8.** What topics needed a greater focus/time than others?

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**For the following questions, answer on a scale of 1-10, with 1 being extremely unsatisfactory and 10 being extremely satisfactory.**

*Please feel free to add comments to each answer.*

Was your mentor responsive to your specific questions?

Score ...../10

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Did your mentor help you set realistic, achievable career goals?

Score ...../10

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Do you feel you achieved some of your set career goals?

Score ...../10

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Did your mentor offer advice to help you achieve those career goals?

Score ...../10

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Did you feel that your mentor cared about your professional success?

Score ...../10

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Did your mentor help you better understand the job market and workplace norms in Germany?

Score ...../10

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Did your mentor advise you in drafting a strong CV?

Score ...../10

---



Did your mentor advise you in drafting strong cover letters?

Score ...../10

---

Did your mentor provide you with ideas to help you in your job search?

Score ...../10

---

Was your understanding of networking enhanced?

Score ...../10

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Have your interviewing skills improved?

Score ...../10

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Have you learned about cultural norms related to workplaces in Germany?

Score ...../10

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Did your mentor help you develop a stronger professional network?

Score ...../10

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Did you feel that the programme was well organised?

Score ...../10

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# Annex



## Safeguarding guidance for mentors:

Safeguarding is an important component of this mentorship programme. It's vital that mentors understand safeguarding procedures in place. Safeguarding relates to how you behave as a mentor in prioritising the wellbeing of your mentee, as well as ensuring that you are equipped to: recognise the signs and symptoms of abuse and harm; respond to disclosures of abuse and harm; and, if necessary, report those in the right way to ensure that your mentee can remain safe and well. The safeguarding information provided below will also help you develop a healthy, constructive, and productive relationship with your mentee.

### **What is safeguarding?**

In Germany, safeguarding entails maintaining the health of all residents, including via the provision of physical and psychological healthcare. The European Union establishes the legal basis for Germany's safeguarding practices for vulnerable groups, including migrants and refugees. The EU Reception Directive (2013/33/EU) identifies many vulnerable groups, including (unaccompanied) minors, disabled and elderly individuals, pregnant women, single parents, and victims of psychological, physical, or sexual assault. The German Asylum Act also makes reference to the obligation of the state's government to identify vulnerable people.

According to German law, it is a government's obligation that its bodies at the federal, state, and municipal levels collaborate in the identification of vulnerable people to address their needs. However, the EU report "Addressing Vulnerabilities of Protection Seekers in German Federalism" (2020) affirmed that despite the increasing awareness of the special needs of vulnerable refugees and asylum seekers in Germany, existing laws have been deemed insufficient to address this issue. In particular, to date, the identification of vulnerable individuals and needs-based support are not seen as an integral part of the asylum procedure.

This safeguarding annex aims to provide you with the necessary information about your responsibilities as a mentor to safeguard your mentee and share practical information about identifying, reporting, and handling safeguarding concerns, challenging conversations, or any other associated risk of harm.

Your mentee may choose to share information with you about harm and abuse that they have previously experienced. This safeguarding annex information relates only to issues that are an immediate or current risk to your mentee's safety and wellbeing. However, there is also information in this annex guide about how to sensitively respond to disclosures of previous trauma.

Whilst this annex guide will support you specifically with safeguarding your mentee, you should also familiarise yourself with your own organisation's safeguarding policy and identify the safeguarding lead at the partner organisation that referred your mentee to participate in this mentorship programme, should you ever need to escalate a safeguarding concern.

### **Do I need a criminal record check to be a mentor in this program?**

Your organisation should have its own safeguarding policy which will outline the process around criminal record checks. We recommend that all mentors undergo a basic criminal record check when participating in this programme. The cost for this should be covered by your employer and you can find more details here.

### **Are LGBT\*IQ refugees considered "vulnerable adults" or "adults at risk"?**

Safeguarding means protecting children and adults at risk from harm, abuse, and neglect. The systems and laws governing the protection of vulnerable groups seeking asylum in Germany guarantee that persecution or discrimination due to sexual identity or orientation in their countries of origin can be a reason for granting refugee status in the country.

### **Recognising a safeguarding concern**

There are several ways you could recognise a safeguarding concern from your mentee. Examples include:

- The mentee experiencing abuse may tell you directly or show you signs or examples of abuse in person, on the phone, or through email or other channels of communication. Sometimes the term used to describe this is 'making a disclosure.'
- Someone else may tell you or show you signs or examples of abuse that they have seen, heard, or been told about by your mentee.



- You may observe signs of abuse (see below) or witness behaviours of others that could be an indication of abuse.

Be mindful that, for many mentees, German may not be their first language. Give your mentee the space and time to finish what they're saying, and then you can clarify what you've heard. Here are the steps you should take if you think your mentee is disclosing a safeguarding concern:

1. Before the individual goes into detail, explain that, in order to keep them safe and ensure they have access to the right support, they can contact the safeguarding lead at the organisation that referred them to participate in this mentorship programme.
2. Explain that you will need to pass on the information if you believe that they are at risk of harm.
3. If the mentee continues to disclose, listen to the disclosure and acknowledge what has been disclosed.
4. Find a sensitive way to store the disclosure.
5. Make sure you follow the recording and reporting procedures outlined later in the document so that the disclosure is picked up by the appropriate safeguarding lead and your mentee is kept safe.

### **What are signs of abuse that I should be aware of?**

Germany still needs to formalise categories of abuse, given the differences in how each state handles these issues (due to the federalist system). We propose the following categories for mentors to be aware of:

1. **Self-neglect** - This covers a wide range of behaviours, including neglecting to care for one's personal hygiene and/or health,
2. **Modern Slavery** - This encompasses slavery, human trafficking, forced labour, and domestic servitude.
3. **Domestic Abuse** - This includes psychological, physical, sexual, financial, and emotional abuse perpetrated by anyone within a person's family.

4. **Discriminatory** - Discrimination is abuse which centres on a difference or perceived difference particularly with respect to race, gender, sexual orientation, gender identity, or disability.
5. **Organisational** - This includes neglect and poor care practices within an institution or specific care setting, such as a hospital or care home, or in relation to care provided in one's own home.
6. **Physical** - This includes hitting, slapping, pushing, kicking, misuse of medication, restraint, or inappropriate sanctions.
7. **Sexual** - This includes rape, indecent exposure, sexual harassment, inappropriate looking or touching, sexual teasing or innuendo, sexual photography, subjection to pornography or witnessing sexual acts, indecent exposure and sexual assault, or sexual acts to which the adult has not consented or was pressured into consenting.
8. **Financial or material** - This includes theft, fraud, internet scamming, coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions, or benefits.
9. **Neglect/Acts of omission** - This includes ignoring medical or physical care needs, failing to provide access to appropriate health social care or educational services, the withholding of the necessities of life, such as medication, adequate nutrition and heating.
10. **Emotional or psychological** - This includes threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, isolation, or withdrawal from services or supportive networks.

### **What can be signs of adults at risk of abuse or neglect?**

In mentoring relationships, mentors strive to create environments of trust and support people to be their authentic selves. Mentors may be the only person someone has felt able to talk to about their experience of abuse. Things to look out for include:



- Changes to someone's appearance, behaviour, or routines
- Weight gain or loss
- Appearing frightened in the presence of certain people
- Unexplained lack of money or inability to maintain lifestyle
- Appearing withdrawn and isolated
- Unexplained marks or bruising to the body

### **Responding**

Although mentors should not push for information regarding their mentee's refugee journey, mentees may choose to share parts of their personal story with you. In order to best support your mentee and assess whether there are safeguarding concerns, you should consider how you might respond in this situation.

<b>Do</b>	<b>Don't</b>
Do let them share what they want to - this may be difficult for them to talk about, so don't interrupt them.	Don't stop them from talking.
Do take a breath before you respond.	Don't react strongly (e.g., saying 'that's terrible' or 'that's awful').
Do thank them for sharing with you.	Don't promise confidentiality.
Do listen carefully and take it seriously.	Don't jump to conclusions about the alleged abuser(s).
Do get a sense of urgency or risk if you can (such as timing – is this happening right now, or before they settled in Germany?). If it's happening right now, follow the safeguarding procedures outlined in this guide.	Don't ask leading questions or try or investigate the concern yourself.

Do	Don't
If you feel that they or someone close to them is at risk, explain that you will need to discuss this with the safeguarding lead at your partner organisation who will be able to advise you on what you might be able to do to get further support.	Don't make promises you cannot keep (e.g., 'I will help make sure it doesn't happen again').
Do follow our guidelines for how to respond, record, and report safeguarding concerns.	Don't share the personal data or breach confidentiality of the individual with anyone other than the safeguarding contact at your partner organisation.
Do tell your organisation's Safeguarding Lead that you have recognised, responded, and reported a safeguarding concern so that they can support you (without sharing the data of the individual or breaching confidentiality).	
Do seek support if you need to talk about anything distressing you may have heard. Your wellbeing as a mentor is important.	



## Recording safeguarding concerns

It is essential that you record in writing any safeguarding concerns as soon as they arise. Make a note of everything you have been told and/or observed. It's important to do this quickly and to not rely on memory, as it's very easy to forget important details. You'll need to pass this to the point of contact at the organisation that referred your mentee as soon as possible.

Be sure to:

- Write down the facts, not your opinion
- Wherever possible, note the time, date, location, and names (ideally full names) of the people involved
- Try to record the exact words that the person used, not your interpretation of their words
- Keep the record safe, such as in a password protected file
- If the concern or disclosure has been emailed to you, save it or forward it on to the safeguarding contact at your partner organisation

## Taking notes during mentor-mentee meetings

It is a good idea to keep brief notes of your meetings with your mentee so that you can reflect on any actions and plan for your next meeting. Always ask your mentee if they're happy for you to make short notes before you write or log anything. These notes should be brief and not mention names or any identifiable criteria. Save them in a password protected file when you're finished.

There can be a high safety risk for your mentee in case of a data breach. For example, if their sexuality and/or gender identity becomes widely known and they are later returned to their country of origin, they can experience increased persecution, including imprisonment or death. Avoid recording information that is not essential to your mentorship relationship.

You should be fully compliant with your own organisation's GDPR processes at all times. Any data you receive or that is shared regarding your mentee should be managed in line with [GDPR guidelines](#) and the [Federal Data Protection Act](#).

### Code of conduct

When working closely with anyone in a one-to-one capacity, it's a good idea to have an agreement to ensure that you're all comfortable with how, when, and why you're communicating and working together. In your first meeting, we suggest you agree and/or discuss the following in addition to the curriculum content provided in the main guide:

- That you have read and understood the full code of conduct below
- Most appropriate mode of contact (e.g. WhatsApp, email), and the best time of the day for you to hold your meetings
- Which pronouns to use for your mentee and yourself
- Your boundaries around connecting on social media. We strongly suggest that you communicate through phone, text, and email, rather than social media
- Your responsibilities as a mentor; you cannot guarantee employment as a result of your mentorship.
- That you cannot promise confidentiality if you are ever worried about your safety or your mentee's.
- The code of conduct below is mandatory for all mentors to read and understand.

#### You must

Respect and celebrate difference (e.g., do not discourage religious dress or concealment of any aspect of their identity).

#### You must not

Discriminate against anyone on the grounds of gender identity, sexual orientation, religion, race, country of origin, age, or ability. This also includes making assumptions and applying stereotypes.



You must	You must not
<p>Treat mentees with warmth and empathy and listen to their wishes and feelings even if they do not resonate with your own.</p>	<p>Engage in any form of sexual or romantic relationship with your mentee. This includes engaging with or allowing sexualized, suggestive, or provocative language as well as behaviour. Anyone found doing so will be removed from the programme with immediate effect and their employer will be notified.</p>
<p>Behave in a calm, positive, supportive, and encouraging way at all times.</p>	<p>Ask intrusive questions about your mentee's past experiences, their journey to becoming a refugee in Germany, or any other situation which may elicit traumatic feelings or memories.</p>
<p>Report any safeguarding suspicions, concerns, allegations, or disclosures made by a mentee. See the reporting section for more information.</p>	<p>Maintain confidentiality about information which indicates that the mentee or those in close proximity to them are at risk of serious harm.</p>
<p>Ensure the relationship with a mentee that you have met through this programme remains professional at all times. The aim should never be to develop an intimate relationship.</p>	<p>Meet or engage with your mentee whilst under the influence of alcohol or drugs.</p>
<p>Respect an adult at risk's right to personal privacy but never agree to keep any information relating to their potential harm confidential.</p>	<p>Share your home address or encourage the mentee to share theirs. We recommend that you use your work phone and email address to contact your mentee where possible.</p>

You must	You must not
<p>Be aware that mentees can develop infatuations (crushes) towards mentors. If this is happening, you should inform your safeguarding contact, then respond to the situation in a way that maintains the dignity of all concerned.</p>	<p>Arrange a meeting where the purpose is not focused on supporting your mentee to access work or professional opportunities.</p>
<p>Discourage physical contact (if the meeting in person). If your mentee is upset and needs comforting, then ensure that this is done in a way that is respectful of their personal space (such as a sideways hug) and recognises the diversity of cultural norms with respect to touch (to avoid misinterpretation of your actions) with their full permission and where there are others present.</p>	<p>Photograph or film your mentee, or share photos and films of your mentee, without prior consent.</p>
<p>Agree on appropriate channels and times to contact your mentee (e.g., email or phone), and at what time of day/day of the week.</p>	<p>Investigate any safeguarding concerns or allegations yourself. Always use the process outlined in this document to document your safeguarding concerns and pass them to the appropriate point of contact.</p>



You must	You must not
<p>Be mindful to limit the personal information you share with mentees. If information of a personal nature is disclosed, the mentor should be clear about why they have done so and think through how they will respond to further questions/interest should it arise. Remember to ask yourself why you are disclosing information and what, if any, are the implications for the mentee who knows it.</p>	<p>Borrow/lend money, sell things to or buy things from; and/or accept gifts from your mentee. If at the end of your mentorship either of you would like to say 'thank you', a card is appropriate.</p>
<p>Read and understand the safeguarding procedures outlined in this document.</p>	<p>Accept, either for yourself or your family, free services from mentees where such services should normally be paid for.</p>
	<p>Serve as a witness for a mentee's will or be named as one of their executors.</p>
	<p>Rely on your position at the company to protect you if you do not follow the Code of Conduct.</p>

# References

LoGoSo Research Papers Nr. 3: Social Services for Vulnerable Groups in Germany: [https://refubium.fu-berlin.de/bitstream/handle/fub188/21906/3\\_Social\\_Services\\_for\\_Vulnerable\\_Groups\\_in\\_Germany.pdf?sequence=1&isAllowed=y](https://refubium.fu-berlin.de/bitstream/handle/fub188/21906/3_Social_Services_for_Vulnerable_Groups_in_Germany.pdf?sequence=1&isAllowed=y)

Directive 2013/33/EU of the European Parliament and of the Council of 26 June 2013 laying down standards for the reception of applicants for international protection (recast): <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32013L0033>

Asylum Act: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32013L0033>

Federal Data Protection Act: [https://www.gesetze-im-internet.de/englisch\\_bdsgr/](https://www.gesetze-im-internet.de/englisch_bdsgr/)

General Data Protection Regulation: <https://gdpr.eu/>

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Addressing vulnerabilities of protection seekers in German Federalism: [https://www.vulner.eu/78672/VULNER\\_WP3\\_Report1.pdf](https://www.vulner.eu/78672/VULNER_WP3_Report1.pdf)



