



TENT

Mentoring Refugee Women, Including Ukrainian Refugee Women

A Step-by-Step Guide
for Companies in Europe





T E N T

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 to integrate economically in their new communities. Tent was launched in 2016 by Hamdi Ulukaya, the CEO and founder of Chobani – a multibillion dollar food company in the U.S. – to mobilise global businesses to fill this gap by helping connect refugees to work. Today, Tent is a **network of over 300 major companies**¹ committed to hiring, training, and mentoring refugees. Find out more at www.tent.org.²

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This guide is based in part on Tent's "How companies can mentor refugee women in Europe" resource, which was developed in collaboration with Refugee Talent Hub in 2021.

Mentorship programme sponsors:



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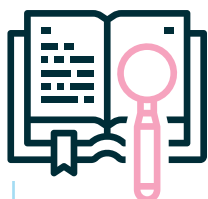
About Visa

Visa is a world leader in digital payments, facilitating transactions between consumers, merchants, financial institutions, and government entities across more than 200 countries and territories. Our mission is to connect the world through the most innovative, convenient, reliable, and secure payments network, enabling individuals, businesses, and economies to thrive. We believe that economies that include everyone everywhere, uplift everyone everywhere, and see access as foundational to the future of money movement. Learn more at www.visa.com.⁴



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How to use this guide

This guide advises companies on how to partner with the Tent Partnership for Refugees (Tent) to establish and implement a professional mentorship programme* for refugee women in Europe, including refugee women from Ukraine.

* The mentorship programme referenced by this guide is a particular initiative designed and supported by Tent. To find out more about the programme and how Tent can work with your company to set up and manage it, get in touch – email: mentorship@tent.org.

Mentorship can be incredibly beneficial in helping refugee women to find work and advance their careers. A mentorship programme can help refugee women to strengthen their professional skills, navigate new job markets, learn about workplace norms, and work towards career goals in their new country. Mentors offer refugee mentees career guidance, provide feedback on CVs and cover letters, and help mentees to develop a professional network, which can drastically improve their professional career.

This guide includes a background section to provide context on the barriers refugee women in Europe face when finding and securing work, guidance for mentorship coordinators and mentors, and suggested topics/content for mentor-mentee meetings. Because the vast majority of Ukrainian refugees* of working age in Europe are women, this guide also provides a more in-depth background on this particular refugee group.

* Please note that this guide will use the term “Ukrainian refugees” to refer to all people who have been displaced from Ukraine, including those who are not of Ukrainian nationality.

Appointing a mentorship coordinator

A mentorship coordinator will manage the mentorship programme and be the official point of contact for mentors. Some mentorship coordinators may work within a company’s human resources (HR), corporate social responsibility (CSR), or diversity, equity, and inclusion (DEI) team, but they could hold any role.

Recruiting mentors

The mentorship coordinator will be responsible for recruiting employees to volunteer as mentors.

Mentorship can be an enriching professional and personal experience for both mentors and mentees. Refugee mentees bring new perspectives, talent, and skills from which mentors can learn. In addition, mentors have the opportunity to develop their leadership skills, communication abilities, and cross-cultural competencies.

This mentorship programme was designed by Tent as an initiative that empowers refugee women. However, this programme should not be limited to female mentors – in fact, people of any gender can and should be allies to refugee women, and all employees are invited to participate as mentors.

Background on refugee women





Before partnering with Tent to develop a mentorship programme for refugee women, it is important to understand who they are, as well as the challenges they face when trying to find, secure, and maintain work in Europe.

Companies should understand that not all refugee women are the same. Mentees will have different backgrounds, skills, personalities, and motivations. They will each face unique obstacles in their efforts to realise their personal and professional goals.

That said, there are some common challenges refugee women experience – for example, a lack of access to childcare, a lack of proficiency in their new country’s official language(s), and/or difficulties in getting their academic transcripts recognised. These barriers can impede their ability to find and secure meaningful employment.

To provide a better understanding of these challenges, it is best to begin by defining who refugee women are and explaining the situation in Europe. Because the vast majority of Ukrainian refugees of working age in Europe are women, this section also provides a more in-depth background on this particular refugee group.

Who is a refugee?

A refugee is protected by international law and defined under the 1951 Refugee Convention as “someone who is unable or unwilling to return to their country of origin owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion”. By the end of 2021, there were 27.1 million people with refugee status globally, and approximately 3.2 million refugees hosted in Europe, according to the United Nations Refugee Agency (UNHCR).⁵

Who is an asylum seeker?

An asylum seeker is someone who has left their country of origin and is seeking protection from persecution and human rights violations in another country, but who has not yet been legally recognised as a refugee and is waiting to receive a decision on their asylum claim. Once granted asylum status by their new country’s government, asylum seekers are officially allowed to stay in the country. By the end of 2021, there were approximately 790,000 asylum seekers hosted in Europe.⁶

In several European countries, there is no time limit for the government to make a decision on an asylum application, so it could take several years. Some European countries do not allow asylum seekers to work or study until they are officially granted asylum status.














Access to Europe's labour markets

Since the right to work for refugees and asylum seekers can vary from country to country, mentorship coordinators and mentors should understand their country's policies before committing to the mentorship programme. Mentorship coordinators should consult with Tent to obtain guidance on right-to-work issues in their country, and share this information with mentors.

Who are refugee women in Europe?

By the end of 2021, prior to Russia's invasion of Ukraine, European countries were hosting approximately 3.2 million refugees – primarily from Syria, Afghanistan, Iraq, and Eritrea.⁷ Gender ratios of refugee populations can vary greatly between countries, but UNHCR provides an overall view, estimating that 44% of all "people displaced across borders" in Europe are women and girls.⁸

The table below shows the top 15 refugee countries of origin in Europe by the end of 2021:⁹

Country of origin	Refugees under UNHCR's mandate
 Syria	1,075,107
 Afghanistan	379,355
 Iraq	242,815
 Eritrea	198,740
 Iran	107,710
 Somalia	99,743
 Venezuela	95,248
Unknown	78,859
 Turkey	78,431
 Russia	60,739
Stateless	52,133
 Sri Lanka	49,565
 Sudan	45,506
 Nigeria	42,426
 Democratic Republic of the Congo	41,867

Have refugee women successfully integrated into European labour markets?

According to the European Commission's most recent survey of Europe's labour force, from 2016, the overall average employment rate among refugees is 56%, meaning that it takes them up to 20 years to have a "similar employment rate" as their native-born counterparts.¹⁰

The study also found that the average employment rate among refugee women is 45% – 17 percentage points lower than that of refugee men, and 6 percentage points lower than that of women born outside of the European Union (EU).¹¹

Barriers to employment

Refugee women experience various forms of inequality, including structural gender inequality. In Europe, gender-based discrimination in the job market continues to persist despite the efforts of European institutions. Gender disparities can limit a refugee woman's opportunities to find, secure, and maintain work. These disparities are exacerbated by other factors relating to discrimination based on race, ethnicity, religion, disability, and sexual orientation.

In addition to structural gender inequalities in Europe, refugee women are already at a disadvantage due to gender disparities and discrimination in their country of origin. Due to societal norms, refugee women often have had less access to education and/or vocational training than men in their home country.¹² They may also have a lack of time or resources to seek paid employment if they are tasked with taking care of the household or other family members. Refugee women may also have had less access to financial services in their country of origin compared to men, hindering their ability to achieve financial stability.¹³

When refugee women arrive in their new country, they may have fewer professional skills and work experiences than refugee men due to these underlying gender inequalities. However, the employment gap for refugee women is not necessarily due to a lack of professional experience or education. Some refugee women may have built impressive careers in their home country, but have been forced to start over when they arrive in their new country. Some women may have lost their jobs as a result of the crisis from which they fled.

Regardless of their professional experience in their country of origin, when refugee women arrive in their new country, they face many barriers to securing paid employment. These include logistical obstacles such as complex bureaucratic processes, as well as high fees associated with obtaining legal documentation and/or validating credentials needed to access the job market. Other challenges include reduced access to social networks, limited access to mobility, absence of childcare, low proficiency in the local language, and weak knowledge of their rights or resources they can access.

The role of mentorship

Mentorship can help to strengthen refugee women's skills, expand their professional networks, and better understand an unfamiliar job market or field(s) of interest. Mentorship can also help to advance the careers of refugees who already have a job.

It can also greatly benefit companies – not only by providing development and coaching opportunities for new managers, but also by helping staff to improve their communication skills and develop cross-cultural competencies. A company's workforce may also be proud of their employer's commitment to supporting refugees, strengthening its culture and increasing staff retention.

Background on Ukrainian refugee women















Since Russia's invasion of Ukraine on 24 February 2022, millions of Ukrainians have fled their home country. This mass exodus of people is one of the fastest forced displacement crises in history and the largest since the Second World War.¹⁴

One year later, European countries west of Ukraine host 4-5 million Ukrainian refugees, with Poland and Germany hosting the most.¹⁵

The table below shows the top 10 locations in Europe where Ukrainian refugees have been recorded:¹⁶

Country of origin	Data date	Refugees under UNHCR's mandate
 Poland	03/04/2023	1,581,148
 Germany	25/03/2023	1,056,628
 Czech Republic	02/04/2023	504,352
 The UK	28/03/2023	198,700
 Italy	17/03/2023	173,213
 Spain	03/04/2023	172,682
 France	31/10/2022	118,994
 Slovakia	02/04/2023	113,253
 Romania	02/04/2023	107,706
 Moldova	03/04/2023	106,634

Access to Europe's labour markets

To help countries deal with such high numbers of displaced people arriving at their borders, the EU activated the Temporary Protection Directive (TPD) on 4 March 2022 to enable EU Member States to move rapidly to offer protection and rights to people fleeing Ukraine. It grants individuals immediate protection, as well as access to housing, employment, medical care, education, and more for up to three years.

The purpose of the TPD is to establish minimum standards for giving temporary protection. This means that individual EU Member States can go further than what is set out in the directive – for example, by granting more generous rights or widening the scope of who is eligible. The directive does not apply to Denmark, for example, due to its opt-out from EU policies (although it has introduced a similar status via national legislation). Because it is no longer an EU Member State, the UK is also not bound by the TPD. Instead, it has introduced alternative national protection programmes.

See Tent's "[*Guidance for European Companies on Hiring Refugees From Ukraine*](#)" resource¹⁷ to find out more about the TPD and the rights Ukrainian refugees have to work in Europe.

Who are Ukrainian refugee women in Europe?

With Ukraine's general mobilisation order requiring men aged 18 to 60 to stay within the country, UNHCR estimates that 90% of Ukrainian refugees are women and children.¹⁸

According to UNHCR, seven in 10 Ukrainian refugees have "completed higher levels of education" (i.e., have a bachelor's degree or higher), and most (63%) were employed or self-employed before leaving Ukraine, with "diverse professional and occupational backgrounds".¹⁹

The table below shows the top 10 skills backgrounds of Ukrainian refugees:²⁰

Skills background*	%
Education	16
Trading	12
Professional services	10
Health and social services	7
Other services	6
Accommodation and food	5
Financial services	5
Personal services	5
Construction	3
Agriculture	3

* Multiple responses were possible

Key languages

Around 20 languages are spoken in Ukraine. The two most widely spoken are Ukrainian and Russian. According to the country's 2001 Census, 67% of the population speak Ukrainian as their first language, and 30% speak Russian. Other languages spoken by the population as a first or second language include Romanian, Crimean Tatar, Bulgarian, and Hungarian.²¹

Although not an official language in Ukraine, English has become more important. EF Education First's English Proficiency Index 2022 found Ukraine to have only "moderate" English proficiency, ranking 35 out of 111 surveyed countries.²²

Barriers to employment

While 35% of Ukrainian refugees in Europe are currently employed or self-employed (in their new country or remotely), “the majority are employed at a lower level than previously in Ukraine, with a higher prevalence among women than men,” according to UNHCR.²³ An estimated 12% of Ukrainian refugees are engaged in professional training. More than one in five Ukrainian refugees are unemployed and actively looking for work opportunities.²⁴

Although childcare has been identified by UNHCR as a barrier to accessing employment, “limited knowledge of the local language”, “skills mismatches”, and “difficulties in skills recognition and lack of decent work opportunities” are more prevalent.²⁵

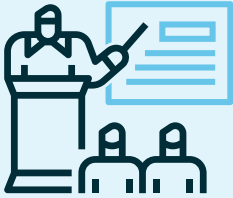
More information about Ukrainian refugees

For more information about Ukrainian refugees, see:

- The European Commission’s [**“Solidarity with Ukraine” website**](#),²⁶ which provides practical information about the EU’s support to Ukraine.
- Tent’s [**“Guidance for European Companies on Hiring Refugees From Ukraine” resource**](#),²⁷ which includes information about the EU’s TPD and the rights Ukrainian refugees have to work in Europe.
- UNHCR’s [**“Intentions and Perspectives of Refugees from Ukraine #3” report**](#).²⁸
- HIAS and VOICE’s [**regional assessment**](#)²⁹ of the needs of women and girls fleeing Ukraine.



Guide for mentorship coordinators



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

As mentorship coordinator, you will be responsible for recruiting colleagues to become mentors, serving as a point of contact for mentors and Tent, organising administrative aspects of the programme, and more.

Tent has also produced a separate **implementation guide**³⁰ that outlines the logistical components of this particular mentorship programme, including a timeline and FAQs. Please email mentorship@tent.org if you have not received this or are having issues accessing the document.

The benefits of mentorship for your colleagues and company

Serving as a mentor is an opportunity for employees to share their knowledge and expertise with refugee women who can benefit greatly from this guidance. This individualised support will help refugee women to settle on career goals and strategy, build professional networks, navigate your country's job market, and find and secure more advanced jobs.

Participating in this mentorship programme will also help your colleagues to strengthen their communication abilities and develop cross-cultural competencies. Furthermore, your company will be demonstrating its commitment to diversity and inclusion by supporting a marginalised group. Your colleagues will be proud to see their company supporting one of the most vulnerable populations in Europe.

Most importantly, working with a mentor can have a hugely positive impact on the professional success of a refugee woman. By serving as role models, providing resources on how to succeed in the workplace, and helping mentees to build their professional networks, mentors have an opportunity to change the course of a refugee woman's life.



Suggested components of a mentorship programme for refugee women

- Mentors and mentees meet at least six times for 60 to 90 minutes during a four- to six-month period, either online, through meetings at your company's office, or informal gatherings outside of the office. Meetings can happen more frequently if a mentor, mentee, or your company would prefer (see the [Guide for mentors](#) chapter for meeting resources, including mentor-mentee exercises).
- Mentors and mentees discuss the local job search process, including tips on CVs, cover letters, and LinkedIn.
- Mentors and mentees reflect on cultural norms in the workplace.
- Mentors support mentees to access a professional network in their field(s) of interest.
- Mentors and mentees learn from each other's professional experiences.
- Mentors and mentees practise the local language as much as possible.
- Mentors and mentees develop leadership and communication skills by providing feedback to each other.

Steps for implementing a mentorship programme for refugee women

01 Recruit mentors at your company

02 The mentor-mentee matching process

03 Prepare mentors for their role

04 Support mentors and mentees over the course of the programme

05 Measure success with a post-programme survey

01

Step one:

Recruit mentors at your company

One of your primary responsibilities as mentorship coordinator is to recruit employees at your company to serve as mentors. Tent recommends recruiting mentors from a variety of professional and personal backgrounds.

This mentorship programme was designed by Tent as an initiative that empowers refugee women. However, this programme should not be limited to female mentors – in fact, people of any gender can and should be allies to refugee women, and all employees are invited to participate as mentors.

Since you will be exchanging information about mentors and mentees with Tent, please ensure that you are adhering to your company's internal privacy and data safeguarding policies, and General Data Protection Regulation (GDPR).

Steps for recruiting mentors at your company:

1. Develop and implement a strategy for recruiting mentors. Examples include:
 - Emailing employees at your company with the support of HR or internal communications colleagues (see the [Appendix](#) for a sample email).
 - Highlighting the initiative at company events.
 - Posting about the initiative in internal company channels, such as Slack or Microsoft Teams.
2. Share a link to a registration form provided by Tent to sign up mentors to the programme (see the [implementation guide](#)³¹ for more information).

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3. Share this resource with mentors so they have full visibility of all content related to the mentorship programme.



Refer to the [implementation guide](#)³² for further details and feel free to reach out to Tent if you need additional guidance – email

mentorship@tent.org

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Step two: The mentor-mentee matching process

Tent works with a network of NGOs, community organisations, and other groups that service refugees to recruit mentees for this programme.

Employees and refugees will be able to sign up as mentors and mentees at any time through an online tool created by Tent. The process is as follows:

1. Once a mentee signs-up, Tent will match them to a suitable mentor.
2. Once a mentor is identified, the mentee will receive an automated email from Tent asking them to confirm their participation in the mentorship programme.
3. After their mentee confirms their participation, the mentor will receive an automated email asking them to attend online training provided by Tent (throughout the programme, mentors and mentees will have access to additional online resources).
4. Mentors will be asked to arrange the first session with their mentee after they complete their training.

See the [implementation guide](#)³³ for the latest information about how mentor-mentee matching works, including a step-by-step process flow and details about who is responsible for doing what.



Feel free to reach out to Tent if you need additional guidance – email mentorship@tent.org

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Step three:

Prepare mentors for their role

All mentors who take part in the mentorship programme are required to participate in a Tent training webinar to learn best practices for supporting their refugee mentee. But you should also provide mentors at your company with guidance on how best to prepare for their mentorship experience by sharing the [Background on refugee women](#) and [Background on Ukrainian refugee women](#) chapters of this guide with them in advance of their first mentee meeting. This will provide mentors with a chance to learn more about the challenges refugee women face, as well as best practices for stepping into a mentoring role. Additionally, you should direct mentors to review the meeting resources included in the [Guide for mentors](#) chapter in advance, so they can anticipate what to expect as they take on the role.

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

The agenda for this informational mentor session could include:

- Objectives of the mentorship programme.
- A summary of the steps involved.
- Background information on mentees: where they come from, challenges they face, etc.

At this meeting, it may also be useful to provide best practices for building relationships across cultures. Mentors who may have mentored before or have experience of working with refugees can give advice to the rest of the group.



Refer to the implementation guide³⁴ for further details and feel free to reach out to Tent if you need additional guidance – email

mentorship@tent.org

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Step four:

Support mentors and mentees over the course of the programme

Support for mentors

For the duration of the mentorship programme, you are the mentors' point of contact if questions or concerns arise. Mentees may wish to discuss issues that go beyond the knowledge and experience of their mentor – for example, reuniting with family, legal issues, etc. It is important to note that neither you nor your colleagues are professionally trained on refugees' mental health challenges, legal statuses, or other such issues. In the initial meeting between a mentor and mentee, they can agree on the boundaries of their relationship, logistics (e.g., the best way to contact each other and 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. Should a mentor report a conversation with their mentee they feel is outside the scope of the mentorship programme, or which is inappropriate or concerning, do not keep this information to yourself or attempt to manage a situation on your own. If a mentor raises such a concern, please raise it with Tent or the NGO that referred the mentee (if you know this information) as soon as possible. **Do not share sensitive information with anyone other than Tent or the NGO.**

Checking-in

Tent recommends that mentorship coordinators send a check-in email to mentors and mentees at the midpoint of their four to six months together, offering to meet if anyone has questions. During these check-ins, mentors and mentees can share and discuss their concerns and progress.

Rematching

In general, Tent advises against rematching mentor and mentee pairs, as the aim is to allow them to develop a strong relationship over the duration of the programme. However, if a mentee is uncontactable, or if there is a concern about them, please raise this with Tent, which will do its best to assign another mentee.



For information about what to do if a mentee is uncontactable or if a mentor would like to request a new mentee, see the [implementation guide](#).³⁵

Feel free to reach out to Tent if you need additional guidance – email mentorship@tent.org

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Step five:

Measure success with a post-programme survey

At the end of the mentorship programme, Tent will distribute programme evaluation surveys to both mentors and mentees so they can report back on their experience. Mentors will be asked to complete this survey as a way to indicate completion of their match. These surveys are a great way to measure impact, and unearth best practices and lessons learned, so that Tent can strengthen the mentorship programme year after year. Tent will share the results of these surveys with companies.

Tent will also provide certificates to mentors and mentees at the end of the programme to recognise their efforts. Mentors must complete the post-programme survey to receive their certificate.



Refer to the implementation guide³⁶ for further details and feel free to reach out to Tent if you need additional guidance – email

mentorship@tent.org

Ensuring the long-term success of the mentorship programme

This mentorship programme was designed by Tent to continue on a rolling basis (see the [implementation guide](#)³⁷ for more information).

If you are leaving the company or need to step back from your mentorship coordinator responsibilities after the first iteration of the programme, it is your responsibility to find a new mentorship coordinator at your company to continue running the programme. Make sure to hand over all essential relationships and resources to the new mentorship coordinator. Mentors should be encouraged to renew their participation in the programme if they have had a positive experience.

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



Recap: programme checklist for mentorship coordinators

- Develop and implement a strategy for recruiting mentors.

- Share a link to a registration form provided by Tent to sign up mentors to the programme.

- The mentor-mentee matching process:
 - Once a mentee signs-up, Tent will match them to a suitable mentor.
 - Once a mentor is identified, the mentee will receive an automated email from Tent asking them to confirm their participation in the mentorship programme.
 - After their mentee confirms their participation, the mentor will receive an automated email asking them to attend online training provided by Tent (throughout the programme, mentors and mentees will have access to additional online resources).
 - Mentors will be asked to arrange the first session with their mentee after they complete their training.

- Prepare mentors for their role by sharing the relevant content and resources, and by planning an informational meeting.

- Offer at least one mid-programme check-in meeting for mentors and mentees in case they need to raise any concerns.

- Tent distributes post-programme surveys to mentors and mentees.

- Tent provides certificates to mentors and mentees.

- If you do not plan to reprise your role as mentorship coordinator, find a new mentorship coordinator at your company and hand over any key relationships and resources.



Refer to the implementation guide³⁸ for further details and feel free to reach out to Tent if you need additional guidance – email mentorship@tent.org

Guide for mentors

This guide contains information and advice that will equip you to serve as a mentor in your company's mentorship programme for refugee women. Participating in this programme is an opportunity for you to strengthen your inclusive leadership skills, cross-cultural competencies, and communication abilities, and make a difference in a refugee woman's life. You can also learn from the experiences of professionals from another country.

For your mentee, this mentorship programme is an opportunity to broaden their own social and professional networks, exchange experiences, and receive guidance from you as a trusted resource as they navigate their career path and your country's job market.



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The mentorship programme

Programme overview

You will be matched with a refugee woman who will be your mentee for the duration of the mentorship programme. As a mentor, you will be expected to:

- Meet with your mentee at least six times within a four- to six-month period. Tent recommends having in-person meetings as much as possible, but these could also be held online. You can schedule meetings at your company's office or at informal gatherings outside of the office to work together on professional development topics including:
 - **Career goals and self-assessment**
 - **CVs and cover letters**
 - **LinkedIn**
 - **The interview process**
 - **Networking**
 - **Key learnings and next steps in your mentee's job search**
- Discuss and reflect on differences in workplace cultural norms with your mentee.
- Exchange professional experiences with your mentee and expand their professional network by making introductions between them and your contacts.
- Provide feedback via the end-of-programme survey.

The role of the mentorship coordinator

The mentorship programme at your company will be managed by one of your colleagues who is designated to serve as mentorship coordinator. This person is responsible for managing all administrative aspects of the programme.

In addition, the mentorship coordinator will be your primary point of contact should any questions or challenges arise over the course of the programme.

The matching process

To begin your role as a mentor, you will need to fill out a registration form about your professional and personal background. You can also share your expectations as a mentor (e.g., what you expect from the programme, how often you would like to be in touch with your mentee, etc.). Tent will match you with a mentee and confirm the details of this via email. Before you can connect with your mentee, you must complete online training provided by Tent (information about this will be included in Tent's email to you).

Mentor-mentee meetings

You will be expected to meet with your mentee at least six times for 60 to 90 minutes over a four- to six-month period. 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, suggest an alternative time to meet. Mentors are expected to take the lead on scheduling.

As this mentorship programme is focused on professional development, you will be expected to cover a range of topics with your mentee. The final section of this chapter includes suggested topics/content for mentor-mentee meetings, as well as suggested exercises to work through together during them. **Be sure to know if your mentee has the right to work before recommending them for any position or helping them to apply for any roles.**



See Tent's "[Guidance for European Companies on Hiring Refugees From Ukraine](#)" resource³⁹ to find out more about the rights Ukrainian refugees have to work in Europe.

You should also consider reaching out to your mentee at other times of the year that are relevant to them. This can help to build rapport and develop your relationship. Some occasions where this may be appropriate include a special occasion such as your mentee's birthday, or religious holidays they celebrate.

Advocating 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.

Post-programme feedback

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



How to be an effective mentor

Understanding 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 develop a plan to achieve these. You will also have the chance to help them build confidence in their professional abilities while adapting to a new country.

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

As you step into your role as a mentor, Tent recommends focusing on providing your mentee with guidance rather than solutions. Remember that 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 who might be able to help them build skills outside of your area of expertise.

It is also important to foster trust between you and your mentee. Refugee mentees, especially those who have recently arrived in your country, may experience feelings of intimidation and/or unfamiliarity when interacting with you as a mentor for the first time. Showing that you have a genuine interest in getting to know your mentee as a person, while being careful not to ask probing questions that may trigger trauma, can help them to feel comfortable and create a bond between you. It can also be helpful to share some of your own personal and/or professional story, as you feel comfortable, to foster a two-way relationship and build a strong foundation for the mentorship journey.

Being aware of potential sensitivities

Working with refugees requires paying attention to sensitive issues. Your role is not to act as a social worker or psychologist. You must respect important boundaries. Do not ask probing questions about your mentee's life in their country of origin and/or how and why they fled, as this may require them to relive traumas. It is appropriate to ask about your mentee's professional experiences before and after arriving in your country, but it is not appropriate to ask

questions about family, conflict, or any specifics that led your mentee to leave their country of origin. Your mentee may voluntarily share this kind of personal information. If this happens, you are welcome to engage in the conversation if you both feel comfortable doing so.

It is important to honour your mentee's identity as an individual and professional. Keep in mind that there may be considerable cultural, political, and philosophical differences between the two of you. Tent advises that mentors refrain from engaging with mentees on politics and other sensitive topics.

It is also important to respect and appreciate your mentee's unique career goals. Be conscious of the fact that refugees often need immediate opportunities to make a living when they are resettled. If they are not fluent in your country's official language(s), or if their credentials are not recognised locally, your mentee may need to work in lower-paying or lower-skilled jobs before they prepare themselves to find work in their field(s) of interest or expertise. Some refugee women may be content with remaining in lower-paying or lower-skilled roles longer-term, while for others, these kinds of roles may be necessary to make a living, as well as providing a stepping stone to jobs in their field(s) of interest.

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

Managing expectations

Be clear with your mentee about what to expect from your relationship and ask them about their expectations from the programme. 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 them landing a job by the end of the programme. Emphasise this to your mentee upfront to avoid disappointment or misunderstanding down the line. It may also be important to manage expectations about the types of job your mentee may secure. Remind your

mentee that they may not find their dream job right away, but add that each job is a stepping stone towards their career goals.

Things your mentee can expect of you include:

- Discussing their career goals (or helping to build career goals based on experience, education, interests, and transferable skills), current work situation, and any obstacles they face in finding, securing, and maintaining work in your country.
- Working together to sharpen their job acquisition skills.
- Explaining CV, cover letter, and LinkedIn fundamentals, and offering your feedback on their CV, cover letter, and LinkedIn profile.
- Discussing networking and potentially connecting your mentee with relevant contacts in your professional network.
- Unpacking the social and cultural norms of workplaces in your country.
- Advocating for your mentee when you come across opportunities for them to keep building their professional network.
- Helping your mentee to 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, cover letters, and job applications or doing other activities to support your mentee outside of your scheduled meetings. If you are not sure, or if you and your mentee find it difficult to discuss these issues alone, contact the mentorship coordinator for advice.

For the duration of the mentorship programme, you are your mentee's point of contact if questions or concerns arise. Mentees may wish to discuss issues that go beyond your knowledge and experience. Examples might include legal issues and reuniting with family members. It is important to note that neither

you nor your colleagues are professionally trained on refugees' mental health challenges, legal statuses, or other such issues. Be honest with your mentee about your areas of expertise. Should you have a conversation with your mentee that you feel is outside the scope of the mentorship programme, or which is inappropriate or concerning, do not keep the information to yourself or attempt to manage a situation on your own. Report it to the mentorship coordinator immediately. **Do not share sensitive information with anyone other than the mentorship coordinator.**

Supporting your mentee post-programme

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

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

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

Your mentee will also be encouraged to establish clear expectations with you about how involved they would like to be after the mentorship programme ends.

Mentor–mentee meeting resources

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, Tent has identified a series of relevant topics for you to discuss with your mentee at each of your meetings:

- 01** Career goals and self-assessment*
- 02** CVs and cover letters
- 03** LinkedIn
- 04** The interview process
- 05** Networking
- 06** Recap and next steps

Below you will find meeting pre-reads, along with suggested exercises for you to work through with your mentee at each meeting.

** Resources for this first meeting also include tips for setting expectations with your mentee regarding the mentorship programme and your relationship. Even if you 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 time together.*

01

Meeting one: **Career goals and self-assessment**

Purpose of the meeting

- ▲ Get to know each other.
- ▲ Establish goals and expectations for mentorship.
- ▲ Develop concrete steps for building a career in your country.
- ▲ Agree on next steps.

Exercises

1. Get to know each other

- Use the following conversation starters to share some of your own experiences and background. Tell your mentee:
 - **About your own professional and educational history, and future career goals.**
 - **The reason you joined this programme as a mentor.**
 - **What you hope to gain by serving as a mentor.**
- Your mentee may be hesitant to open up immediately, so asking surface-level questions is a good place to start as an icebreaker. It is important for your mentee to feel like you care about getting to know them as a person. You can show a genuine interest in your mentee while also being careful not to ask probing questions that may trigger trauma.

2. Establish goals and expectations for mentorship

- Does your mentee currently have a job? If so, where does your mentee currently work? If not, ask about any obstacles they face in finding, securing, and maintaining work in your country (see the **Background on refugee women** and **Background on Ukrainian refugee women** chapters for more information about the employment barriers refugee women face).

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- Does your mentee have prior professional experience – for example, previous jobs, internships, and/or work experience? If not, what specific skills does your mentee have that could be transferable in an employment setting?
 - Does your mentee have specific career aspirations – for example, an interest in a certain industry or professional skill set?*

** If your mentee does not have a specific professional goal in mind, you can guide them by asking questions such as:*

- *What does work mean to you?*
 - *What do you value the most from work?*
 - *What motivates you to work?*
 - *What would you like to do for a job?*
- What is your mentee's motivation to enter a specific field(s)?
 - Ask about their long-term career aspirations: what steps do they think they need to take to find a job that matches this vision? What support will they need to realise these aspirations?
 - Discuss educational opportunities: is your mentee interested in going to university or securing a high school equivalency degree, taking a language course, or vocational training?
 - Agree on goals for the mentorship programme and come up with a "wishlist" of things you both want to accomplish (share this during the next meeting).
 - Confirm that your mentee understands that you will be supporting their professional development over the coming months, but also that you cannot guarantee being able to help them find and secure a job within the time frame.

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- Discuss with your mentee about the best method of communication for both of you, the best time of day to meet, and whether in-person or online meetings are best. Be mindful of how much extra these options may cost your mentee. If possible, call your mentee to save their mobile data or ask your company to pay for their transport costs if you meet in person.

NEXT STEPS

1. Discuss ways that you can be supportive in the coming weeks and consider setting deadlines for any next steps.
2. Establish expectations for following-up and any other communication between meetings. Be clear on boundaries around when and how you will communicate with your mentee.
3. Briefly go over the meeting plans recommended in this guide. Although there are only six meeting plans, tell your mentee that you can break up the content as needed depending on their desired pace. If you go through all of the recommended meeting plans before the six required sessions have been completed, ask your mentee what they would like to work on for the remaining sessions.
4. Let your mentee know that the next meeting will cover CVs and cover letters. Ask your mentee to send you their CV and a sample cover letter for you to review together during the next meeting. If your mentee does not have these documents, let them know that you can begin drafting these together during the meeting.

02 Meeting two: CVs and cover letters

Purpose of meeting

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

Here are some suggested agenda items for this meeting:

- ▲ Discuss the purpose and function of CVs and cover letters.
- ▲ Review and edit your mentee's CV and cover letter, and explain how to tailor these materials for your country's job market.

Consider bringing printed copies of your own CV and a cover letter to share with your mentee as an example of how these documents are prepared in the context of your work. Have an open discussion about CVs and cover letters in your country and your mentee's country of origin. Aim to understand: are CVs and cover letters used in your mentee's country of origin? What information should be included and why?

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

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 your country's job market, including what elements of a CV are most important (e.g., content, design, etc.).
- Review how CVs can be uploaded to recruitment websites.
- Discuss the purpose of cover letters. Share with your mentee how to properly format cover letters in your country.
- Discuss what elements of a CV and cover letter will make a strong impression with recruiters, and why. Consider sharing your personal experiences, positive and negative, and ask for theirs.
- Explain that while having a strong CV and cover letter is essential, interviewing, communication, and networking skills (which you will cover in upcoming meetings) are also critical to landing a job.
- If you have time, touch on email etiquette as it pertains to the job application process.

2. Edit your mentee's CV together

- Review your mentee's CV together and discuss potential edits as you go. Talk through the changes you are suggesting so that your mentee can understand why you are making them, but try not to take over the entire process; your mentee is in charge of their own CV.

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- Talk through CV format and length. Discuss the importance of being concise while still accurately reflecting previous experiences and skills.
 - Be sure to explain which CV components are critical in your country and field(s) of expertise, especially with regards to education and work experience.
 - If your mentee's refugee status is currently certain (e.g., if it is not pending or expiring), and they are comfortable with it, it may be helpful to find somewhere on the CV to explicitly note that they are authorised to work in your country – for example, adding "Authorised to work in [country]" at the end of the summary section.
 - If your mentee is comfortable with it, discuss how you can reflect any breaks in their CV, whether it was for breaks between contract work or other reasons, such as their refugee journey.
 - Before you finish this exercise, make sure that your mentee is comfortable implementing the suggested changes while giving them space not to implement the suggested changes with which they disagree.

3. Review your mentee's cover letter together

- Discuss with your mentee how cover letters are used in your country. Ask them if they have written a cover letter before and if/how they are used in their country of origin. Share your experiences of how you have used cover letters in the past. Discuss how cover letters could highlight your mentee's skills and experiences to make them a stronger candidate for a job.
- Discuss best practices for cover letter writing in your country and, if you have the relevant expertise, in your mentee's field(s) of interest. Without taking over the process, ask your mentee if they would like to draft a sample cover letter and offer to review it with them. It may be helpful to think of this

cover letter as a template, which your mentee can customise for different job applications.

- Review your mentee's cover letter together. Provide feedback and explain why you are recommending each change. Listen carefully to your mentee's thoughts and ideas. Ask them why they think it is good, why they wrote it this way, etc. Focus only on feedback that would be transferable to future cover letters.
- Before you finish this exercise, make sure that your mentee is comfortable implementing your feedback independently.

NEXT STEPS

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

03

Meeting three: **LinkedIn**

Purpose of meeting

This meeting focuses on LinkedIn. If your mentee is familiar with it and already has a profile prepared for review, it may take only one meeting to review and discuss. If your mentee has not created a profile, you may need to split this topic into two different meetings to make sure that there is enough time to discuss drafting and reviewing it together.

Here are some suggested agenda items for this meeting:

- ▲ Discuss the purpose and function of LinkedIn.
- ▲ Review and edit your mentee's LinkedIn profile, and explain how to tailor it for your country's job market.

Consider bringing a printed copy of your own LinkedIn profile to share with your mentee as an example of how it can be prepared. Have an open discussion about LinkedIn use in your country and your mentee's country of origin. Aim to understand: is LinkedIn used in your mentee's country of origin? What information should be included and why?

If your meeting will be held online instead of in person, make sure that you share the screen with your mentee to look at the same LinkedIn profile together during the meeting.

Exercises

1. Discuss the purpose and function of LinkedIn

- If they are not already familiar with it, introduce your mentee to LinkedIn. Explain the similarities and differences between a CV and LinkedIn. You can also show them your LinkedIn profile and explain how it works. Discuss which elements of a LinkedIn profile will make a strong impression with recruiters and industry contacts, and why. Consider sharing your personal experiences, positive and negative.

Note that your mentee might not be comfortable setting-up a public LinkedIn profile or using a headshot photo due to safety and security or cultural concerns. Approach this topic sensitively and explain the different privacy options available to them. Respect your mentee if they choose not to create a LinkedIn profile.

- Touch on LinkedIn message etiquette as it pertains to the job application and business networking processes.

2. Create and/or improve your mentee's LinkedIn page

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

NEXT STEPS

1. You may want to ask your mentee to revise their LinkedIn profile based on the feedback you shared during the meeting. Taking into account what their priorities are, you may agree on a timeline for these revisions and ask them to send an updated version to you so that you can share any additional feedback.
2. If you covered LinkedIn message etiquette in this session, consider sending practice messages that exemplify the expected communication style.

04

Meeting four: **The interview process**

Purpose of meeting

- ▲ Discuss the fundamentals of job interviews.
- ▲ Conduct a mock interview.
- ▲ Discuss following-up on an interview.

Exercises

1. Discuss the fundamentals of job interviews

- Discuss the importance of interviews to the job search process. Interviews are a way for a company to judge if candidates are a good fit for the company and position. It is important to practise for interviews, as the ability to interview well is crucial to finding a job.
- Have a conversation about how to talk about one's experience and strengths during an interview. This might be a new cultural experience for your mentee. It can be helpful to share your own response to a common interview question such as "tell me about yourself" to demonstrate how to confidently state your experience, education, and expertise to a potential employer.
- Suggest helpful best practices for interviews. Share insights about how to answer questions in ways that highlight your mentee's strengths, skills, and experiences, and how to avoid common interview mistakes. Discuss strategies for performing well in interviews in your country, which may be different from your mentee's country of origin.

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- Exchange basic expectations around concepts such as punctuality, personal appearance, reliability, and good communication. Understanding your country's norms and expectations can dramatically improve your mentee's preparedness for an interview. For example: should you or should you not ask questions during an interview? If yes, what kind of questions?
 - Discuss the role of "small talk". Interviewers often start an interview with small talk to build a connection with interviewees before the interview, or to see how the applicant engages with new people. This can differ from country to country.
 - Discuss the importance of researching the company prior to the interview. It is important to know basic information about the company. It can also be smart to prepare a few questions about the company that can be asked during the interview.
 - Create a list of standard questions interviewees can ask at the end of the interview. Explain that it is common for interviews to end with asking the applicant what questions they have for the company, and that it is important to ask questions, as it demonstrates interest in the company and position.
 - Have an open dialogue about proper dress code for interviews in your mentee's field(s) of interest. Every sector has different expectations for dress code based on social norms and rules. For example, jeans and trainers may not be appropriate for a job interview in some fields. Discuss with your mentee what the proper dress code is for a business setting while leaving room for personal interpretation from their side. You should not discourage any religious garments.
 - Discuss common challenges women face in an interview setting. Perhaps your mentee can share challenges they have experienced in previous interviews, such as being asked about how they balance work and childcare, or questions regarding the norms of working women in your mentee's country of origin. Discuss how they have answered these questions in the past and share your experiences of answering challenging questions during

an interview. Depending on your mentee's situation, you can discuss how they might inquire about benefits that are available to employees at the company, such as parental leave.

- Identify best practices for approaching a virtual interview, whether on the phone or via online meeting platforms such as Zoom or Microsoft Teams.
- Discuss how to evaluate potential employers, including their commitment to women-inclusive policies and workplaces. Asking other refugees and women about their employment experiences and/or specific companies as part of the networking process (which you will cover in your next meeting) is a good place to start.

2. Conduct a mock interview

- Spend most of your meeting together practising interview skills. Tell your mentee that this is a safe way for them to practise what it is like to interview for a job and let them know that you will offer feedback on how to improve their interviewing skills.

*For a list of questions to use in your practice interview, Tent recommends using the **[CBS International Business School list of common interview questions and answers](#)**.⁴⁰*

- Make sure that you tailor your questions and feedback to your mentee's field(s) of interest.
- Recommend that your mentee prepares for both in-person and online interviews. For online interviews, it is important to check technology prior to the interview to ensure that everything is working properly.

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- Suggest that your mentee engages in informational interviews with individuals working in their field(s) of interest. Informational interviews can help your mentee to learn more about what it is like to work in a specific industry or role, and can also help them to expand their professional network.

3. Discuss following-up on an interview

- Talk about the etiquette in your country when following-up after speculative interviews and job interviews, including writing a thank you email.
- Discuss cultural norms regarding hearing back from a potential employer after an interview. Share that most companies only send an email to confirm receipt of an application and do not make further contact unless it is to schedule an interview. How long should your mentee expect to wait before hearing back from a company after an interview? What should they do if they have not heard back after a few weeks?

NEXT STEPS

1. Your mentee may be interested in beginning to set up and conduct informational interviews. If so, arrange one (online, in person, or by phone) between your mentee and one of your contacts working in their field(s) of interest.
2. If relevant, offer to help your mentee prepare for upcoming interviews (this offer can be extended at any point throughout the programme).

05

Meeting five: **Networking**

Purpose of meeting

- ▲ Create a networking strategy with your mentee.
- ▲ Conduct a mock networking session.

Exercises

1. Create a networking strategy with your mentee

- Get a sense of your mentee's professional and personal networks and discuss how they can best be utilised to advance their job search.
- Talk about the type of networking that is common in your country (e.g., LinkedIn, email, events, etc.).
- Highlight different ways of networking and help your mentee to explore them:
 - Find someone working in your mentee's field(s) of interest through your network. Coach your mentee on asking for a 30-minute informational call, during which they will ask about the person's job and express an interest in being kept in mind for future job opportunities.
 - Visit a company's website in which your mentee is interested, find an email address for a contact person at the company, and do the same as above.
 - Find job fairs or networking events organised by affinity groups, companies, or organisations.
- Discuss cultural norms around networking, including reviewing the type of questions that would be helpful to ask, as well as the role of small talk. Networking is hard for many people, and it can be even more challenging for refugees who are still learning about and adjusting to a new culture. Share some ideas about how your mentee can grow more comfortable, such as engaging in small talk when possible and creating an "elevator pitch" about themselves.

2. Conduct a mock networking session

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

NEXT STEPS

1. Ask your mentee to think about whom they might want to connect with for a networking session. Start with a short list of people in sectors and roles in which they are interested. In the next session, you can help your mentee to practise their networking skills with this specific framing in mind.
2. Let your mentee know that the next session will be your final formal meeting together. Ask if they would like to revisit any particular exercises from previous meetings. If they do, plan to cover these during the meeting.

06

Meeting six: **Recap and next steps**

Purpose of meeting

After you and your mentee have covered the fundamentals, you can use this last session to prepare your mentee for any upcoming networking sessions. This meeting is a good opportunity to revisit any specific exercises from previous sessions to which your mentee would like to come back. It can also be used to deliver a meeting (or several) that you were unable to get to due to time constraints.

Tent also recommends using this meeting to provide a top-line summary of what you and your mentee have discussed during your time together, as well as any key learnings.

At the end of the mentorship programme, you will no longer have a formal commitment to your mentee as a mentor. However, you and your mentee may wish to stay in touch after the conclusion of the programme. Just as setting clear expectations is important at the start of a mentoring relationship, it is also important to set expectations after the mentorship programme ends. Tent encourages you to clarify how involved and available you want to be for your mentee moving forward.

Exercises

1. Prepare your mentee for any upcoming networking sessions

- If you have professional contacts you would like to introduce to your mentee, first ask your contact if they would be interested and comfortable with you making an introduction. Explain that your mentee is finishing a mentorship programme and what their goals are. If the professional contact is comfortable with this connection, proceed by making the introduction.

- Have a chat with your mentee about the professional contact and manage expectations. Explain that this introduction may not guarantee a job but that the connection may be able to offer industry, company, or job insights, and/or provide additional introductions so that your mentee can expand their own network.
- Help to set up a meeting between your professional contact and your mentee. You can help your mentee to prepare some questions and talking points for their meeting.

2. Discuss expectations about your relationship after the mentorship programme ends

- Discuss the nature of your relationship moving forward. Consider what you may or may not be able to offer (and obtain) in this relationship in the future:
 - Can your mentee contact you to give them a reference?
 - Are you available to proofread CVs or cover letters?
 - Would you like to have a coffee with them in a few months' time?
 - Are there people with whom you might be able to connect your mentee?
 - Do you know of any upcoming networking events where they can practise their networking skills?

3. Recap and conclude your time together

- Do a recap of everything you and your mentee have covered.
- 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.
- Share with your mentee what you learned from the mentorship experience and what you found challenging.

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- Provide overall feedback to your mentee and ask for theirs.

NEXT STEPS

1. Let your mentee know that they will receive a post-programme survey from Tent and encourage them to fill it out.
2. Send your mentee a thank you note for working with you during the mentorship programme (a card is appropriate). Consider focusing on your mentee's professional growth during the programme, highlighting some specific achievements, and offering words of encouragement for the future.

Appendix

Sample email to be sent to prospective mentors

To be sent by the mentorship coordinator (see the [implementation guide](#)^{41s} for more information):

Dear all,

I am writing to share an exciting opportunity: we have established a professional mentorship programme for refugee women in our community, in partnership with the Tent Partnership for Refugees, and I would love for you to be involved.

We are now recruiting employees at [Company name] to serve as mentors for this programme. I will serve as mentorship coordinator, planning logistics for the programme.

Mentoring a refugee woman is an opportunity for you to support someone from one of the most vulnerable populations in Europe and help them to succeed in their career.

Mentors are expected to meet with their mentees at least six times over the course of four to six months and will be responsible for arranging the logistics of these meetings.

To prepare you for your role as mentor, Tent will provide you with a guide and training, both of which include support and suggested topics for mentor-mentee meetings, such as reviewing your mentee's CV and cover letter, practising interview questions and networking, and helping them to develop their professional network.

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

Let me know if you have any questions about serving as a mentor.

I hope that many of you will participate in this mentorship programme and learn from this wonderful experience!

Best,

[Your name]

Endnotes

1. <https://www.tent.org/members/>
2. <http://www.tent.org>
3. <http://www.linkedin.com>
4. <http://www.visa.com>
5. <https://www.unhcr.org/62a9d1494/global-trends-report-2021>
6. <https://www.unhcr.org/refugee-statistics/download/>
7. <https://www.unhcr.org/refugee-statistics/download/>
8. <https://www.unhcr.org/62a9d1494/global-trends-report-2021>
9. <https://www.unhcr.org/refugee-statistics/download/>
10. <https://ec.europa.eu/migrant-integration/sites/default/files/2016-09/KE-01-16-824-EN-N.pdf>
11. (<https://ec.europa.eu/migrant-integration/sites/default/files/2016-09/KE-01-16-824-EN-N.pdf>)
12. <https://ec.europa.eu/migrant-integration/sites/default/files/2016-09/KE-01-16-824-EN-N.pdf>
13. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2734741
14. <https://www.rescue.org/sites/default/files/document/3987/reportrescueworksunlockingrefugeewomenspotential.pdf>
15. <https://reporting.unhcr.org/ukraine-situation>
16. <https://data.unhcr.org/en/situations/ukraine>
17. <https://www.tent.org/resources/guidance-for-european-companies-on-hiring-refugees-from-ukraine/>
18. <https://reporting.unhcr.org/ukraine-situation>
19. <https://reporting.unhcr.org/document/3268>
20. <https://reporting.unhcr.org/document/3268>
21. <https://translatorswithoutborders.org/language-data-for-ukraine>

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