



THE PROMISE OF **LABOUR MOBILITY**

How skills can be a passport out of displacement for **refugees**



TALENT BEYOND
—BOUNDARIES—
مواهب بلا حدود

Talent Beyond Boundaries, December 2019

This paper was written by Steph Cousins, Rachel Lawrie and Sayre Nyce with contributions from across the TBB global team including Madeline Holland, Noura Ismail, Dana Wagner, and Zeynep Yurdoglu.

About Talent Beyond Boundaries

Talent Beyond Boundaries (TBB) was founded in response to the Syrian refugee crisis by philanthropists in Washington, DC and Melbourne, Australia.

American attorneys, Mary Louise and Bruce Cohen, began exploring labour mobility as a solution for skilled refugees as 2014 Fellows with the Harvard Advanced Leadership Initiative. In 2015, the Cohens travelled to Beirut to meet with refugees, advocacy organizations and UN agencies, and returned convinced that the time was right to test this solution. At about the same time, John Cameron, a successful tech entrepreneur and humanitarian, organized a taskforce of Australian experts to explore this same opportunity.

When they learned about each other, Mary Louise, Bruce and John came together to create Talent Beyond Boundaries as a global not-for-profit organisation to help refugees transcend displacement by tapping into international employment and skilled migration opportunities.

TBB works with governments, policy makers and employers to overcome the barriers that often prevent refugees from accessing skilled migration pathways. TBB's goal is to complement existing humanitarian pathways, providing refugees with an additional safe and legal option to overcome displacement.

CONTENTS

1	
	EXECUTIVE SUMMARY 04
	RECOMMENDATIONS 06
2	
	THE IMPERATIVE TO ACT 11
	CREATING A WIN-WIN SOLUTION 11
3	
	LESSONS FROM PILOTING LABOUR MOBILITY 13
	REFUGEES HAVE SKILLS IN HIGH DEMAND INTERNATIONALLY 13
	DATA IS KEY 15
	REFUGEES NEED SUPPORT TO LEVEL THE PLAYING FIELD 15
	EMPLOYERS WILL RECRUIT REFUGEES INTERNATIONALLY 17
	EMPLOYRES NEED SUPPORT TO FIND REFUGEE TALENT 21
	MANY REFUGEES MEET THE REQUIREMENTS OF SKILLED VISAS - MANY MORE NEED FLEXIBILITY 22
	REFUGEES NEED ACCESS TO FINANCE FOR MOBILITY 25
4	
	SCALING THIS SOLUTION 26
	WHAT WILL IT TAKE 27



IBRAHIM

MECHANICAL ENGINEER

Ibrahim was a Syrian refugee living in Jordan. After registering with TBB, he eventually received a job offer from John Holland in Melbourne, Australia. He started working as a full-time mechanical engineer in October 2019.

1

EXECUTIVE SUMMARY

Today more than 70 million people are living forcibly displaced from their homes because of war and persecution.

That's twice the level of just 20 years ago. In the past 10 years, the world's refugee population has more than doubled to over 25 million people.¹ This humanitarian crisis demands global leadership and innovative solutions that go beyond traditional refugee resettlement.

One solution is labour mobility: Opening regular skilled migration pathways to refugees, on the basis of their skills.

Millions of people move around the world for work, achieving career advancement and better opportunities for themselves and their families. Since the birth of the modern refugee regime following the Second World War, refugees have largely been shut out of the global labour market. This is despite their skills, potential, and fundamental desire to rebuild their lives and careers.

Over the past four years, Talent Beyond Boundaries (TBB) has established an online Talent Catalogue to make the talents and skills of displaced refugees more visible to employers. We have worked with partners to support businesses across Australia, Canada and the United Kingdom to begin remotely recruiting displaced people living in Jordan, Lebanon and Kenya and assisting them to migrate with their families.

These initial efforts demonstrate the promise of labour mobility. In 2019 alone, 41 people have

secured international employment through this model: 10 have relocated with their families and are already working and the rest are in an immigration process. But this is not just a solution for those 41 individuals – it's a solution for the family members who come with them and for the businesses that desperately need their skills.

This is just the beginning. TBB and our partners have proven a market-driven labour mobility model can provide protection and durable solutions for refugees while delivering significant benefits to businesses and the global economy. If embraced by governments and the international community, this solution can scale and provide new futures to more than a million refugees over the next decade.

The first Global Refugee Forum (GRF) is an opportunity to mobilise the commitment necessary to reach this ambition. TBB is committed to expanding our work to open labour mobility pathways for displaced people over the next four years, and we encourage others to help make this vision a reality. TBB's pledges and those of our partner organisations and employers are outlined in Annex 1 to this report.

This paper is a call to action for governments, employers, refugee-serving organisations, philanthropy and multilateral institutions to help realise the promise of labour mobility as a complementary pathway for refugees.

Labour mobility has
the potential to
provide safe
pathways for more
than a **million**
refugees over the
next decade.

RECOMMENDATIONS

Fulfilling the promise of labour mobility will require governments, the private sector and civil society to work together to remove barriers from visa systems, open recruitment practices and empower refugees to compete in the international market for jobs.

TBB has sought to be a catalyst by demonstrating that refugee labour mobility works and is an additional solution for refugees. To realise the promise of labour mobility will require the engagement of many others.

Governments. All countries stand to benefit from opening their doors to talented refugees who can fill local skill gaps. This includes advanced economies as well as middle-income countries competing to attract global talent. To open labour mobility pathways for refugees governments can:

- Examine their existing economic immigration programs and processes to identify barriers that make them inaccessible to refugees, and consider measures to mitigate these barriers.
- Consider establishing new labour mobility schemes to attract and facilitate the skilled immigration of talented refugees and their families.
- Incorporate funding for refugee labour mobility activities into international assistance programs targeting refugees and displaced people.

Employers & Corporate Leaders. Private enterprise is the driver of demand for skills and needs to lead this solution. TBB is already working with a range of employers who see the benefits of hiring refugees internationally and are committed to making this solution successful. Many of these businesses have

pledged at the GRF to consider global refugee talent as part of their international recruitment strategies (see Annex 1).

To scale this solution, employers and corporate leaders can:

- Commit to sourcing talent from within refugee populations as part of their international recruitment strategies. This includes applying reasonable flexibility in recruitment processes to accommodate refugees living under constraints.
- Promote the benefits of hiring refugees internationally to other employers, industry bodies and governments.

Refugee-Serving Organisations. National and international NGOs, social enterprises, refugee-led organisations and international refugee-serving organisations have a critical role to play in supporting refugees to compete in the international jobs market and move on economic migration pathways. TBB can share our experience to assist other organisations to establish program activities to support refugee labour mobility.

Refugee-serving organisations can:

- Support the collection and use of skills-based data about refugee populations in host countries to enable labour mobility. This could include referring refugees to the TBB Talent Catalogue and other skilled refugee databases as they develop; and coordinating skilled data collection and data sharing methods to make skilled refugees visible to employers around the world, without compromising security and privacy protection.
- Provide targeted support to assist refugees in host countries to compete in the international market for jobs. This could include providing information about labour mobility opportunities, CV and interview preparation support, language support, and referrals as well as connections to suitable employers in destination countries.
- Assist refugees with relocation support (advice applying for skilled visas and assistance with



KHALAF

SOFTWARE ENGINEER

Khalaf was a Syrian refugee living in Lebanon. He is the first TBB candidate to receive a job offer in the UK. Khalaf moved to Cheltenham in September 2019 with his family. He is working at Iress as a software engineer.

transit arrangements) and settlement support in destination countries (orientation and support accessing services).

Philanthropy. Refugee-serving organisations need support to bring refugee labour mobility to scale. Philanthropic donors can:

- Provide catalytic funding to trial and test refugee labour mobility, build the evidence base and leverage sustainable funding.

Organisations working with employers globally.

Employers need assistance to find, hire and relocate refugees to work in their businesses and settle into local communities. A range of groups can provide this support:

- Recruitment services and refugee-serving organisations in destination countries can provide targeted support to employers looking to recruit refugees from abroad.
- Industry groups can help promote international refugee talent to their members.
- Local organisations, industry groups and civic authorities in rural and regional locations can

collaborate to support employers to recruit refugees from abroad and settle them into the local community.

International Organisations. International organisations including the UNHCR, the International Organization for Migration (IOM), the International Labour Organization (ILO), European Union (EU), Organisation for Economic Co-operation and Development (OECD), the World Bank and other development banks have a vital role to play in promoting and facilitating labour mobility as a complementary pathway for refugees. International organisations can:

- Incorporate labour mobility support to refugees as part of their core programming.
- Consider supporting the collection of skills-based data about refugees to enable labour mobility, in coordination with other international and refugee-serving organisations.
- Explore the creation of financing mechanisms so that refugees who successfully secure job offers are able to finance the necessary costs of migration.



MARYAM
NURSE

Maryam has +5 years of experience as a nurse and university nursing instructor, specialising in care for pregnant women with diabetes. She received a job offer with Glen Haven Manor in Nova Scotia and is currently waiting for her visa to be processed. She will be traveling with her husband and two daughters to Canada.

ANAS' JOURNEY TO CANADA

Even as a child, Anas was fascinated with fixing things.

At the age of six, he secretly built a miniature welding machine in his bedroom. Born in the outskirts of Damascus, Anas' dreams of becoming an engineer seemed realistic. His parents owned a plastics manufacturing company, and he planned to continue their legacy.

After graduating first in his class, he earned a full scholarship to Damascus University's School of Mechanical Engineering in 2006. But the war in Syria changed everything. One of his dearest friends was killed in the conflict and within days he and his family left everything they knew in Syria for Lebanon.

In Lebanon, Anas married Marah – an ambitious computer engineer who, like him, was also the first in her class and distinguished for her intellect. But life remained difficult for them in Lebanon and they struggled to support themselves. They were looking for a way out when they came across Talent Beyond Boundaries.

Anas signed up on TBB's Talent Catalogue in 2018 and was shortlisted for a role with Davert Tools in Niagara Falls, Canada. Davert Tools creates specialised mechanical and automotive parts for major businesses globally, and is one of the many advanced manufacturers across the Niagara region facing shortages in the skilled trades. With the

company facing retirements and no local candidates, Davert Tools approached TBB. After a 90-minute interview, Bob Collier, the president and founder of Davert Tools, said to TBB staff, "I've found my guy."

TBB worked closely with Immigration, Refugees and Citizenship Canada (IRCC), the Province of Ontario's immigration ministry, and UNHCR to secure Anas' visa. Anas qualified for an economic program to Canada, but due to his displacement, could not meet certain administrative and financial requirements of the immigration application.

He could not renew his Syrian passport, obtain police certificates from Lebanon and Syria, provide documentation of paid work (because he lacked a work permit), and he didn't have access to a bank account. IRCC and the Province of Ontario worked through alternative solutions to these barriers. Anas, Marah and their baby boy arrived in Canada in July 2019.

According to Bob Collier, "The best thing coming out of hiring Anas is that it filled a position in the tool room that we badly needed. We are so busy right now. We really need him. I think it also sends a message to the other employers in the area - this is a solution, we're not draining another company. I'm bringing in new, fresh skills into the country and into the company." Bob is now spreading the word to other companies searching for international talent.

*"Since I came to Canada,
everything has changed. I feel
like I'm born again. I will not
worry about my son's future
anymore."*

ANAS
TOOL & DIE MAKER

Anas was a Syrian refugee living in Lebanon. He currently lives in Niagara Falls, Canada with his wife and newborn son. He is working as a Tool and Die Maker at Davert Tools since August 2019.



2

THE IMPERATIVE TO ACT

The system designed to protect and offer safe haven to refugees and other forcibly displaced people in the wake of the Second World War is plainly inadequate for the needs of today.

Fewer than three percent of the world's refugees can access an existing "durable solution."² Last year, just 55,680 of the world's 25.9 million refugees were resettled, the lowest number in more than a decade.³

The absence of regular migration routes for refugees to access safety and work opportunities results in poverty, dependence and vulnerability. Desperation has led many to turn to smugglers to attempt dangerous and often deadly journeys.

In 2016, the United Nations General Assembly recognised the shortcomings of current migration systems in responding to the refugee crisis and meeting business and migrant needs. It initiated the Global Compact on Refugees (GCR) and the Global Compact for Safe, Orderly, and Regular Migration (GCM), which were adopted in December 2018. Both the GCR and the GCM include commitments to explore labour mobility as a solution for displaced populations.⁴

To implement some of the core goals of the GCR, the UN Refugee Agency in July 2019 released its Three-Year Strategy on Resettlement and Complementary Pathways. Labour mobility is a key component of the strategy, which has as a goal moving 2 million refugees to safety during the next decade through complementary pathways.⁵

CREATING A WIN-WIN SOLUTION

The global refugee population has a diverse mix of skills, professions and educational backgrounds.

A significant proportion have marketable skills that are in high demand around the world. Yet most refugees are living in countries where they cannot legally work in their fields of training or expertise.⁶ As a result, their skills are not fully utilised – and their talents often go to waste.

While millions of migrants move each year from their stable home countries to fill work opportunities, refugees are too often shut out of economic immigration pathways because of administrative and financial barriers.

With millions of jobs available and the labour market demand growing, refugee labour mobility is a win-win solution for refugees and employers, as well as the broader economy.



Global Benefits of Labour Mobility

Refugees benefit by renewing their careers and moving to stable new lives with their families. Their earning capacity increases as a result of accessing legal work, and they can send remittances to loved ones still living displaced.⁷ By maintaining and developing their skills, those who wish to be involved are also better able to contribute financially and practically to post-conflict reconstruction efforts.

Employers benefit by gaining access to a new pool of talented workers who are resilient, loyal and demonstrate high retention.⁸ Employers can demonstrate their commitment to addressing pressing global challenges and meeting corporate social responsibility standards.

MOHAMMED SOFTWARE DEVELOPER

Mohamad was a Syrian refugee living in Lebanon. He received a job offer from Bonfire, a tech company in Kitchener-Waterloo, as a Full Stack Developer to help fill the technology gap in Canada. He moved in March 2019.

Destination country communities benefit through the arrival of a diverse and dynamic group of workers and their families, who contribute to the tax base and who tend to be younger and more entrepreneurial than the settled population.⁹

Countries of first asylum benefit from being able to share the responsibility for hosting refugees more equitably with other countries.

3

UNLOCKING A SOLUTION FOR REFUGEES AND THE ECONOMY: LESSONS FROM PILOTING LABOUR MOBILITY

For many years scholars have highlighted the potential of labour mobility as a complementary solution for refugees, some reminding us that displacement crises in history were at times addressed by governments and the private sector working together to facilitate labour mobility.¹⁰ Since the Second World War, however, labour mobility had fallen into disuse as a tool in response to displacement, overtaken by the three “durable solutions” promoted by UNHCR (voluntary return, local integration and resettlement).

The Syria crisis and consequential outpouring of millions of skilled refugees into the Middle East and Europe set the stage for a renewed focus on labour mobility. TBB opened offices in Jordan and Lebanon in 2016 and began piloting a model of refugee labour mobility with the aim of developing an evidence base and encouraging governments, business; and international and local refugee-serving organisations to adopt and scale this solution.

When TBB began operating we faced a lot of scepticism and false narratives. We fielded questions like:

1. Do refugees really have in-demand skills?
2. Will employers really hire them?
3. Can refugees even meet the requirements of skilled visas?

We now have concrete evidence to answer to each of these questions in the affirmative.

LESSON 1

REFUGEES HAVE SKILLS IN HIGH DEMAND INTERNATIONALLY

In 2016, TBB built and launched a world-first digital “Talent Catalogue” of refugee talent: a database capturing the detailed work experience, education and skills of refugees interested in pursuing international employment.

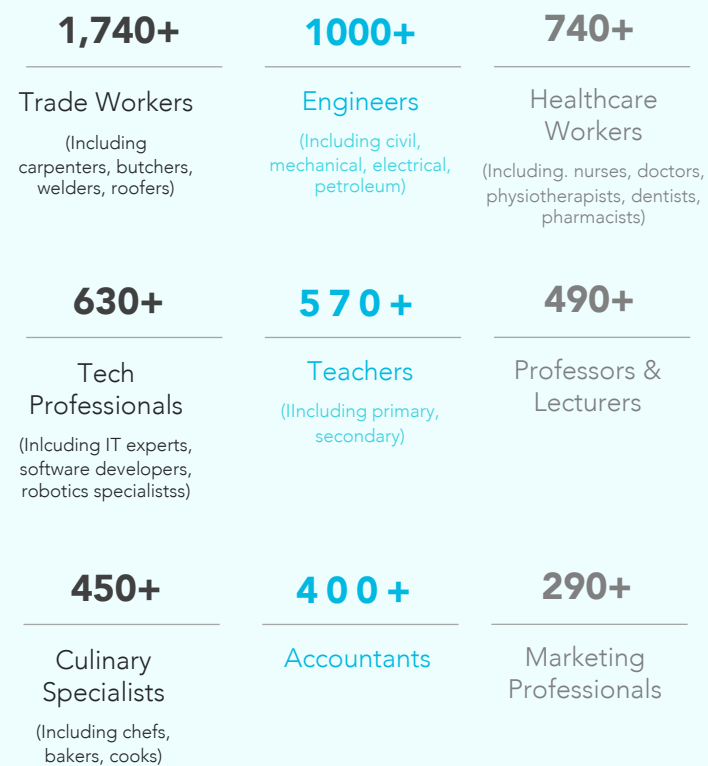
There are now approximately 20,000 registrants on the Talent Catalogue representing more than 200 occupations. Registrants are predominantly located in Jordan and Lebanon and represent a wide range of nationalities as well as stateless people.

The Talent Catalogue sheds light on the immense skills in refugee populations. A quarter of the respondents have completed higher education such as Doctoral, Master’s, Bachelor’s and vocational degrees, and an additional nine percent have completed some university (often incomplete due to being forced to flee).¹¹ Eighty-one percent of registrants who reported English skills are proficient or higher.¹²

TBB built the Talent Catalogue in consultation with human resources professionals to ensure it captures all necessary information to facilitate remote recruitment, such as detailed descriptions of work experience, skills and interests. It therefore goes well beyond just a snapshot of the occupations and qualifications of refugees, which don't on their own give a clear picture of a candidate's suitability for a particular job opportunity.

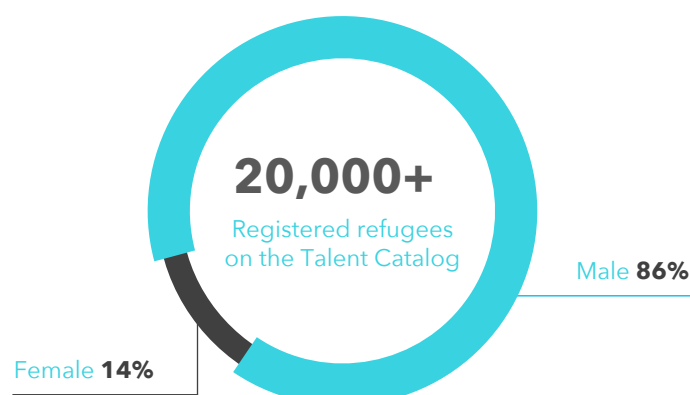
Globally In-Demand Professions in the Talent Catalogue

Among those represented on the Talent Catalogue the most common occupational areas are in high demand internationally:



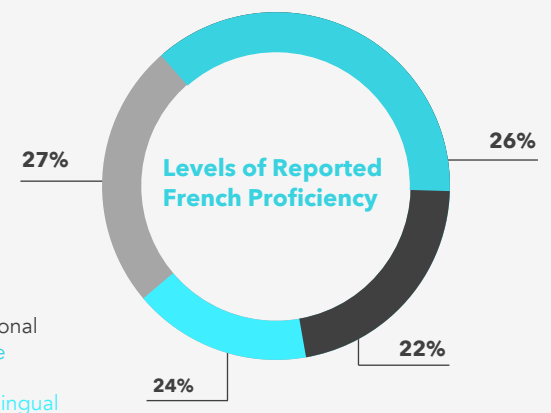
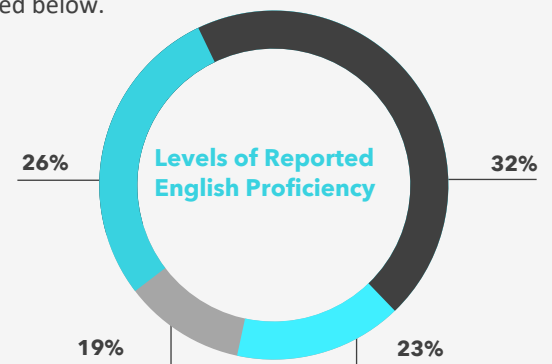
Demographics of Registrants

The top five nationalities of both male and female registrants on the Talent Catalogue are 1) Syrian, 2) Palestinian, 3) Iraqi, 4) Yemeni and 5) Sudanese. To meet the gap between male and female registrants, TBB launched a new women's outreach effort in 2019 and is seeing encouraging results.



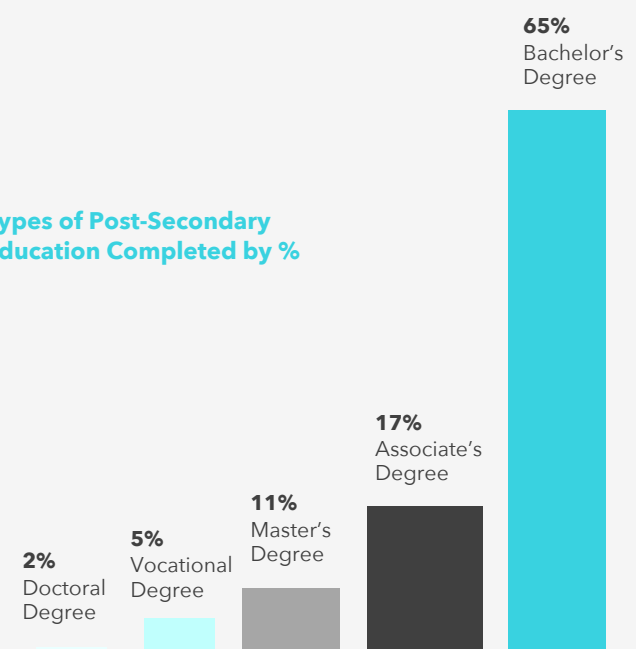
Reported Language and Education Levels of Registrants

Over 15 languages are spoken among TBB registrants, with Arabic, English, French, Turkish and German among the most common. The following demonstrates levels in spoken English and French. Note, not all registered candidates have informed TBB of their language abilities and these results are from the +14,900 that responded for English and +1,800 for French. Reported post-secondary education, excluding incomplete degrees, is listed below.



- Full Professional
- Intermediate
- Elementary
- Native or Bilingual

Types of Post-Secondary Education Completed by %



LESSON 2

DATA IS KEY

The collection of data from TBB's Talent Catalogue has been critical to securing business interest in recruiting refugees from abroad, and databases like it will be key to scaling a labour mobility solution.

TBB created the Talent Catalogue through a modest outreach effort in refugee populations in just two countries – Jordan and Lebanon – and not through a census or survey. The data therefore represents just the tip of the iceberg of skills present in the global refugee population.

TBB envisions sharing this CV data widely in an anonymised form with recruitment agencies and refugee-serving organisations to enable them to make refugee talent visible to employers. We are already working in this way with Refugee Talent, an Australian social-enterprise. Refugee Talent supports refugees locally to find employment in Australia. We have bridged the Talent Catalogue data to Refugee Talent's online job matching platform (refugeetalent.com), enabling Australian businesses to also search for talent in refugee communities abroad.

Refugee-serving organisations and international organisations like the ILO, IOM and UNHCR should consider helping to collect and share accurate refugee skills data to enable labour mobility. This includes:

- Encouraging refugees and other forcibly displaced populations in Jordan and Lebanon to register with services like TBB's Talent Catalogue.
- Coordinating with TBB to establish skilled data collection methodologies and systems in other displaced refugee communities around the world.
- Exploring innovative data sharing methods to make skilled refugees visible to employers in new destination markets, without compromising security and privacy protection.

LESSON 3

REFUGEES NEED SUPPORT TO LEVEL THE PLAYING FIELD

International recruitment is a highly competitive process. While refugees have the skills, their circumstances can put them at a distinct disadvantage compared to others.

These disadvantages significantly undermine the ability and confidence of displaced people to seek international employment.

While the ultimate goal is for refugees to be able to access international work opportunities through labour mobility autonomously, at present refugees need support to level the playing field so they can effectively compete in the international market for jobs. This includes:

Access to information – Refugees may have low or no awareness that they could qualify for economic immigration, and limited resources to evaluate and navigate economic immigration application processes.

Connections with employers – Refugees residing in host countries have limited ability to make direct employer connections in potential destination countries. Likewise, employers are unaware of the talent present in refugee populations and can be intimidated by the immigration process to internationally recruit refugees.

"Nobody has asked me about my skills in 4 years. Even you asking me what I can do makes me feel like a human being again."

- REFUGEE NURSE TO TALENT BEYOND BOUNDARIES STAFF DURING INTERVIEW

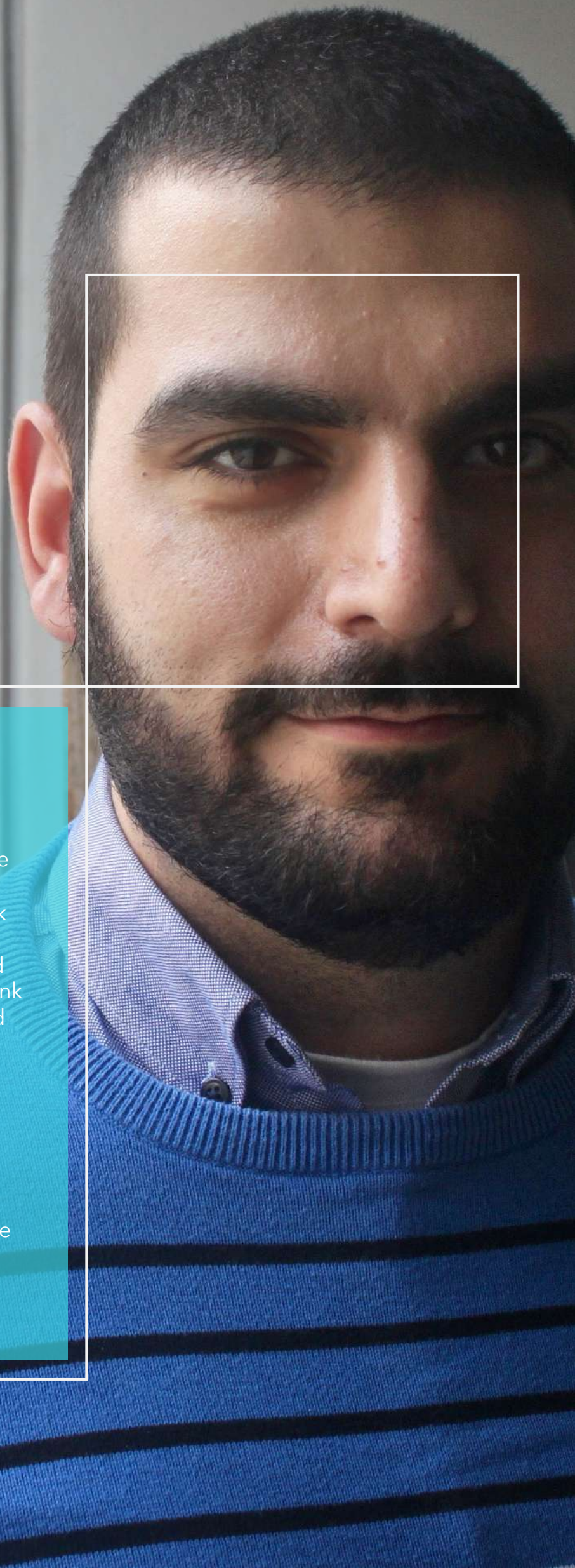
"From my perspective it would have been easier to win the lottery than to manage to secure a job in Australia".

FADI

MANAGEMENT CONSULTANT

Fadi was hired from Lebanon by Accenture in Australia. He has a Master's degree in financial engineering and six years of work experience as a Management Consultant. Yet as a stateless person he had never had any formal identity: he couldn't open a bank account, own property, get legally married or register for a work permit. If he had children they would have been born stateless.

Yet when Fadi signed up to the Talent Catalogue it was immediately apparent to TBB that he had highly marketable skills. With some support Fadi was able to secure a job as a Management Consultant with Accenture and arrived in Australia on a skilled visa in February 2019.



Language support – English remains the top language for global business. English fluency puts candidates at a distinct advantage, as does the ability to fluently speak the official language of the country where they are seeking employment. Languages can be learnt – but refugees are severely constrained in accessing the support they need to learn. The more organisations invest in refugee language training, the more competitive refugees will be in the international market for jobs.

Interview preparation – Refugees often benefit from assistance in preparing CVs and sharpening communication and soft skills to effectively present themselves in an interview.

Supporting refugees to prepare through mock interviews is particularly important to building the confidence necessary to land a job.

Connectivity – Refugees also may lack access to the technology and environment necessary for remote interviews. To participate in recruitment processes, refugees need access to reliable technology and internet connectivity.

Refugee-serving organisations working in host countries can consider providing targeted support to assist refugees to access labour mobility opportunities. This includes:

- Providing information about labour mobility opportunities; CV and interview preparation support; language support; and referral as well as connections to suitable employers in destination countries.
- Assisting refugees with relocation support (advice applying for skilled visas and assistance with transit arrangements) and settlement support in destination countries (orientation and support accessing services). Consider partnerships between organisations in destination and host countries to facilitate recruitment and mobility.

Donor governments can consider incorporating funding for these activities into their programs to support refugee and displaced populations.

LESSON 4

EMPLOYERS WILL RECRUIT REFUGEES INTERNATIONALLY

The global economy faces a skilled worker shortage that is predicted to increase to 85.2 million people by 2030.¹³

According to the Manpower Group, 45 percent of employers globally say they cannot find the skills they need locally,¹⁴ and 67 percent of large companies report hiring challenges.¹⁵

Skill gaps are expected to cost the global economy US\$8.452 trillion in lost revenue by 2030.¹⁶ In Germany the lack of skilled labour, estimated at 440,000 qualified workers, is costing the economy 30 billion euros a year in GDP growth.¹⁷ Even in Australia and Canada, which have well-developed skilled immigration programs in place, talent shortages constrain business productivity and growth. These skills shortages don't just harm business, they harm our communities. In England, for example, the National Health Service has more than 40,000 nursing vacancies, which has implications for patients across the country.¹⁸

With the right support and guidance, employers are willing and excited to recruit talented refugees from abroad. Dozens of employers in Australia, Canada and the UK have extended job offers – and in many cases multiple job offers – to refugees. Each of these

"Here's a reality that many of us know: that really great talent is very, very hard to find... On the one hand you've got Canada needing talent. On the other hand you've got this supply of very skilled people who are displaced in places where they cannot use those skills ... The question is, could we have the creativity and ingenuity to make those kinds of connections?"

- KRIS BRAUN, BONFIRE, VP ENGINEERING,
TBB RECRUITING PARTNER



"The labour market's pretty tight at the moment; pretty challenging. So we're looking at lots of innovative ways of filling our positions. I guess what we were hoping for was to resolve our labour shortage in certain areas, but also contribute to that humanitarian aspect as well."

The decision to hire Ali was really based on his skills. He came from the background of a family-owned butcher shop and already had the knife skills and also the knowledge of the beef cuts and things that we need for people working in our boning room. So it was an easy decision from the point of view of his skills."

WAYNE SHAW, HARVEY BEEF

GENERAL MANAGER,
TBB RECRUITING PARTNER



"There are literally not enough people in Australia to do the jobs that need to be done. And for many, many years we've actually recruited internationally to fill some of those roles. So to be able to recruit internationally amongst the refugee people of the world, it's just a no-brainer."

LEIGH HARDINGHAM, JOHN HOLLAND

GENERAL MANAGER, SOCIAL PROCUREMENT
& INCLUSION, TBB RECRUITING PARTNER

employers have expressed their intent to continue hiring skilled refugees on the strength of the talented people they have already been able to recruit. Many more are currently actively recruiting.¹⁹

International recruitment is typically conducted remotely using technology, including by the majority of employers hiring with TBB. Three pioneering employers working with TBB and our partner RefugePoint have also sent hiring teams to conduct in-person interviews with refugees in Beirut, Amman and Nairobi, with positive recruitment success. Employers often conduct international hiring missions to fill skills gaps, and some governments regularly support these trips. Employers could expand the practice into refugee-hosting countries, particularly with government support.

While participating employers have not lowered their standards in order to hire refugees, some have applied reasonable flexibility in their processes in recognition of the constraints refugees are under. For example, some employers have foregone the requirement to have a written job reference in circumstances where candidates would be unable to provide one due to work rights restrictions. Others have recognised that gaps in employment are an understandable occurrence during displacement.

Scaling this solution will require employers to adapt their recruitment processes to take into consideration the constraints refugees face, particularly in relation to gaps in employment.

Corporate Leadership.

In addition to filling skills gaps, employers are motivated by wanting to contribute to solving global

challenges. Businesses are also increasingly looking for ways to attract diverse talent, recognising that diversity drives creativity and performance.

Participating employers are also increasingly taking on leadership roles promoting refugee labour mobility. For example, Canadian tech company Bonfire hired Syrian software developer Mohammed Hakmi, who arrived to start work at their Waterloo office in March 2019. The Waterloo Region has the highest density of start-ups per capita in the world outside Silicon Valley. Bonfire is now working with other tech companies to make the Waterloo Region the world's capital for hiring displaced tech talent.

As news coverage of successful recruitments has begun to spread, and as business leaders have begun to promote the program to their peers,²⁰ we are seeing a significant increase in interest from businesses to source refugee talent from abroad. TBB is now engaging with 150 employers globally who have expressed interest to source international refugee talent – from large multinational corporations to small- and medium-sized enterprises

The people that we're seeing coming through Talent Beyond Boundaries, who sometimes have had to work harder within constraints, actually have higher resilience; have higher creativity; have a really strong internal desire to succeed - which is highly, highly valued."

- JONATHAN RESTARICK, MANAGING DIRECTOR, ACCENTURE (AUSTRALIA), TBB RECRUITING PARTNER

"We know that diverse teams, people with different backgrounds; different experiences, can bring different insights to clients. We know those teams perform better. So we're always looking to find people who can add something different to our teams. And we thought Talent Beyond Boundaries was a great way to do that."

- MCGREGOR DIXON, EY (AUSTRALIA), TBB HIRING PARTNER

Employers and corporate leaders can drive demand for refugee labour mobility by:

- Committing to source talent from within refugee populations as part of their international recruitment strategies. This includes applying reasonable flexibility in their recruitment processes to accommodate refugees living under constraints.
- Promoting the benefits of hiring refugees internationally to other employers, industry bodies and government.

"As a company that makes software for the financial services industry, these skill shortages are a pressing concern for Iress. And it's an issue for the entire technology sector. Whether you're running development teams at a big tech company, one of the major banks or a startup, we're all looking to find enough high-quality software engineers. Tapping into displaced talent is one strategy employers could and should be making better use of...This is the most impactful initiative we've been involved with because you see somebody's life changing when you work alongside them every day."

ANDREW WALSH, IRESS

CEO, TBB RECRUITING PARTNER



LESSON 5

EMPLOYERS NEED SUPPORT TO FIND REFUGEE TALENT

Even where employers are enthusiastic about recruiting refugees from abroad, they may need support to do so.

Often employers rely on their international business relationships and recruitment agencies to attract the right talent – but they have few connections into refugee communities around the world.

TBB is helping to fill this gap by making refugees more visible (through the Talent Catalogue) and offering employers assistance in recruiting, selecting and sponsoring the visas of skilled refugees.

However, TBB is not a large global refugee recruitment agency. In order to meet employer demand and scale this solution, a range of capable organisations need to “crowd in” to assist employers to find, hire and relocate refugees to work in their businesses.

In both Australia and Canada, TBB is testing models to scale by engaging with local refugee employment services - particularly refugee-led organisations Refugee Talent in Australia and Jumpstart Refugee Talent in Canada.

These organisations are already highly capable and working with hundreds of businesses to support them to connect with refugees locally, so it’s a natural extension for them to encourage and support businesses to hire refugees internationally.

We are also testing working with geographic and industry groups that can drive business outreach and support recruitment.

In Australia, for example, we have engaged closely with the Business Council of Australia and the Australian Industry Group to mobilise their members to consider international refugee recruitment.

Many of these industry groups have pledged at the GRF to promote global refugee talent to their members who recruit internationally (see Annex 1).

In the small Atlantic community of Pictou County, Canada, we are partnering with the Pictou County Regional Enterprise Network (PCREN), international refugee-serving NGO RefugePoint, civic leaders, local employers, a local settlement agency and the Shapiro Foundation to identify and hire skilled refugees to fill jobs. Like many rural locations, Pictou County needs workers to fill a wide range of skilled roles. We anticipate this model can be replicated by other smaller, rural and regional communities with aging populations.

We are testing a similar model with local authorities and employer groups in Bendigo, regional Australia.

The Pictou County Regional Enterprise Network recently visited Kenya on a recruitment mission with a local healthcare employer. They interviewed healthcare candidates identified by RefugePoint who were based in Nairobi and the Dadaab refugee camp and extended 11 job offers. These candidates will now be going through the immigration process to relocate with their families to Canada.

A range of capable organisations are needed to assist employers to find, hire and relocate refugees to work in their businesses and settle into local communities. These groups are the force multipliers that will enable refugee labour mobility to scale.

- Recruitment services and refugee-serving organisations in destination countries can consider providing targeted support to employers looking to recruit refugees from abroad.
- Industry groups can help promote refugee talent to their members.
- Local organisations, industry groups and civic authorities in rural and regional locations can collaborate to support employers to recruit refugees from abroad and to assist successful refugee candidates to settle in their local communities.

LESSON 6

MANY REFUGEES MEET THE REQUIREMENTS OF SKILLED VISAS – MANY MORE NEED FLEXIBILITY

Many of the countries with the largest skilled immigration programs around the world apply strict eligibility criteria such as language test thresholds, qualification and identity documentation requirements, minimum years of work experience and skills assessment and licencing requirements.

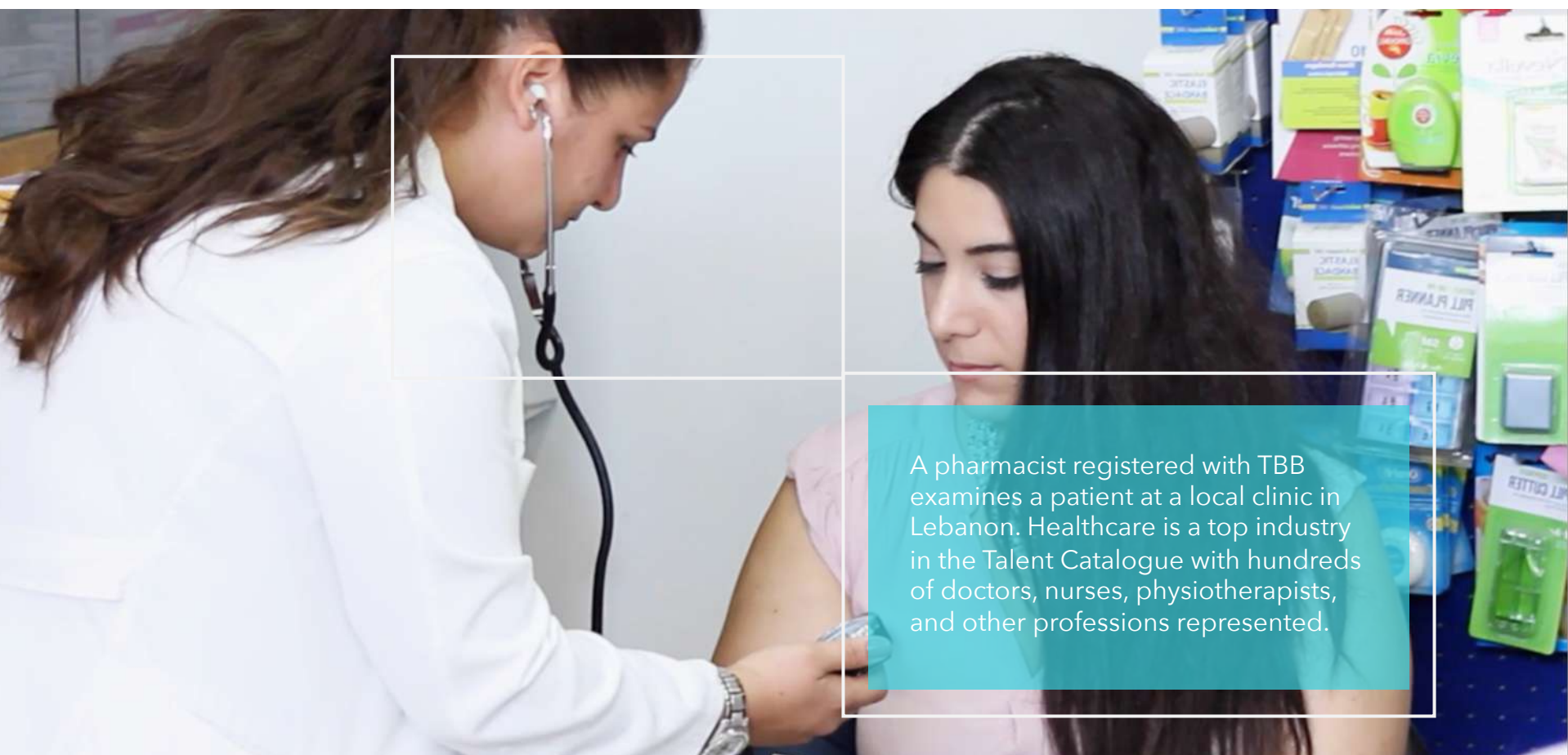
Some skilled visas also require evidence that the applicant has a threshold of funds in their bank account. Temporary skilled visa programs also often require applicants prove that they will leave the country after their visa expires (even when the temporary visa is an initial step to a permanent visa).

These eligibility requirements were designed without the circumstances of refugees in mind. Displaced people have often exhausted their savings, or are unable to access bank accounts. Many have lost documentation of their qualifications and their passports may have expired. They are living in challenging circumstances often without work rights – making proof of work experience a challenge.

With some assistance, a small proportion of refugees can tick all these boxes and acquire skilled visas through existing programs. In Australia, TBB has successfully assisted employers to secure Temporary Skills Shortage (subclass 482) visas for two Syrian software engineers as well as a management consultant who is stateless. All three candidates plan to transition to permanent residence when they are eligible to do so. In England, we assisted a Syrian software engineer to secure a General Work Visa (Tier 2) which was approved in just two weeks.

Many refugees and displaced people, however, face barriers because of these administrative requirements. Without some flexibility in immigration systems, most refugees will continue to be unable to access labour mobility pathways.

Governments can, however, address these barriers. Australia and Canada have already taken actions to open skilled immigration opportunities for refugees.



A pharmacist registered with TBB examines a patient at a local clinic in Lebanon. Healthcare is a top industry in the Talent Catalogue with hundreds of doctors, nurses, physiotherapists, and other professions represented.

Canada's Economic Mobility Pathways Project.

The Government of Canada began a pilot project in 2018 to test inclusion of skilled refugees in Canada's diverse economic streams by identifying barriers and potential mitigations. The Economic Mobility Pathways Project (EMPP) involves five provincial and territorial governments (Manitoba, Newfoundland and Labrador, Nova Scotia, Ontario, and Yukon) as well as TBB, RefugePoint and the UNHCR.

In the EMPP, eligible refugee applicants with employment offers or expressions of interest from provinces and territories proceed to an immigration application.

Importantly, the project revealed that refugee applicants with offers of employment in Canada can successfully apply with operational and financial support. The pilot has also helped the Canadian Government identify a number of administrative barriers facing refugees. For example, Canada requires applicants have a valid passport in order to apply for a skilled worker visa. More than a third of TBB's candidates do not have current travel documents, which means they are often barred from applying in the first instance.²¹ Canada is now allowing other ways to establish identity as well as issuing alternative travel documents for refugees moving for work, practices already widely accepted for refugees moving through resettlement. Canada is also applying flexibility when it comes to evidence of qualifications, allowing candidates to provide alternative forms of documentation where required.

Through implementing this pilot, TBB has identified two barriers that, if overcome, would significantly improve the ability of refugees to compete for skilled immigration to Canada. First, the EMPP has highlighted the importance of timely visa processing if employers are to recruit refugees from abroad. Many skilled immigrants are admitted to Canada on temporary work permits that can be issued relatively quickly, but refugees are likely to be seen as ineligible.

Permanent residence visas under the economic stream, for which refugees qualify, can take up to 21 months to process. Such extended processing times are not commercially viable for employers. Possible solutions include priority processing or allowing refugees access to temporary work permits while

their permanent residence applications are being considered.

Second, federal economic migration pathways and some provincial pathways in Canada also still require applicants to show proof of settlement funds in an established bank account, and do not allow applicants to access loans to satisfy this requirement.

Most refugees have exhausted their savings and a large proportion don't have access to bank accounts – making this requirement a significant barrier.

Refugees moving through labour mobility with employment already lined up will have a salary upon arrival to cover their settlement costs. In addition, start-up expenses for refugees moving through labour mobility could be met with a loan.

The Government of Canada has extended its successful pilot.

"It doesn't matter who you are, where you're from, your religion, or your background, but refugees, right now, are not eligible for those [economic] programs because they're displaced ... that's not fair to many refugees who have skills ... for those who can contribute, and a lot of them can, why not allow them to compete with everyone else?"

- FORMER MINISTER OF IMMIGRATION, REFUGEES AND CITIZENSHIP, AHMED HUSSEN²²

Trialing refugee labour mobility in Australia.

The Australian Government has worked with TBB to test refugee labour mobility, using existing visa pathways. To date, 13 job offers have been extended to refugees through the pilot. Six of the successful candidates and their families have relocated to Australia and the rest are in the immigration process.

The pilot has enabled TBB and Australia's Department of Home Affairs to better understand

the barriers in Australia's skilled migration program – including documentation and English requirements.

The experience of refugees relocating to Australia through the pilot has also highlighted the importance of ensuring those on work visas are able to access essential services, which is particularly important to candidates with families.

TBB has proposed Australia create an employer-led Displaced Talent Visa scheme which is open to refugees and other forcibly displaced workers with skills in high demand in Australia.²³ Such a scheme would take into account the constraints which prevent displaced people from accessing existing skilled visas, and would provide essential services and settlement support.

The Australian Government is considering the proposal and has recently announced a small trial to bring in skilled refugees within the skilled visa framework.²⁴

Designing skilled visa systems that work for refugees.

All countries stand to benefit from making their skilled visa programs accessible to qualified and talented refugees. This includes advanced economies as well as middle-income countries competing to attract global talent.

Governments should work together with the private sector to ensure the right policy settings are in place to enable employers to recruit refugees with the skills and talents they need, and to ensure refugees arriving on labour mobility pathways are protected and supported.

To enable labour mobility to scale as a solution for refugees, governments can:

- Examine their existing economic immigration programs and processes to identify barriers that make them inaccessible to refugees, and consider measures to mitigate these barriers.
- Consider establishing labour mobility schemes to attract and facilitate the skilled migration of talented refugees to fill skills gaps. Governments should be guided by the following core principles when designing such labour mobility schemes:

(1) Protection: Refugees moving through labour mobility pathways should be protected against refoulement, discrimination and exploitation. They should have access to legal documentation, rights and essential services in destination countries.²⁵ Labour mobility should provide a pathway to a durable solution.

(2) Autonomy and empowerment: Labour mobility puts refugees in charge of decisions about where they want to live and work. Visa systems should empower refugees who have secured job offers in third countries to autonomously access labour mobility pathways to take up those opportunities.

(3) Additionality: Labour mobility opportunities should be additional and complementary to refugee resettlement. Resettlement should continue to focus on assisting vulnerable refugees and not be based on human capital criteria.

(4) Employer-led: Employers are the best judge of suitability for employment. Applying an employer-led approach will ensure that labour mobility schemes meet the exact requirements of those securing talent.

(5) Refugee-centred: The challenges that stem from being displaced should be acknowledged in the design of labour mobility schemes. Displaced people should be actively engaged in the design, monitoring and evaluation of skilled migration schemes to ensure their accessibility. Governments should use communication methods to provide refugees with clear information about how to access labour mobility pathways.



DERAR

SOFTWARE ENGINEER

Derar was a Syrian refugee living in Jordan. He was hired by IRESS and relocated to Sydney Australia with his wife and two children in early 2019.

REFUGEES NEED ACCESS TO FINANCE FOR MOBILITY

One of the most prohibitive barriers currently preventing refugees from accessing skilled immigration is the upfront cost.

Costs include visa application-related expenses (such as renewing passports, sitting language tests, accessing skills assessments and medical tests) as well as migration expenses (migration agent or legal fees, visa fees, exit fees, costs of transit and initial start-up costs upon arrival). These costs often run into thousands of dollars.

While recruiting employers will often cover many of these costs for their employees, they rarely cover them all. There is an expectation that skilled immigrants will bring some resources to the table, but this expectation is often unrealistic when it comes to refugees.

LESSON 7

Any savings they may have had when they first fled their country will most likely have been exhausted, and work restrictions mean most refugees have limited or no earning capacity while living in first countries of asylum. Displacement creates a market failure in which refugees are rendered economically powerless, irrespective of their marketable skills and talents.

Access to finance could equip more refugees to pursue international work opportunities. With employment upon arrival, refugees are well-positioned to repay loans. Yet currently there are very few options for refugees to independently and safely borrow money.

This problem could be rectified by the creation of loan schemes for refugees moving to work. Such loan schemes could be developed by international organisations like the IOM, UNHCR, the EU or the World Bank, using capital provided by donor governments.

International organisations should explore the creation of financing mechanisms to help refugees who have successfully secured job offers to cover the necessary costs of migration. Loans should be provided in accordance with responsible lending practices.

4

SCALING THIS SOLUTION

Labour mobility can provide refugees with a safe and legal route to sustainable livelihoods and stable lives with their families. The challenge now is to scale this solution.

We know that the supply of talent is available. TBB has only begun to scratch the surface of refugees displaced in the Middle East with our Talent Catalogue of 20,000 skilled refugee registrants – which is based on limited outreach to refugees in Lebanon and Jordan.

Skills data is not systematically gathered by UNHCR, and there is simply no direct information on how many refugees globally have skills that would qualify them for an economic visa. As a proxy measure, we considered education rates among refugee populations. There are 12.7 million refugees of working age.²⁶ Applying a conservative rate of post-secondary education in the 10 leading refugee-producing nations, yields more than 600,000 potential candidates eligible for a labour mobility solution,²⁷ in addition to their family members.

This total does not include any projection from 4.5 million people displaced from Venezuela, where nearly 40 percent of the population over 25 has some tertiary education.²⁸

It also does not include refugees who may be eligible for labour mobility into lower skilled sectors of the economy which do not require tertiary education.

Refugees are highly motivated to move to places where they can put their skills to use. There are

millions of available jobs - and the labour market demand is growing.

According to UNHCR there are currently 46 countries with whom it partners to resettle refugees.²⁹ These nations, which have committed to welcoming refugees and recognising their rights, collectively issue almost two million economic visas each year.³⁰

These visas which cover both high and low skill occupations, indicate the substantial number of job vacancies which are not being filled by their local populations.

If just two percent of those visas were issued to qualified refugees that would create a solution for at least 120,000 refugees annually (40,000 skilled applicants and 80,000 of their family members).³¹

In addition to these obvious target destinations, there are other nations around the world where talent gaps are limiting growth. These include parts of the world where the more skilled local populations emigrate away as well as middle-income countries where the local talent base has not kept up with economic expansion.³²



ALI BUTCHER

Ali was a Syrian refugee in Lebanon. He is now working as a Butcher at Harvey Beef in Harvey, Western Australia. He is pictured being welcomed at the airport by TBB and Harvey Beef.

Given these forces of demand and supply, labour mobility is an inherently scalable solution for refugees, if there is sufficient commitment to this solution. Pathways need to be open more broadly and refugees need to be included in international job recruitment efforts.

Refugees need to be supported to compete in the international market for jobs with safeguards to prevent exploitation or refoulement.

WHAT IT WILL TAKE

Employers and communities around the world are crying out for skills and beginning to see refugee talent as an asset, not a liability. Millions of talented and resilient refugees are stuck in limbo, searching for a way out, and host countries are struggling to accommodate large refugee populations.

Labour mobility is part of the solution. However, facilitating the movement of over 100,000 refugees

through labour mobility each year will require more than a business-as-usual approach. It will require governments, the private sector and civil society to work together to change visa systems, open recruitment practices and empower refugees to compete in the international market for jobs.

TBB is working with partners to test ways to move toward scale in multiple destination countries. In addition to Australia, Canada and the UK, we are beginning plans to facilitate refugee labour mobility in other advanced economies, such as New Zealand, and middle-income countries, such as Morocco.

Beyond source countries Jordan and Lebanon, other organisations are exploring labour mobility in Kenya, Peru, and beyond.

There is now a searchable database of a wide range of skilled refugees in the Middle East, and demonstrated success in matching dozens of skilled refugee candidates living in the Middle East and East Africa with employers in Australia, Canada and the UK. Private sector partners are hiring skilled refugees and seeking to hire more. Australia and Canada are showing leadership by examining ways to make their economic immigration streams more flexible and accessible to displaced people.

Refugees are coming forward to participate in labour mobility with renewed hope.

ANNEX 1: GLOBAL REFUGEE FORUM PLEDGES

Talent Beyond Boundaries pledges to work with refugees and other displaced people, employers, governments and partner organisations to open labour mobility pathways as a complementary solution to traditional refugee resettlement.

TBB pledges to:

1. Expand its work to open labour mobility pathways for displaced people into current and new destination countries over the next three years. TBB will work with a growing network of employers to remotely recruit refugees from abroad and help them settle safely with their families.
2. Work with partners to significantly scale up assistance to refugees and other displaced people who are seeking to compete in the international market for jobs and access labour mobility opportunities.
3. Assist other organisations, institutions and businesses to build their capacity to assist refugees to access international labour mobility pathways. TBB will document lessons learnt and good practices on labour mobility for refugees, provide technical advice and training, and give other bodies doing this work access to TBB's Talent Catalogue technology.

Companies pledge to consider global refugee talent as part of their international recruitment strategy.

Employers partnering with Talent Beyond Boundaries in Australia, Canada and the United Kingdom are demonstrating that labour mobility is a new solution for refugees. The following companies pledge to consider global refugee talent as part of their international recruitment strategy.



The Bennelong Foundation is a Private Ancillary Fund with a focus on granting to the not-for-profit sector and with a particular focus on education and employment opportunities for new migrants, refugees and first nations people.



CLG is a diverse hospitality group with multiple venues across Australia. We are a premium operator with a portfolio that includes breweries, pubs, restaurants and resorts.



Bennelong Funds Management develops and distributes funds around the world through our Australian businesses and wholly-owned subsidiaries, BennBridge UK and BennBridge US. Our boutique asset managers invest in Australian, UK and global equities. Globally, we have more than AUD11 billion in assets under management and advice (as at 31 August 2019).



Cority is the most trusted environmental, health, safety, and quality (EHSQ) software for assuring client success. Cority empowers EHSQ professionals to advance their journey to sustainability and operational excellence by combining the deepest domain expertise with the most comprehensive and secure SaaS platform.



Bonfire builds software that helps procurement teams come together to make better bid and RFP decisions. Our vision is to reinvent procurement to better our world. Smarter spending in the public sector means more resources and better services for taxpayers, and that's something we can get behind.

Bonfire additionally pledges to work with the tech community in Waterloo Region towards hiring the next cohort from the global refugee talent pool. Our vision is to see Waterloo Region become the world's capital for hiring displaced tech talent.



Davert Tools - Design, Development, Prototype and Manufacture of Automotive Assembly Plant Paint Fixtures, Tools and Carriers

Davert Tools additionally pledges to spread the word about TBB and the benefits of hiring global refugee talent.



EY - At EY, we're dedicated to helping our clients, from start-ups to Fortune 500 companies – and the work we do with them is as varied as they are. Through our four service lines — Assurance, Advisory, Tax and Transaction Advisory Services — we help organizations capitalize on opportunities. Yet at EY, our purpose is Building a better working world.



The John Holland Group is a construction, tunnelling, rail, building and services provider with operations in Australia, New Zealand, South East Asia and the Middle East. Headquartered in Melbourne, Australia it is a 100% owned subsidiary of China Communications Construction Company, a Chinese state owned enterprise.



Glen Haven Manor a large, long-term care facility that takes great pride in honouring the dignity and rights of our residents and tenants by providing outstanding care and well-being through resident and family centred care and an intentional safety culture.



Kinaxis - With worldwide offices serving a broad range of global customers in a variety of industries, Kinaxis transforms the way companies run their supply chains and their businesses. Founded and headquartered in Ottawa, Canada, the origins of Kinaxis date back to 1984. The product that's evolved to today's RapidResponse platform was first introduced in 1995 and now represents, we believe, one of the fastest growing and most innovative supply chain planning systems of record in the marketplace.



Harvey Beef is Western Australia's premium beef brand and Western Australia's largest beef processor, exporting to over 30 countries and supplying two of WA's largest supermarket chains. Harvey Beef is a proud part of Harvest Road Group, the agricultural and food arm of the Minderoo Group.



Maple Leaf Foods is a leading consumer protein company in Canada. Our vision is to be the most sustainable protein company on earth.



IRESS Iress is a technology company providing software to the financial services industry. Our software is used by more than 9,000 businesses and 500,000 users globally

Iress additionally pledges to champion the global refugee talent pool within the technology industries in Australia and the United Kingdom.



Maurice Blackburn is a national law firm with over 30 offices throughout Australia and employs more than 1000 legal professionals. With a proud history of standing up for the rights of everyday Australians, Maurice Blackburn has become the country's leading social justice law firm.



Minderoo Foundation is a modern philanthropic organisation. Based in Australia, Minderoo takes on tough, persistent local, national, and global issues with the potential to drive massive change.



Sanctuary Refugee Health Centre is a healthcare service provider for ongoing care of refugees. It provides patient-centred, evidence-based health care, recognizing issues arising from persecution, trauma, migratory stress, and social integration.



The Moriss Group is an independent family-run Australian business operating across tourism, hospitality, renewable energy, finance, technology and aviation.



TELUS is a dynamic, world-leading communications and information technology company with \$14.6 billion in annual revenue and 14.5 million customer connections spanning wireless, data, IP, voice, television, entertainment, video and security. We leverage our global-leading technology to enable remarkable human outcomes. Our longstanding commitment to putting our customers and communities first fuels every aspect of our business, making us a distinct leader in customer service excellence and loyalty.



Princes Court Homes and Village is Mildura's oldest provider of residential support and care. Part of the community for more than 60 years, Princes Court has the expertise and experience to assist you when considering aged care for you or your loved one. Princes Court offers a range of independent and assisted living options, ensuring comfort and security for the region's aging residents. The not-for-profit, community-owned organisation is home to 98 permanent and two respite residents who are supported by more than 100 staff.



VHA Home HealthCare is a not-for-profit, charitable provider of home healthcare and support in Ontario. VHA provides a full basket of services, including rehabilitation therapies (OT, PT, Social Work, Speech Language, Dietetics), nursing, personal support and homemaking. In addition, VHA has community support programs such as crisis homemaking for families at risk and extreme clean and hoarding support to prevent eviction and homelessness.

Refugee-serving organizations

support labour mobility by promoting international refugee candidates to businesses and providing post-placement support to refugees.

Refugee-serving organizations partnering with Talent Beyond Boundaries pledge to promote international refugee candidates to the business community to assist employers to remotely recruit refugees to relocate for work, and to provide post-placement support to refugees who relocate to Australia and Canada through labour mobility.



Refugee Talent is a certified social enterprise and provides job matching for companies that are looking for highly skilled diverse talent. We provide screening and shortlisting of candidates and post placement support for candidates and managers. We have worked with more than 700 companies across Australia placing refugees into employment.



Jumpstart Refugee Talent (Jumpstart) is a refugee-led non-profit in Canada that connects newcomer refugees with career opportunities. The men and women we meet daily are the professionals, skilled tradespeople, and ambitious entrepreneurs of tomorrow. By helping working-age newcomers establish themselves with rewarding careers in Canada, we simultaneously ensure that they and their children can reach their full potential.

Employer and industry networks pledge to promote global refugee talent to their members who recruit internationally.

Employer and industry networks partnering with Talent Beyond Boundaries in Australia, Canada and the United Kingdom are demonstrating that labour mobility is a new solution for refugees. The following employer and industry networks pledge to promote global refugee talent to their members who recruit internationally.



The Australian Industry Group (Ai Group®) is a peak employer organisation representing traditional, innovative and emerging industry sectors. We are a truly national organisation which has been supporting businesses across Australia for more than 140 years. Together with partner organisations we represent the interests of more than 60,000 businesses employing more than 1 million staff. Our members are small and large businesses in sectors including manufacturing, construction, engineering, transport & logistics, labour hire, mining services, the defence industry, civil airlines and ICT.



The Construction Foundation - Established in 2012, the Construction Foundation is a registered Canadian charity. We build community through engagement in charitable initiatives and a commitment to industry focused education and research initiatives.



The Business Council of Australia represents Australia's largest employers, advocating for good policy on behalf of the business community and the Australians they employ.



The Ontario Chamber of Commerce (OCC) has been the independent, non-partisan voice of Ontario business. The OCC's mission is to support economic growth in Ontario by defending business priorities at Queen's Park on behalf of its network's diverse 60,000 members. The OCC's vision is to foster a vibrant and economically sustainable province that is driven by an innovative, successful and ever-expanding business community.



The Canadian Employee Relocation Council is the leading provider of information, research and expertise on workforce mobility and employee relocation. CERC is Canada's only organization devoted to advancing the interests and issues for workforce mobility.



The Pictou County Regional Economic Network is the lead agency for economic development in Pictou County.

ENDNOTES

¹ UNHCR, “Figures at a Glance”, <https://www.unhcr.org/en-au/figures-at-a-glance.html>

² Brookings Institution, “When refugee displacement drags on, is self-reliance the answer?”, 2018 <https://www.brookings.edu/blog/order-from-chaos/2018/06/19/when-refugee-displacement-drags-on-is-self-reliance-the-answer/>

³ UNHCR Statistical Yearbook 2014, <https://www.unhcr.org/56655f4c0.html>

⁴ Objective 5 commits countries to 'enhance availability and flexibility of available pathways' including 'develop or build on existing national and regular practices for admission and stay...for migrants compelled to leave their countries of origin...' including through access to 'work permits'...

⁵ UNHCR, “The Three-Year Strategy (2019-2021) on Resettlement and Complementary Pathways”, 2019, <https://www.unhcr.org/protection/resettlement/5d15db254/three-year-strategy-resettlement-complementary-pathways.html>

⁶ 84 percent of refugees interviewed by TBB were not able to work legally in their field of training while living in first countries of asylum (TBB survey data). Gathered from 204 interviews with TBB candidates in Lebanon and Jordan from 2017-2018 as they were interviewed for prospective job opportunities.

⁷ OECD Yearbook, “Refugees are not a burden but an opportunity”, Philippe Legrain, 2016 <https://www.oecd.org/migration/refugees-are-not-a-burden-but-an-opportunity.htm>

⁸ <https://www.tent.org/resources/good-retention-strong-recruitment/>

⁹ OECD Yearbook, “Refugees are not a burden but an opportunity”, Philippe Legrain, 2016 <https://www.oecd.org/migration/refugees-are-not-a-burden-but-an-opportunity.htm>

¹⁰ Katy Long and Sarah Rosengaertner, “Protection through Mobility: Opening labor and study migration channels to refugees”, Transatlantic Council on Migration, October 2016 https://www.migrationpolicy.org/sites/default/files/publications/TCM_Development-LongRosengaertner-FINAL.pdf

¹¹ According to TBB’s Talent Catalogue 1,717 candidates have listed “some university” out of a total of 19,196 candidates (8.9 per cent).

¹² According to TBB’s Talent Catalogue, 15,012 candidates report some level of English language out of a total of 19,196 candidates, whereas 1,884 report some level of French language ability.

¹³ Korn Ferry Institute, “Future of Work,” p. 4. <https://www.kornferry.com/challenges/future-of-work>

¹⁴ ManpowerGroup, “Solving the Talent Shortage,” 2018, p. 5. Based on Infocorpo’s quantitative study on 39,195 employers across six industry sectors in 43 countries and territories. [https://go.manpowergroup.com/hubfs/TalentShortage%202018%20\(Global\)%20Assets/PDFs/MG_TalentShortage2018_lo%20625_18_FINAL.pdf](https://go.manpowergroup.com/hubfs/TalentShortage%202018%20(Global)%20Assets/PDFs/MG_TalentShortage2018_lo%20625_18_FINAL.pdf)

¹⁵ ManpowerGroup, as above, p. 7.

¹⁶ Korn Ferry Institute, “Future of Work,” p. 4. <https://www.kornferry.com/challenges/future-of-work>

¹⁷ Reuters, “Staff shortages cost Germany 0.9 percent of output each year”, 16 April 2018, <https://www.reuters.com/article/uk-germany-economy-labour-shortages/staff-shortages-cost-germany-0-9-percent-of-output-each-year-iw-idUKKBN1HN11K>

¹⁸ Mark Dayan and Billy Palmer, “Stopping the staff we need? Migration choices in the 2019 general election”, Nuffield Trust, p. 2, <https://www.nuffieldtrust.org.uk/research/stopping-the-staff-we-need>

¹⁹ Read more about the perspectives of employers hiring refugee talent with TBB: <https://talentbeyondboundaries.org/s/TBB-BusinessPerspectivesReport-Sep2018.pdf>.

²⁰ See eg. Kris Braun, Bonfire, “Stronger Together: Hiring Skilled Refugees”, speaking at True North <https://www.youtube.com/watch?v=grNfEqRFWfk&t=1s>, 20 June 2019; Andrew Walsh, CEO of Iress, “Solving the global skill shortage the smart way”, 6 February 2019, <https://www.linkedin.com/pulse/solving-global-skill-shortage-smart-way-andrew-walsh/>; CBC, Here and Now Toronto with Gill Deacon, “Paramount Fine Foods says every CEO has a responsibility to support refugees in our country”, 10 July 2019 featuring Mohammed Fakihi, CEO of Paramount Fine Foods <https://www.cbc.ca/listen/live-radio/1-82-here-and-now-toronto/clip/15725861-paramount-fine-foods-says-every-ceo-has-a-responsibility-to-support-refugees-in-our-country>

²¹ Gathered from 204 interviews with TBB candidates in Lebanon and Jordan from 2017-2018 as they were interviewed for prospective job opportunities.

²² Chantal Da Silva, “Canada Is Being ‘Bombarded’ With Anti-Immigrant Views From The U.S.—Here’s How Their Immigration Minister Is Fighting It”, Newsweek, 2019 <https://www.newsweek.com/canada-immigration-minister-ahmed-hussen-anti-immigrant-views-1452147>

²³ See <https://talentbeyondboundaries.org/s/TBBSubmissionMigrationRegionalAustralia.pdf>

²⁴ Australian Government, “Australian Government’s Response to Recommendations in the Report: Investing in Refugees, Investing in Australia: The Findings of a Review into Integration, Employment and Settlement Outcomes for Refugees and Humanitarian Entrants in Australia”, 2019, p14 <https://www.homeaffairs.gov.au/reports-and-pubs/files/review-integration-employment-settlement-outcomes-refugees-humanitarian-entrants-government-response.pdf>

²⁵ UNHCR, “Complementary pathways for admission of refugees to third countries: Key considerations”, 2019, <https://www.refworld.org/docid/5cebf3fc4.html>.

²⁶ There are 25.9 million refugees. See UNHCR Figures at a glance. Approximately 48% of refugees are children (12.4 million) and 3% are over the age of 60 (777,000 people). That leaves 12.7 million working age people. See UNHCR Trends in in Forced Displacement 2018, UNHCR population statistics, Data, Demographics.

²⁷ Using a data set containing education information on 10 of the top 11 refugee countries of origin, we determined the weighted average high school graduation rate to be 38 percent (there was insufficient data for Somalia). An estimated 4.8 million of working age refugees have completed their high school education based on pre-crisis data (except for Palestinians which is based on present day numbers). We determined that on average 13 percent of high school graduates were able to begin their post-secondary education, accounting for 627,000 refugees (based on data available: Syria, Afghanistan, Sudan and South Sudan). See UNHCR Figures at a glance; UNHCR Global Trends Forced Displacement in 2018; UNHCR Population Statistics - Data - Demographics; Worldbank, Data, Population. Those with some post-secondary education is a reasonable parameter to estimate the number of refugees eligible for labour mobility because most visas granted require skilled work experience, and those who move with pathways to permanency have some post-secondary education.

²⁸ World Bank data, <https://www.ceicdata.com/en/venezuela/education-statistics?page=2>

²⁹ These are: Albania, Argentina, Australia, Austria, Belarus, Belgium, Brazil, Bulgaria, Canada, Chile, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Germany, Hungary, Iceland, Ireland, Italy, Japan, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Mexico, Monaco, Netherlands, New Zealand, Norway, Paraguay, Poland, Portugal, Korea, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, United Kingdom, United States, Uruguay.

³⁰ This data was compiled using a variety of public sources. Please contact info@talentbeyondboundaries.org for a full list of sources.

³¹ This conservatively estimates a family size of three people, based on current family size averages moving through TBB’s labour mobility pilots so far.

³² For example, government officials in Curacao have expressed interest in working to recruit refugee talent to replace talent gaps created from outward migration to the Netherlands and the US. In Morocco, TBB’s outreach to both private sector employers and government agencies confirmed that there was a need to import skilled labour to support Morocco’s expanding industrial sector.

ACKNOWLEDGEMENTS

Special thanks to the talented refugees and displaced people who are the pioneers of this labour mobility solution. Thanks also to the more than 150 corporate partners now looking to open international employment opportunities to refugees, particularly those who have shown leadership by making pledges at the GRF (annexed to this report).

We would also like to sincerely thank:

- **Our government partners** – particularly Australia and Canada who have worked with us to trial labour mobility as a solution for refugees; the Canadian provincial and territorial governments of Manitoba, Newfoundland and Labrador, Nova Scotia, Ontario and Yukon who are also partners in trialing labour mobility; and the Canadian Government's Immigration, Refugees and Citizenship Canada, and the US State Department Bureau of Population, Refugees and Migration who have funded our work.
- **Our philanthropic partners** – Bennelong Foundation, Cameron Foundation, GHR Foundation, Global Innovation Fund, International Monetary Fund Giving Together, Iress Foundation and staff, Journey Fund, Minderoo Foundation, Morris Family Foundation, Neilson Foundation, Rockefeller Brothers Fund, Rockefeller Foundation, Roy & Patricia Disney Family Foundation, Shapiro Foundation, TENT Foundation, The World Bank, and World Education Services.
- **Our local partners** in Australia, Canada and Kenya respectively – Refugee Talent, Jumpstart Refugee Talent, and RefugePoint.
- The wide range of **other partner organisations** working to open labour mobility pathways for refugees – including AMES Australia, Amnesty International Australia, Australian Industry Group, Australian Red Cross, Business Council of Australia, Canadian Employee Relocation Council, City of Greater Bendigo and the Regional Ready Pilot Steering Group, Construction Foundation of British Columbia, Pictou County Regional Enterprise Network, Playfair Visa and Migration Services, Regional Australia Institute, Safe Harbour, Save the Children Australia, Segal Immigration Law, Settlement Services International, Spark, UNHCR, URDA, and World Education Services.

Thanks also to the following individuals who have provided countless hours of work and guidance to TBB since our inception: Abigail Fulton, Alexandra Chen, Alex Betts, Andrew and Renata Kaldor, Anna Gekht Davis, Bruce Scoffield, Chris Clements, Claire Putzeys, Dan Zwolenski, Grace Forrest, Graham Thom, Heather Segal, Henry Sherrell, Jackie Keegan, Jane Connolly, Jane McAdam, Jean-Nicolas Beuze, Jessica Lynch, Jyl Strong, Kate O'Malley, Katy Long, Kylie El-Sheikh, Laura Schrier, Leah Nichles, Margaret Piper, Mariana Meyer, Marijke Frantzen, Marina Brizar, Michael Casasola, Michael Clemens, Nazar Poladian, Nick Adler, Paris Aristotle, Petra Playfair, Preeta Law, (Senator) Ratna Omidvar, Sandra Saric, Sasha Chanoff, Stephanie Winet, Stephen Cryne, Veronica Wilson, Volker Turk and Yanya Viskovich.



TALENT BEYOND
—BOUNDARIES—
مواهب بلا حدود

DECEMBER 2019
www.talentbeyondboundaries.org