

# Providing employment opportunities for refugees and internally displaced people



This guidance document provides practical tips for the hospitality industry wanting to support relief efforts through employment opportunities.



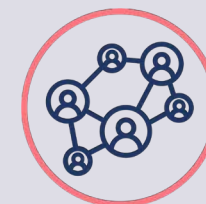
## 1. Recruitment



## 2. Training



## 3. Employee support



## 4. Partners

- Provide **employment opportunities** for refugees and displaced people.
- Implement **robust ethical recruitment procedures** to mitigate exploitation.
- Provide **upskilling opportunities** to enable refugees and displaced people to pursue alternate jobs.
- **Raise awareness among employees** of any support needs for new staff.
- Provide **financial support** for employees in affected regions and facilitate transfers.
- Provide **psychosocial support** for all staff.
- Help to **reduce barriers** to health care, education and social services in host communities.
- Support refugees to **access bank accounts** and the **internet**.
- Be aware of the **risk of human trafficking** to business operations and supply chains.
- Enhance **supply chain due diligence** and integrity.

## Contact and further information

Hospitality companies can work with both international organisations and local authorities and non-government organisations (NGOs) to co-ordinate their support efforts. These include:

- Consular offices representing country of origin
- Relevant diaspora groups, civil society organisations representing the displaced communities
- Counselling services and/or hotlines
- Local social services
- Short- and long-term housing opportunities
- Local day-care facilities or schools
- Training service providers to conduct skills assessments and support upskilling
- Reliable organisations providing direct relief and assistance, evacuation, relocation or repatriation support.



# 1. Recruitment

## Labour market inclusion and employment protections

For many who are displaced by or are refugees due to war or other crises and human rights risks, having a job is vital for economic survival and independence. Displaced populations often face a variety of barriers that can directly or indirectly obstruct their integration into the labour market. This includes lack of documentation detailing their professional experience and credentials, language barriers and access to information. This is what your business can do to help:

- Implement a **dedicated company programme to address barriers** related to the recruitment and employment of refugees and encourage business partners and suppliers to do the same.
- Use your website to **create a central hiring portal** featuring all open vacancies in your company. Consider joining forces with an industry association or public employment services to create a jobs portal for all vacancies in the industry.
- Review your recruitment processes, paperwork and systems to **minimise any unnecessary complexities** which may be a barrier for people from restrictive backgrounds.
- Ensure **recruitment and hiring protocols are aligned with ethical principles**. Conduct due diligence on third-party service providers used to identify candidates, such as recruitment agencies (for example, those based in neighbouring countries) or online platforms, and only use those with the highest ethical standards.
- Ensure there are **clear communication channels between NGOs and hotels** about refugee referrals, including adequate processes for data protection and safeguarding.

## Case study: Relocated colleagues supporting recruitment of fellow refugees

**IHG Hotels & Resorts** in Germany attended a job fair specially organised for refugees by the local chamber of commerce.

The company had already employed several refugees including two colleagues relocated from IHG's hotels in Kyiv who attended the job fair. These colleagues were able to connect with other refugees in Ukrainian and give a first-hand impression of their experience working in the hotel. This personal engagement raised interest and encouraged applications, and the company was able to make several more job placements.





## 2. Training

- Leverage internal human resources and training programs or partner with external service providers to conduct skills assessments and **support upskilling of candidates and recruits**.
- Consider **utilising the skills of any re-located staff to run trainings** for refugees from the same country.
- Consider providing newcomers with **language courses** that focus on the improvement of work-related terminology and investing in **vocational training** for specific occupations.
- Provide opportunities that **combine education, training, and work**, including the use of internships and apprenticeships. This can increase access to skilled work and prevent newcomers from being relegated to lower skilled positions.
- Create or adapt your existing “**buddy system**” to improve the integration of new employees from affected countries. This can be used as orientation and knowledge sharing and also to raise and solve challenges related to workplace and community integration, legal and residency status, access to social services, etc.
- Ensure **managers are aware of the challenges** any displaced staff members may have faced and develop a company-wide understanding of any additional support needs or considerations. Care should also be given to respect the private details of new employees.
- Develop communications for employees **highlighting support available for refugees** to raise awareness.
- Ensure that resources for workers are provided in a **language they understand** and are displayed in common areas or break rooms.
- Provide **training for HR and staff welfare personnel** on psychosocial wellbeing, psychological first aid and trauma-informed responses.
- Where operational staff are frontline responders or are supporting the shelter needs of refugees, provide **training and support on how to best support refugees**.



### Case study: Utilising the talents of displaced colleagues

The Accor support office in Poland employed a staff member from one of their Ukrainian hotels to support their other hotel employees who remained in Ukraine as well as those escaping the area of conflict.

The staff member's role included being in regular touch with the employees from and in Ukraine to understand their needs and support them in finding employment in Accor hotels outside of the country.

The staff member also engaged in the recruitment of Ukrainian refugees who are not existing Accor hotels employees in Poland and other countries in Europe. Accor organised two recruitment days which supported the attraction and selection of Ukrainian candidates.

Their Ukrainian support staff member also helped with the translation of materials and acted as a live interpreter during interviews and meetings.



## 3. Employee support

### Financial, relocation and administrative support

- For companies with operations or supply chain interests in countries experiencing conflict or crisis, **support your employees financially** throughout the conflict by maintaining wage and salary payments, including during periods of displacement.
- For employers with operations in conflict zones, provide employees and their families with direct relief and assistance as well as **evacuation, relocation, and repatriation support**, where possible, if desired by the employee.
- Assist staff who are **third party nationals** fleeing the conflict with all protection and repatriation efforts, including facilitating contact with consular officials or other representatives in countries of origin.
- Adapt your onboarding and training programs to meet the **psychosocial and integration needs of newcomers**, including administrative assistance to regularise status, obtain temporary protection, identify short- and long-term housing opportunities, and access for children into daycare or schools.
- Ensure that all **workplace programs and protections are gender, LGBTQ+ and disability responsive**. Take into consideration risks that may be amplified for displaced communities, for example sexual harassment, exclusion or risk of violence. Also consider challenges regarding parenting and childcare responsibilities, e.g. by establishing flexible working arrangements for parents or guardians.
- Where employees are housed in employer-owned or -operated facilities, consider adopting (or revising) protocols to **allow family members to reside with employees**.
- Establish (or strengthen) a mechanism through which employees can, in confidence, **report incidents of harassment or discriminatory behaviour** to their supervisor, 'buddy' or designated safeguarding lead. Act upon and remedy all confirmed cases.

### Health and wellbeing

- Designate a **staff welfare officer** to provide counselling and support.
- Enhance **psychological support for employees**, including through facilitating psychological support coverage in insurance or medical plans and, where requested, direct employees to accredited psychological support providers.
- New staff may feel traumatised by recent experiences, isolated and deeply worried about the circumstances facing family members left behind. Consider:
  - referring employees to **psychosocial support**, counselling services and/or hotlines.
  - facilitating **regular communication with family members**.
  - contacting **relevant diaspora groups**, civil society organisations and consular support services.
- Where **operational staff are frontline responders** or are supporting the shelter needs of refugees, provide support to employees on maintaining their own mental health in unprecedented circumstances.
- Provide all necessary support to new staff members to **reduce barriers** to health care, access to education and social services in host communities.
- In recruiting and onboarding new staff from among those displaced or refugees, maintain all **relevant COVID-related health protocols** during recruitment, migration and employment.

### Case study: Supporting colleagues in conflict areas

Through the ALL Heartist Fund, **Accor** helped more than 440 employees in Ukraine financially and/or guaranteed and paid for housing in other countries for employees who escaped the area of conflict. In addition, the group found employment outside of Ukraine for all Ukrainian Accor employees who requested it.

## Community and social inclusion

Refugees fleeing hostilities are not likely to receive the information they need to facilitate community and social inclusion in their country of destination prior to departure, and they may not have access to their usual support networks. The development of social networks can help newcomers integrate into their host communities and develop a sense of belonging.

- Support access to **language and orientation courses** for newcomers.
- **Liaise with relevant public authorities** to fully utilise existing resources, programs and initiatives that support community and social inclusion.
- Take steps to **prevent discrimination and combat xenophobia**, including through targeted training among employees. Prevent bias and promote equal treatment in the workplace with due regard to the vulnerabilities faced by displaced or refugee employees.
- Consider **strengthening cooperation with diaspora groups and civil society organisations** representing the displaced communities in your regions of operation.
- Take steps to **increase the understanding and inter-cultural competence of staff** regarding the situation in war-torn countries and other regions with high displacement.

## Financial and digital inclusion

It is essential for refugees arriving in a new country to have access to a bank account and means of payment to be able to receive wages and for everyday life.

- Assist refugees in **navigating the formalities** needed to open accounts and access payment systems.
- In cases where refugees have lost access to banking systems, **develop secure alternative means of distributing payments and benefits** regardless of a refugee's current country of residence.
- In the EU, under the [EU Temporary Protection Directive](#), certain refugees fleeing the war are granted temporary legal residence which gives rights to open a bank account.

Digital connectivity is also a fundamental necessity for accessing basic services in the host country as well as to maintain communications with family and communities in the country of origin.

Affordability, access to devices and infrastructure, digital literacy, language, security, and privacy concerns are all possible barriers to digital inclusion of refugees.

- **Facilitate access to devices and connectivity**, as well as training in digital skills, where necessary.



### Case study: Supporting refugee employees to settle

The Sheraton Phoenix Downtown, owned by Blackstone, has hired more than 65 refugees from Afghanistan and other countries, such as South Sudan and Guatemala, who currently make up about 25% of their total staff.

The hotel worked with a resettlement agency, starting with hiring one individual. From there, the Sheraton worked with the agency to recruit more refugees, with their refugee employees also referring their family and friends. Roles range from housekeeping, cooking and serving to accounting, purchasing and human resources. The goal for **Marriott** was not to just offer jobs but provide a path for long-term careers.

Recognising their new employees were newcomers to the US and still getting acclimated, they wanted to provide support beyond employment. The hotel welcomed many of their new staff by helping them with setting up bank accounts, showing them how to use public transport, hiring a translator, celebrating regional holidays, modifying cafeteria menus and constructing a prayer room to ensure they felt that they truly belonged and were part of the Marriott community.



## 4. Partners

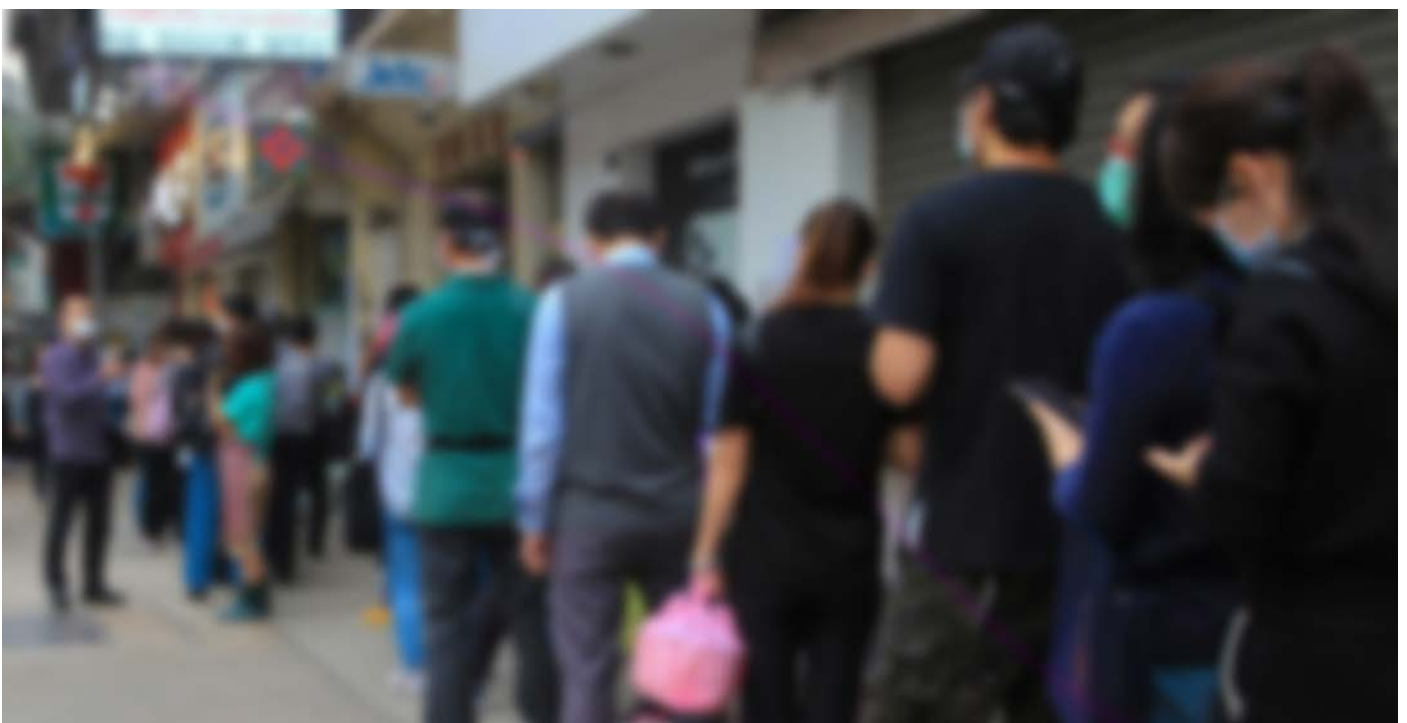
### Raising awareness, co-operation and support

- Use your social media platforms to **draw attention to the humanitarian response** to crises, including the work of any NGO partner agencies.
- Partner with national chambers of commerce, industry representatives and other companies **to boost communications and awareness efforts**.
- Design a corporate communications campaign to **raise awareness of the available forms of assistance**, including employment, workplace integration and social inclusion so refugees, internally displaced people and NGO partners are aware of the available opportunities.

### Enhancing supply chain due diligence and integrity

To ensure the integrity of your operations and supply chains:

- Be aware of the **risk of exploitation and human trafficking** to business operations and supply chains in employment.
- Strengthen the integrity of your recruitment and hiring practices to **prevent fraudulent and unethical recruitment**.
- Educate staff on the **vulnerabilities of hotel properties** to human trafficking or sexual exploitation and on how to identify and report suspected cases of trafficking at hotel sites.
- Map your supply chains and business partners to **identify potential locations of human rights-related risks** in conflict zones and surrounding countries.
- Strengthen **due diligence and protection measures in supply chains**, including efforts to combat exploitation and human trafficking. This can include closer scrutiny and monitoring of suppliers, working with them to improve understanding and capacity to respond to conflict- and displacement-related risks, etc.



## 5. Contacts and further information

Hospitality companies can contact and coordinate with relevant authorities and the consular services in conflict countries, directly or through your representative industry association or chamber of commerce. This includes:

- Consular offices representing country of origin
- Relevant diaspora groups, civil society organisations representing the displaced communities
- Counselling services and/or hotlines
- Local social services
- Short- and long-term housing opportunities
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- Reliable organisations providing
  - direct relief and assistance
  - evacuation and relocation
  - repatriation support

For principles for private sector involvement in the economic integration of refugees, see the [Charter of Good Practice on the Role of the Private Sector in Economic Integration of Refugees](#) developed by the Private Sector for Refugees initiative.

IFRC is the secretariat for the Red Cross and Red Crescent Societies across 192 countries, providing immediate relief and on-going support through emergencies. Contact [relevant country offices](#) for more information on local support.

In Europe, the [Temporary Protection Directive](#) gives directions on immediate and temporary protections in the event of a mass influx or imminent mass influx of displaced persons from non-EU countries who are unable to return to their country of origin.

The [International Organization for Migration \(IOM\)](#) sets up support hotlines for people affected by war in relevant geographies, for example the [Ukrainian crisis](#).

The [United Nations High Commissioner for Refugees \(UNHCR\)](#) supports refugees around the world and is responsible for registering refugees and provides support around the world.

## 6. Resources

- [Establishing ethical recruitment practices in the hospitality industry](#): This guidance note provides practical steps and advice for the hospitality industry on recruiting international migrant workers ethically within business enterprise operations and supply chains.
- [Risks of Modern Slavery in Labour Sourcing training](#): This free online training is designed to support hospitality companies and their human resources, procurement and legal teams, to identify and address the risks of modern slavery in their hotel operations.
- For other industry trainings on ethical recruitment in the hospitality industry, please contact the [Sustainable Hospitality Alliance](#), on [info@sustainablehospitalityalliance.org](mailto:info@sustainablehospitalityalliance.org)
- [Core employability skills curriculum](#): Comprehensive free resource that can be used by the hospitality industry and NGO partners to support disadvantaged people gain the skills to start a career hospitality and related industries. Utilised as part of the Sustainable Hospitality Alliance [employability programme](#), or independently as part a brand's own community support activities. Hotels are also welcome to take part in / operate the Alliance employability programme.
- [Blue Campaign Hospitality Toolkit](#): This toolkit was created to strengthen action on trafficking in persons in the hospitality industry.
- Visit [sustainablehospitalityalliance.org/refugee](https://sustainablehospitalityalliance.org/refugee) for further guidance and links to industry job opportunities and trainings.

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