



The Hague Process  
on Refugees and Migration



# « Corporate Volunteering Response to the Refugee Challenge »

19 May 2016, Berlin

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# Outline



**1) THP Overview**

**2) ROI on Migration: What is in it for business?**

**3) THP Business-City Partnership Program**

**4) Lessons learnt so far**



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# 1) THP Overview



- **International NGO; The Hague secretariat**
- **Medium-long term solutions**
- **Network of over 4,000 worldwide**
- **Thematic focus: the role of business & cities → refugees & migrants**



# 1) THP Overview



- **Three pillars of work:**



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## 2) ROI on Migration for Business



Central question:

***“What are the perceived costs and benefits of migration for your business?” (Return on Investment)***



# Geographical location:



**USA, Canada, UK, Germany, Spain, Turkey, Sweden, Netherlands**



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# SIEMENS

# LIVE|BUILD

# THE STUDENT HOTEL

Netherlands B.V.



**GLEM DIAS**  
& Associates



FRAGOMEN



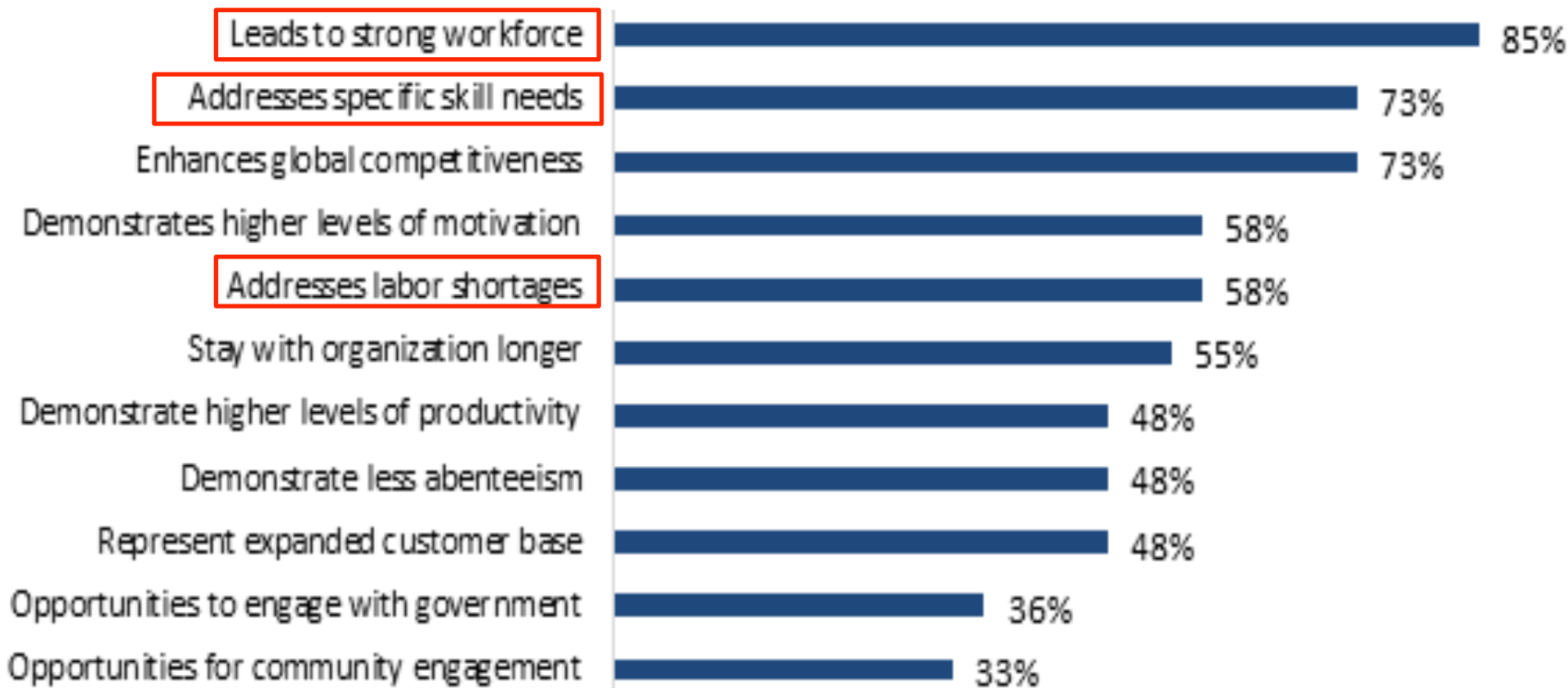
ASN BANK



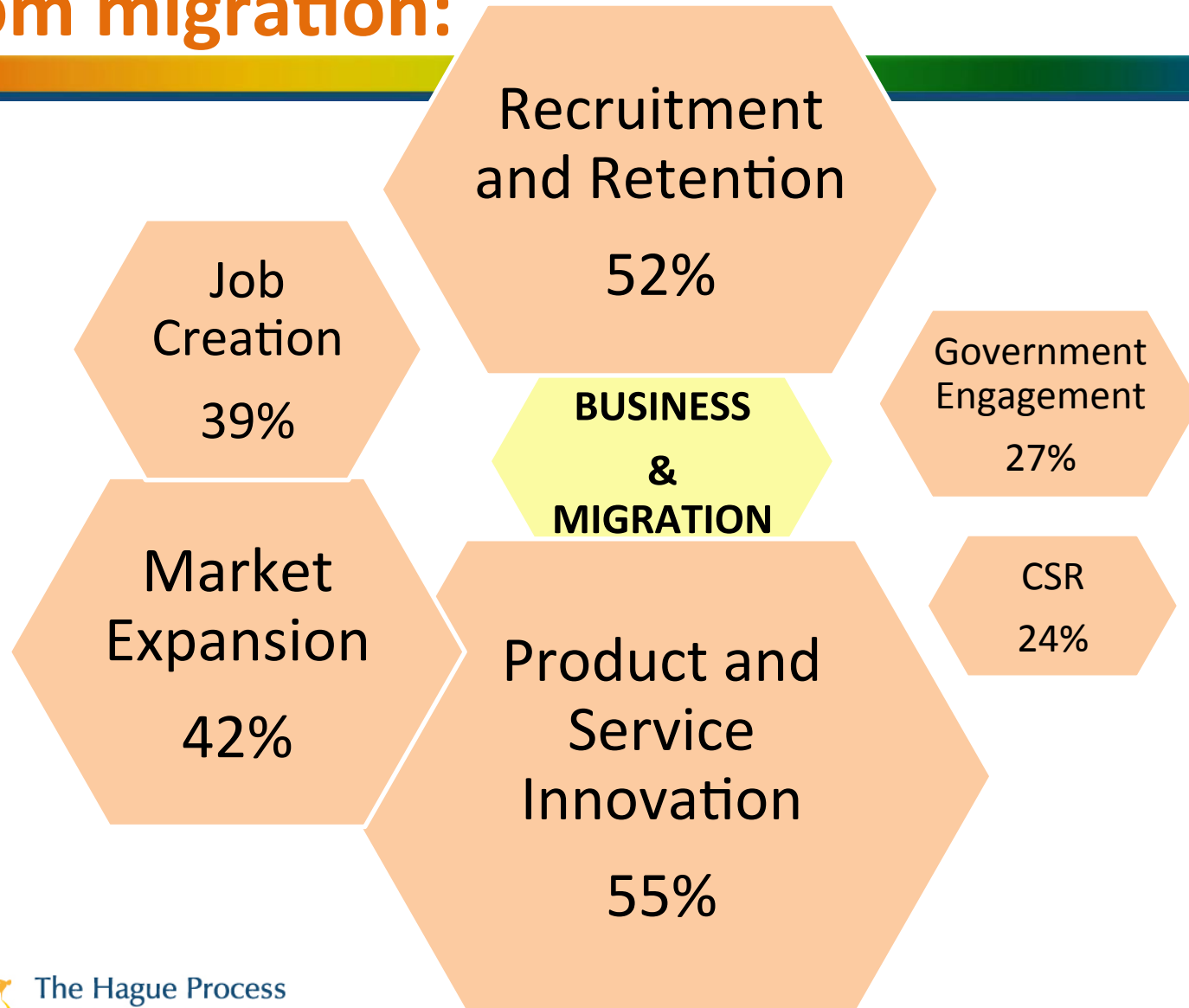
JUAN YACHT DESIGN  
Juan Kouyoumdjian • Naval architecture

*Chic*  
MANI&PEDI

# A) General Perceptions on Migration



## B) Areas in which companies benefit from migration:



## C) Return on Investment? (ROI)



- Businesses do not tend to measure ROI
- Businesses do not always see benefits of migration or tracking its impact
- However, ROI is measurable in specific initiatives for migrants in a company



- Managerial training
- Transparent work environment



### Reaction

*Positive feedback*



### Learning

*Greater understanding of  
cultural differences*



### Application

*Openness towards one  
another, solidarity*



### Impact

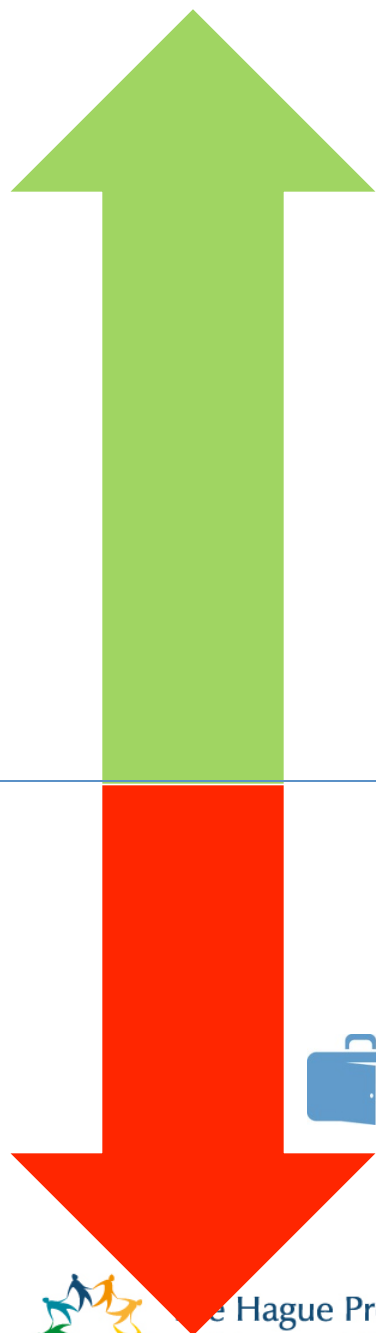
*Improved communication &  
employee satisfaction,  
reduction in turnover*



### ROI

44%





706%

 THE GOODMAN CORPORATION

110%

JUAN YACHT DESIGN

Juan Kouyoumdjian · Naval architecture



44%

-20%

 everJobs



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### 3) THP Business-City Partnership



- **Business:** labour and skills gaps → 36%
- **Cities:** Migrant integration; capitalizing on skills.
- **Migrants:** need employment → contributing to the local economy and actively participating in their new community.





### 3) THP Business-City Partnership



- **Aim:** Address business labour/skills needs by upskilling & placement of migrants
- **Partners:** Business, local municipality, THP
- **How:**
  - Labour market analysis
  - Upskilling & training
  - Placement
- **Outcome:** business have better matched workers; migrants are placed in jobs; city has less unemployment and better net economic growth



### 3) THP Business-City Partnership



- **Demand-driven** process
- Problem-solving **together**
- **Innovative approach**
- WIN-WIN-WIN model
- Working with partners & other initiatives
- Internationally replicated



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## 4) Lessons learnt so far



- **Integration:** Immediate immersion
- **Work:** reduces potential challenges → access?
- Refugees form potential **pool of talent**
- Refugees as **entrepreneurs**
- Challenges: changes in political agendas;  
stereotypes & misconceptions





**Thank you!**

[www.thehagueprocess.org](http://www.thehagueprocess.org)



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