

# Successful Integration of Refugees at Siemens

# Siemens actively responds to the global refugee challenge in alignment with external partners

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## Social Background

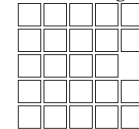
- the exacerbated refugee crisis and the open boarder policy of Germany
- successful integration: language proficiency, accessible labor market to new arrivals
- Siemens considers it as part of our **social responsibility** to contribute to a pragmatic solution for this massive social challenge.

## Communication for Integration (C4I) Initiative – an EU project fighting against prejudice

- a joint action of the Council of Europe and the European Union
- 10 public authorities, including the city of Erlangen, selected to lead a public discourse on migration and diversity
- the aim: to refute false but widespread misunderstandings about refugees, asylum seekers and migrants.



Stadt Erlangen



Funded  
by the European Union  
and the Council of Europe



COUNCIL OF EUROPE  
  
CONSEIL DE L'EUROPE

Implemented  
by the Council of Europe

## Project Background

# Siemens introduced a sustainable program to integrate refugees (examples)

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## **2 million euros of donations & personal contributions:**

A total of 1 million euros were donated to support third-party aid projects as well as personal contributions on the same scale.

## **Internships for refugees:**

Two-month paid internships for qualified refugees during the asylum procedure.

## **Pre-classes:**

Generally a six-month pre-qualification as preparation for an apprenticeship – four pre-classes are set up, each for approx. 16 refugees (In Erlangen, Berlin, Karlsruhe and Düsseldorf) – suitable candidates are accepted onto the apprenticeship program.

## **Paid leave for employees:**

Paid leave on up to five days in financial year 2016 for medical staff, e.g. company doctors.

# Siemens introduced a sustainable program to integrate refugees (examples)



## **Buildings:**

Siemens temporarily provides empty office buildings to house refugees (e.g. in Erlangen, Munich).

Many **local initiatives** (e.g. charity concert in Erlangen, gymnastics for mothers and children for refugees in Sportpark Erlangen, collections of donated items, donation campaigns, e.g. SRE canteens, Siemens social network groups from employee initiatives).

# Siemens actively responds to the global refugee challenge in alignment with external partners

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Siemens works hand in hand with government institutions on both national and local levels, involving authorities of multiple functions.

*Examples include: Bundesvereinigung der deutschen Arbeitgeberverbände, Bundesamt für Migration und Flüchtlinge, Ausländerbehörden...*



Siemens is a member of significant networks promoting integration efforts, for instance the **Wir-Zusammen Initiative**, one of the strongest German industry integration Initiatives

*Participants include Adidas, Deutsche Bank, Lufthansa Group, Telekom, Bosch, VW, **Siemens**, united Internet, Wolf*

Another example:  
**Charta der Vielfalt Round Table**

*Participants include Deutsche Bahn, Deutsche Telekom, EY, Fraport, **Siemens**, Monster, SAP, ZDF, VW ...*



# What are the goals, what is in it?

For refugees	For employees	For companies
<ul style="list-style-type: none"> <li>• <b>Give refugees and asylum seekers understanding of job market and enable them to better evaluate themselves</b></li> <li>• Get to know structure and culture of a large company</li> <li>• Encourage social participation and integration</li> <li>• Point out job perspectives for refugees</li> <li>• <b>Develop specialist skills (including language skills) and improve self-confidence</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Encourage a culture of tolerance and acceptance</b></li> <li>• <b>Remove (subconscious) prejudices toward refugees and immigrants</b></li> <li>• Encourage empathy and self-reflection</li> <li>• Take on responsibility - reinforce ownership culture</li> <li>• Encourage volunteering within the company</li> <li>• Encourage involvement - employee loyalty and sense of belonging</li> </ul>	<ul style="list-style-type: none"> <li>• Use potential of qualified refugees and asylum seekers</li> <li>• Contribute to reducing lack of skilled staff in Germany</li> <li>• Improve company's positive image</li> <li>• <b>Clear positioning as company on a current, sociopolitical issue and assumption of social responsibility</b></li> <li>• <b>Pioneer and trend setter in society and role model for other companies</b></li> </ul>



# Internships for Refugees

## Quick glance at the internships

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**Inter-department cooperation provides a sound foundation for successful project implementation.**

- **Governance:** Human Resources Social Innovation & Volunteering
- **On-site:** workers councils; operational departments, Siemens Professional Training, buddies, trainees, youth networks, self organized employee initiatives
- **Top Management support:** personal commitment of the Chairman of the management board, our CEO Joe Kaeser



**Energy management intern and buddy**



**Two interns**  
working at a production site in Kemnath

# Internships for Refugees

## Overview of locations & status

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### At all locations ...

... very positive encouragement & support at the Siemens locations from

...

... managers providing internship places

... employees taking on a mentoring role (buddies)

... employees -e.g. placing candidates

Currently **18** interns employed at Siemens. **28** internship successfully completed.



Central and local support from the job center and other institutions

### Current challenges:

→ Receiving suitable applications (mainly number)

→ Language skills low in individual cases

→ Sometimes exemption from minimum wage is not confirmed for funded concepts



# Pre-classes

## Project information and goals

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### Our goals



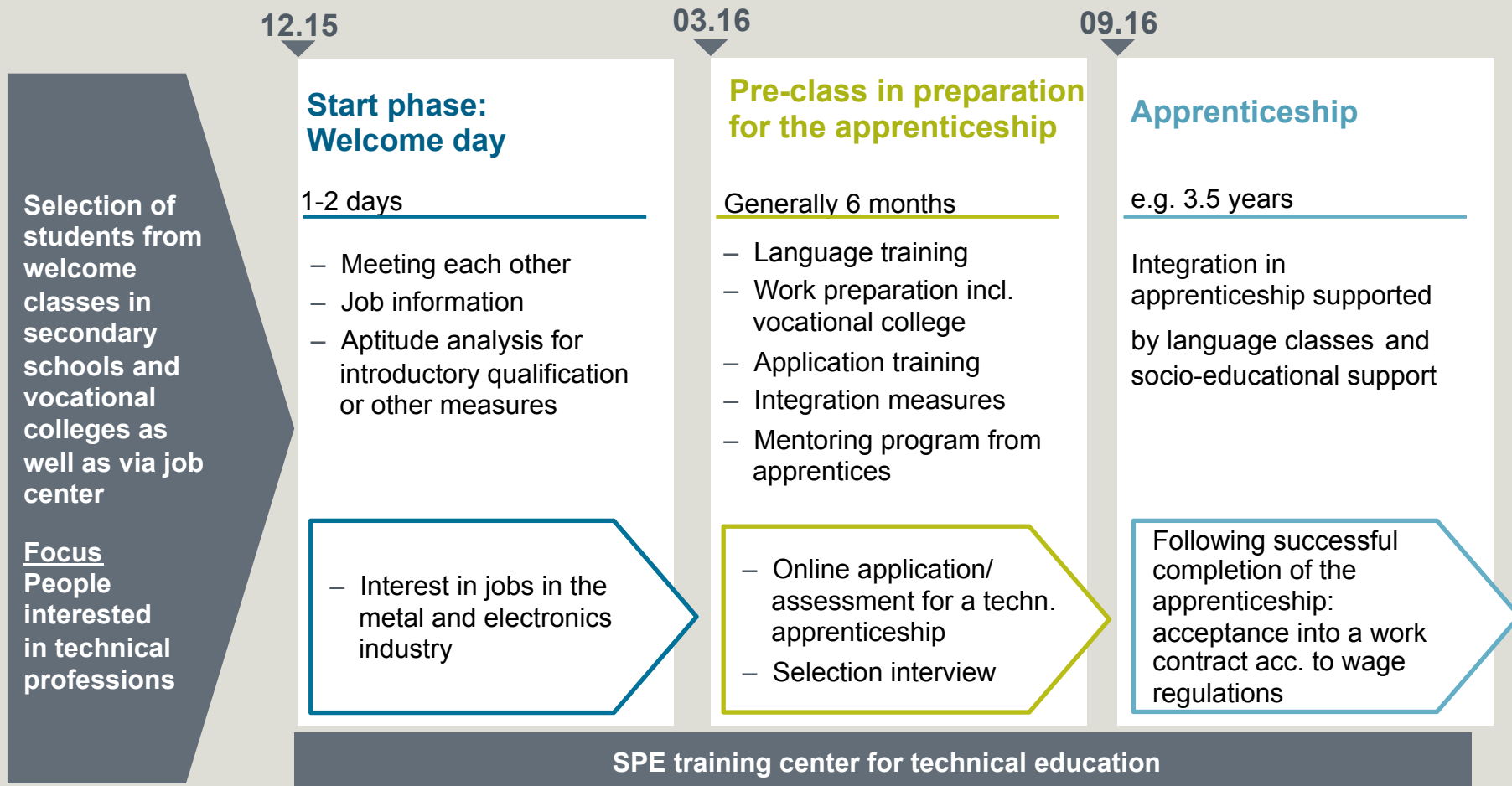
- Siemens will implement refugee welcome culture in a concrete, sustainable manner
- Step-by-step model for integration of refugees with potential into technical apprenticeships
- Creation of concrete job perspectives for refugees with potential
- The Siemens training program set up 4 pre-classes for this purpose each with 16 refugees
- We would like to identify suitable refugees from these classes for an apprenticeship



# Pre-classes

## Overview of 3-stage concept

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# What we have learnt

## Challenges in professions in the metal and electronics industry

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Access to suitable applicants with the required language skills (min. A2).

Legal regulations, which vary a lot from state to state. (compulsory school attendance, etc.)

Prior knowledge in STEM subjects often not sufficient for 3 to 3 ½ -year apprenticeships.

High social pressure on participants to earn money quickly.

Little understanding of dual apprenticeship system in Germany.



# What we have learnt

## Our success factors and advices

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Programms like these require everybody's commitment from top management to employees, the right culture has to be there!

The right local network – securing suitable partners to perform measures (e.g. federal job centers, schools, unions, associations)

Offering intensive language instruction oriented toward practical work, incl. incorporation in cultural measures (e.g. visit to technology museum, market).

Educational approach adapted to the target group incl. socio-educational support.

Social incorporation via cultural and sporting activities, such as a mentoring program with apprentices, organization of parents evenings, football tournaments, etc.

**Take action.**

**Start small.**

**Identify the platform and resources.**

# An Alternative Initiative

jointly presented by the Siemens Foundation and the DO School

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## SIEMENS | Stiftung

Since it was founded, Siemens Stiftung has been committed to securing basic services, promoting high-quality education, and fostering international understanding using culture as part of its operational work

Numerous German companies already offer training and work opportunities designed specifically for refugees. But unfortunately, these offerings do not always reach their target group.



**“Help shape your own integration”** is the slogan under which Siemens Stiftung and The DO School in Berlin have launched the “Bridging Challenge.” In a workshop lasting several weeks, refugees and experts develop solutions together to plug the gap between what is offered and the refugees' abilities.