



TALENT BEYOND
—BOUNDARIES—

ANNUAL REPORT

2023



INTRODUCTION FROM THE BOARD

In a world marked by unprecedented displacement, we envision a future where refugees are no longer constrained by borders, bureaucracy, or biases when seeking dignified employment opportunities. Our mission is clear: We are transforming skilled migration systems for refugees by removing barriers, creating new opportunities, and rewriting the story of displacement.

The evolution of TBB from an ambitious idea to a recognized solution for refugees is truly remarkable. A few years ago, the concept of a labor mobility solution for refugees was scarcely explored. Yet, through the dedication of visionaries and the tireless efforts of our team, we have not only tested this concept but have seen it succeed.

Our gratitude goes to the thousands of refugees who have contributed to building the Talent Catalog, showcasing the remarkable talent within refugee communities to the world. We are also grateful to our

partner organizations, donors, and thought partners whose unwavering support has been instrumental in advancing our mission.

Finally, there is the Talent Beyond Boundaries team, which has worked harder and dreamed bigger than we thought was humanly possible.

Expanding this proof of concept to a solution for tens of thousands and millions of refugees will be challenging. Our task in 2024 and the coming years will be to work with all of these champions and continue the optimism, creativity, collaboration, and perseverance of these early years to scale our work.

With gratitude and optimism,

Mary Louise Cohen,

**BOARD CHAIR ON BEHALF OF
THE TBB GLOBAL BOARD**





CONTENTS

Introduction from the board	2
Message from our Global CEO, Steph Cousins	4
Our impact in 2023	6
Goal 1: Skilled immigration pathways are open to refugees	7
Goal 2: Refugees can access pathways	11
Goal 3: The private sector is driving the solution	14
Goal 4: The global refugee & migration system adapts	17
Goal 5: The solution is sustained through technology & partnerships ...	23
Challenges	25
What's next in 2024	31
Governance	32
Gratitude to partners and donors	33
Financials	35

MESSAGE FROM OUR GLOBAL CEO, STEPH COUSINS



I'm thrilled to present this report showcasing the remarkable progress of our efforts to support refugees to migrate for work opportunities worldwide. Our work rests on a simple yet powerful truth: refugees possess valuable skills and dreams. Given the opportunity, they profoundly impact workplaces, economies, and societies, serving as doctors, nurses, engineers, IT professionals, hospitality staff, musicians, caregivers, skilled trade workers, entrepreneurs, and much more.

It's a privilege to collaborate with a team deeply committed to this message, individuals who embody our vision of a world where displaced individuals can migrate safely for employment, leveraging their skills to rebuild their lives with

dignity and purpose. I extend my gratitude to our dedicated network of staff, volunteers, board members, employer partners, fellow members of the Global Task Force on Refugee Labour Mobility (GTF), and the numerous partner organizations tirelessly working on expanding refugee labor mobility pathways.

As we set our sights on ambitious goals for 2024 and beyond, this report serves as a testament to our collective determination and capability to realize them. Together, we are poised to make a lasting difference!

Steph Cousins,

GLOBAL CEO

**Working with refugees,
partners, governments, and
businesses, we created
tangible pathways for
displaced people to
rebuild their lives
with dignity
and purpose.**



OUR IMPACT

In 2023 we outlined our 5-year Global Strategy to help thousands of refugees benefit from skilled migration pathways.

PROGRESS TOWARDS OUR 2027 GOALS*

1 Open skilled immigration pathways for refugees in 27 countries by working with governments to address barriers in their skilled admissions programs that block refugees and other forcibly displaced people or by designing creative solutions to these barriers.



2 Support more than 15,000 displaced people to migrate on labor mobility pathways by scaling up job matching and utilizing assistance from various organizations mobilized to support displaced talent mobility.



3 Mobilize the private sector to drive this solution by supporting hundreds of businesses globally in adjusting their international talent acquisition strategies to include forcibly displaced people and regularly supporting refugees' skilled visas.



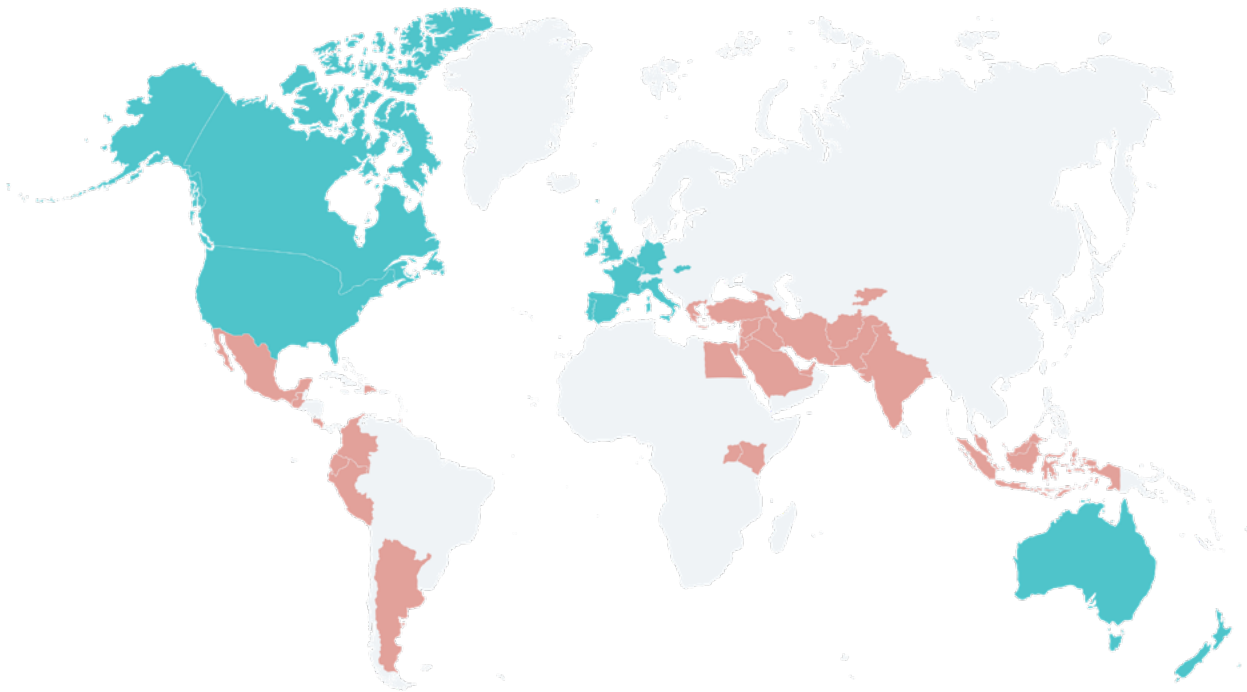
4 Ensure the global refugee and migration system embraces displaced talent mobility by supporting governments and international multilateral institutions in establishing policy positions and agreements that support the sustained expansion of labor mobility pathways for refugees over decades.

5 Sustain this solution through technology and partnerships by ensuring refugees, employers, and organizations engaged in labor pathways are all visible to one another and connected through shared use of technology and data, enabling a vibrant marketplace where job matches can efficiently scale.

*Bars show progress by May 2024 (current) for goals where we have numerical targets. More detailed explanation of progress against each goal below.

Goal 1: Skilled immigration pathways are open to refugees

COUNTRY PROGRAM UPDATES



DESTINATION COUNTRIES ●

-  Australia
-  Belgium - **New**
-  Canada
-  France - **New in 2024**
-  Germany - **New in 2024**
-  Ireland - **New**
-  Italy - **New in 2024**
-  Portugal - **New**
-  Slovakia - **New in 2024**
-  Spain - **New in 2024**
-  United Kingdom
-  United States - **New**

SOURCE COUNTRIES* ●

Argentina, Colombia, Costa Rica, Dominican Republic, Ecuador, Egypt, Guatemala, India, Indonesia, Iraq, Jordan, Kenya, Lebanon, Malaysia, Mexico, Pakistan, Peru, Saudi Arabia, Trinidad & Tobago, Türkiye, United Arab Emirates, and Uganda.

TBB’s work rapidly expanded opportunities for refugees globally to migrate on skilled pathways in 2023.

We successfully established labor mobility pilots for refugees in four new countries – **Belgium, Ireland, Portugal, and the United States** – and expanded our existing pilots in Australia, Canada, and the United Kingdom. We also broadened the geographic reach of our support to refugees beyond the Middle East.

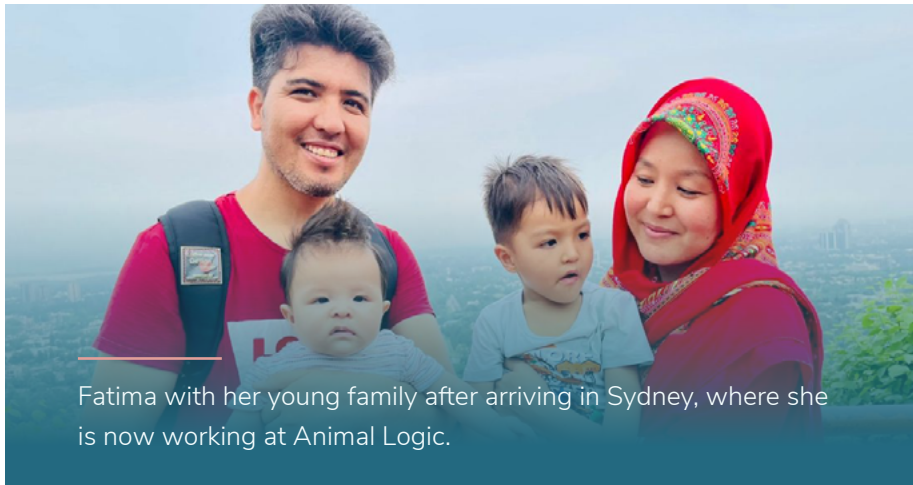
We’ve proven that we can expand rapidly in different corners of the world while maintaining a lean internal team by utilizing key partners and technology.

* Source refers to the countries displaced candidates have traveled from.

AUSTRALIA

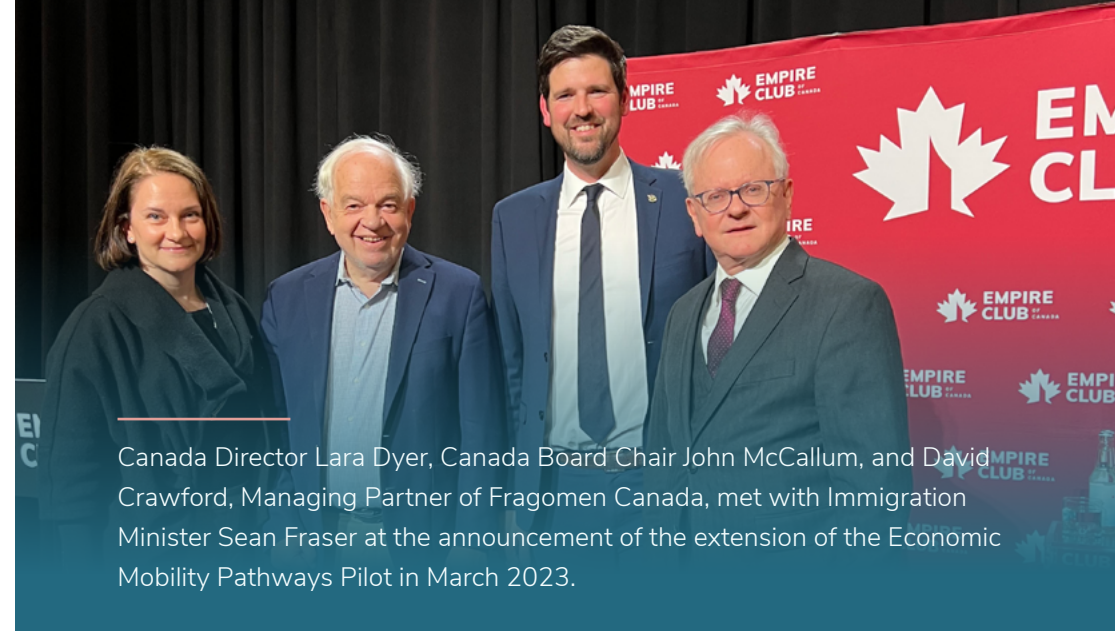


We successfully advocated for the Australian government to extend the **Skilled Refugee Labor Agreement Pilot** for two years, expanding the allocation to 500 places for primary applicants plus family members and incorporating additional concessions such as allowing candidates to use online English language testing options. We have also begun discussions with the Department of Home Affairs about transitioning to a permanent refugee labor mobility program when the pilot concludes in June 2025.



Fatima with her young family after arriving in Sydney, where she is now working at Animal Logic.

A highlight of the year was reaching our goal of helping at least 50 Afghan women secure employment (or resettlement through employment for their male partners) through the 'X-Files' program. Through X-Files, we worked with a group of senior executive women and employers to help skilled, at-risk Afghan women find permanent solutions in Australia following the Taliban's takeover of Afghanistan.



Canada Director Lara Dyer, Canada Board Chair John McCallum, and David Crawford, Managing Partner of Fragomen Canada, met with Immigration Minister Sean Fraser at the announcement of the extension of the Economic Mobility Pathways Pilot in March 2023.

CANADA



Canada made significant improvements to the **Economic Mobility Pathways Pilot (EMPP)** with input from TBB, making the program more accessible to refugees and resulting in a 800% increase in employers issuing job offers through the scheme compared to 2022. Canada's new Immigration Minister, the Hon. Marc Miller, pledged at the Global Refugee Forum to make the **EMPP permanent by 2025**, a historic step in refugee labor mobility and the first government to commit to a permanent program.

EUROPEAN UNION

Our entry into Europe was as a partner of [Displaced Talent for Europe \(DT4E\)](#), a three-year pilot project (to December 2024) funded by the **European Union (EU)** and led by the **International Organization for Migration (IOM)**. The project aims to facilitate and enhance labor mobility schemes, connecting displaced talent in Jordan and Lebanon with employers in Belgium, Ireland, Portugal, and the UK.



In Ireland, the first cohort of displaced talent candidates through DT4E were given job offers in 2023 in cyber security and healthcare roles. Candidates began arriving in Ireland in early 2024 on existing statutory employment permits and visa pathways. At the Global Refugee Forum in December 2023, the Government [committed to supporting labor mobility as a complementary pathway](#) by providing concessions and flexibility on support documents at the visa processing stage and for central processing of our applications in Dublin.



In Belgium, the pathway is the EU single permit, which combines the residence and work permits for highly skilled talents and bottleneck professions. We had the first five job matches with arrivals foreseen in 2024, and we are establishing a healthcare pathway model for nurses to help fill healthcare shortages in the country, incorporating pre and post-arrival training. The first cohort of 15-20 nurses are expected to start their language course in the summer of 2024, with job offers conditional on them passing the first element of the language course.



In Portugal, the program has been actively engaged in intensive and proactive employer outreach initiatives. However, Portugal has yet to secure its first job offer, with employers citing the length of the immigration process (typically three to six months) as the primary obstacle to their involvement. The Portuguese government has yet to establish a specific visa pathway for the program, preferring to use existing visas with adaptations as and when necessary. Following the election in March 2024, a new national government has recently taken office, and discussions regarding the program are expected to resume.

In the UK, we partnered with IOM to develop a suite of training modules for employers and candidates to foster positive integration outcomes. Additionally, we received invaluable support in overcoming mobility barriers for displaced candidates traveling to the UK.

The European Commission and participating countries involved in Displaced Talent Mobility [pledged support for legal entry channels for refugee workers at the Global Refugee Forum](#).

UNITED KINGDOM

2023 saw the UK reach the milestone of over 500 people supported through TBBs labor pathway. In November 2023, the pilot was extended in duration and scope to allow more displaced people from different locations and nationalities to access the pilot. As part of this, the UK government recognized that skilled refugees had **contributed over £1 million** to the UK economy through the Displaced Talent Mobility Pilot.

Our healthcare program scaled rapidly as we **welcomed our largest cohort of 61 nurses**. Successful partnership with the **NHS & Department of Health & Social Care** has transitioned the healthcare program to business as usual, with **NHS Professionals** leading operations. Outside of healthcare, the primary industries hiring have been legal, technology, consulting, and engineering.

Displaced talent have settled and integrated across England, Scotland, and Northern Ireland. At the **Global Refugee Forum** in December, the UK government announced its continued commitment to the Displaced Talent Mobility Pilot, recognizing it as a **safe and legal route** to the United Kingdom.



In November, we were invited (along with eight TBB nurses!) to Buckingham Palace to celebrate King Charles' 75th birthday at a reception hosted for international nurses and midwives.

UNITED STATES



In late 2023, TBB, in partnership with the International Rescue Committee, launched **Welcome Corps at Work**, a first-of-its-kind labor/sponsorship pathway linking employment opportunities to resettlement through the U.S. Refugee Admissions Program. Through this program, Welcome Corps will match qualified refugees with U.S. employers, and they will be welcomed by a local Private Sponsor Group that commits to supporting the refugee's resettlement and integration.

Goal 2: Refugees can access pathways

By the end of 2023, TBB supported over 1,600 displaced people to access labor mobility pathways

OUR
IMPACT BY
THE END OF
2023

722

JOB OFFERS
EXTENDED

1,665

DURABLE SOLUTIONS
SECURED

(candidates + family)

727

PEOPLE MOVED

27

SOURCE
COUNTRIES

In 2022,
more than 70 percent of the candidates who had received a job offer through our program were from Jordan and Lebanon, where we have a physical presence.

In 2023,
as a result of adopting a global support model, we were able to help displaced candidates in 27 countries across Asia, Latin America, Africa, and the Middle East to secure jobs and labor mobility opportunities (up from 8 countries in 2022).



Africa Recruitment Lead Josue Musoda meets with Talent Catalog candidates in Uganda.

In 2023, TBB helped displaced candidates of **21 nationalities** secure employment pathways out of **27 source countries** while building supportive ecosystems in each. (see p. 8) Our Talent Catalog reached 100,000 sign-ups — a goal we achieved four years ahead of schedule.

Our efforts to train and collaborate with partners to adopt refugee labor mobility programming have started to pay off. Host partners trained through our capacity-building program, implemented in collaboration with **UNHCR**, landed their first job offers after an intensive training period led by TBB. **BOSCO Delhi** in India, **Catholic Relief Services** in Indonesia, **Finn Church Aid** in Uganda, **HIAS** in Peru and Ecuador, and **SHARP** Pakistan managed candidate recruitments across Asia, Latin America, and East Africa. **RefugePoint** has also built a sustainable refugee labor mobility program for refugees in Kenya and is looking to expand.

By the end of the year, 25 percent of all job offers in 2023 were generated



through the program and facilitated by TBB destination teams. We also [hired our first staff member based in East Africa](#) and are planning to build a small team in Latin America in 2024.

Overall, TBB and partners supported over 700 refugee candidates to secure job offers and migration pathways, including personal support workers, web developers, mechanics, operations managers, chefs, and financial consultants. Together with their family members, this provided over 1,600 refugees access to solutions to their displacement through labor mobility.

On image: TBB and partners met to discuss how to create more opportunities for skilled refugees to move from Kenya to Canada through the EMPP.



SPOTLIGHT ON AUTONOMOUS ACCESS

TBB aims to foster a global migration system that allows refugees to find jobs and move on skilled pathways as autonomously as possible. In 2023, an unprecedented **70 candidates** secured job offers independently and sought TBB's migration assistance.

This model, known as Autonomous Access (AA), allows refugees to secure a durable solution via employment on their own, later seeking TBB's help for the immigration and relocation process. **AA cases account for over 15% of TBB's current job offers globally and around 75% of total employment matches in Australia.**

“For me, TBB is not just an organization that helps refugees – it is more like a family that really helps you to have a better future.”

– Maya, Civil Engineer and Palestinian Refugee
Now living Esperance, Australia.

[Read her story](#)



Goal 3: The private sector is driving the solution



Over 290 employers have hired candidates through TBB programs, individually or through hiring multiple candidates. This year, we have strengthened our global engagement with corporations, witnessing robust commitments from key employer partners.



Deloitte.

 Culture Amp



accenture

FRAGOMEN

A snapshot of some of the companies that have issued job offers to TBB candidates worldwide.

In line with our five-year strategy, we continue collaborating with employers interested in hiring candidate cohorts, a key focus area for the team this year.

Recognizing the private sector's pivotal role in driving this solution, we prioritize gathering feedback from our employer partners. We have focused on cross-functional collaboration between our employer-facing teams in different countries to share knowledge and develop our private sector outreach strategy. It's gratifying to note that 100% of surveyed employers thus far are likely to recommend working with TBB to others.*

We stepped up our partnership with the global law firm **Fragomen** to explore using their skilled visa processing technology and staff to conduct candidate intakes on the Talent Catalog. **LinkedIn** also provided critical funding, supported our corporate outreach using its platform, and trained candidates on improving their LinkedIn profiles to compete in the global job market.

* Very likely or somewhat likely.

“We welcomed two Syrian refugees to our Engineering team in Aberdeen whose skills have already proven to be extremely valuable to EnerMech... TBB are key to supporting both our objectives and the aspirations of the talented people they represent.”

- Phil Ogden, Enermech Chief HR Officer

[Watch their story](#)



Employer Spotlight

Tri-County Mennonite Homes (TCMH), a long-term care provider based out of Ontario, Canada, took part in our [hiring event with RefugePoint in Kenya](#) in October and hired three excellent candidates.

For TCMH, the interest in meeting refugee candidates in person stemmed from the appealing prospect that hiring could address acute workforce gaps and change someone's life for the better.

While in Kenya, **TCMH had the opportunity to assess** the training and experience of applicants and found that the curriculum had an enhanced level of training compared to that of domestic candidates.

“Through interviewing in Kenya, we met some highly skilled, well-trained nurses and personal support workers—individuals who had a desire to grow to be physicians.” - Steven Harrison, TCMH CEO.

TCMH CEO Steven Harrison shared how candidates were interested not only in employment opportunities but also in how they could be members of Canadian society.



Goal 4: The global refugee and migration system adapts

In 2023, we made significant strides in integrating labor mobility pathways for displaced talent into national migration systems and the international humanitarian architecture, with adaptations to enhance facilitation.



[The Global Refugee Labor Mobility Summit](#) in Amman, Jordan, co-hosted by TBB and **Fragomen** in collaboration with **UNHCR**, marked a significant milestone, uniting stakeholders from diverse sectors. The summit will be seen in future years as the founding event of the global movement for labor mobility for displaced populations and was a necessary springboard to the remarkably high profile of labor mobility at the December Global Refugee Forum.

On image: Watch our recap of the Global Refugee Labour Mobility Summit.



The Global Refugee Forum (GRF 2023) in Geneva, co-hosted by the Government of Switzerland and **UNHCR**, the UN Refugee Agency, showcased the full integration of labor mobility pathways for refugees through an event hosted by TBB and its partners on the **GTF**, Chaired by the Government of Canada. The event featured high-level participation, including Ministerial and Head of UN Agency level attendees, and emphasized the active involvement of individuals with refugee experience. This culminated in a lengthy and inspiring series of pledges from states, corporations, and NGO partners. Together with other members of the GTF, we made a bold multi-stakeholder pledge at the 2023 Global Refugee Forum to achieve the goal of 200,000 refugees arriving on labor mobility and education pathways in five years.

TBB played a pivotal role throughout the year in GRF preparations and actively participated in the first in-person meeting of senior officials at the GTF in Geneva. Over 1,750 pledges were made to implement the Global Compact on Refugees objectives. Read the outcomes of the GRF 2023

[here](#). An influential networking event also marked TBB's participation at the **World Economic Forum**.

National migration systems underwent adjustments and expansions to facilitate displaced persons' movement for work, notably in the UK, Belgium, Ireland, USA, Portugal, Australia, and Canada. The Canadian government's commitment to converting a labor mobility pilot into a permanent program for refugee labor mobility underscores the progress achieved.

In the European Union, pathways via work became more integrated into the policy framework, with the European Commission joining the GTF and approving additional funding for labor mobility projects. TBB's involvement in EC-funded initiatives across several EU states signifies a significant step towards mainstreaming labor mobility efforts.

[Read more about how TBB put labor mobility on the map at GRF 2023 \[here\]\(#\).](#)



Looking ahead to 2024, upskilling and train-to-hire models are emerging as critical models for systems change in labor mobility pathways, garnering increased interest and engagement.

TBB's advocacy efforts have played a vital role in promoting these models across corporate, national, and institutional spheres.

TRAIN TO HIRE MODELS

TBB is working on different initiatives with partners, focusing on two main strategies: **“Hire-Train-Move”** for refugees who are ready for work or need a bit more training, and **“Train-to-Hire”** for longer, basic training programs to help refugees become skilled in a needed technology or field.

Our efforts are driven by the needs of employers and the labor market. Existing projects showcase promising results, such as Corporate Hire-Train-Move initiatives, which have seen success, with companies like **Deloitte** providing training and employment opportunities, or Industry-specific synergies, such as the one with the healthcare sector in Belgium, which involves employers and universities.

However, we face challenges such as meeting required standards, attracting sufficient funding, and the complexities of reshaping training programs in challenging environments and navigating regulatory barriers in upskilling for regulated professions.

Despite these challenges, there are significant opportunities ahead:

- › Probation periods offer a chance to build mutual trust between employers and employees.
- › Inter-agency cooperation can scale infrastructure development, including language and technical training.
- › Incentives for first asylum countries to open their training systems to refugees can alleviate the burden and attract investment.

Employer and labor market-driven training has a huge potential to scale, bridging the gap between development and migration. It's not just about creating pathways but purposeful upskilling where employers are critical stakeholders in this endeavor.

ALUMNI LEADERSHIP AND ENGAGEMENT

We fully embrace meaningful participation and believe it is crucial for effectively serving refugees and displaced people in the labor mobility sector. We are dedicated to fostering this engagement in various ways and continuously strive to enhance meaningful participation throughout our organization and operations.



On image: Our UK Alumni Advisory Committee (from left to right: Karim, Ammar, Rawan, Fayzeh, and Firass).

Amplifying Refugee And Alumni Voices

At TBB, people with lived experience of displacement and alumni of our programs are represented on all of our boards and advisory groups. We also have many staff at all levels who have lived experience of conflict and displacement. Over 2023, we set up two advisory committees to further increase the presence of refugee voices and feedback in our organization.

Our commitment to meaningful participation extends to [our board and diverse team](#), with [people like Jana](#), our UK Talent Sourcing Lead, bringing their lived experiences to every level, from entry-level positions to leadership roles.

Alumni Advisory Committee

As part of our commitment to amplifying refugee voices, we established the UK [Alumni Advisory Committee](#) in September 2023.

Comprising members from our extensive alumni network, the committee aims to enhance alumni involvement in shaping and implementing the Displaced Talent Mobility Pilot and integration support for future candidates, fostering a stronger sense of community among alumni in the UK.

Global Task Force On Refugee Labour Mobility Refugee Advisory Committee

In collaboration with **RefugePoint**, we have led the formation of the first Refugee Advisory Committee for the **GTF**. We have successfully recruited five advisors to provide technical advice and expertise to the GTF based on their lived experience as refugees using complementary labor pathways.

During the 2023 Global Refugee Forum in Geneva, we had refugee voices and members of the Refugee Advisory Committee present at key panels to advocate for displaced labor mobility by sharing their personal stories. Notable speakers included two TBB alumni, Ammar Sammour, Senior Trainer at Recoded; Derar Alkhateeb, software engineer and co-founder of Pathway Club; and Agnes Mude Lomoro, Registered Nurse who resettled in Canada with the support of RefugePoint.

Alumni Contributing To Our Technology Solutions

The invaluable contributions of alumni are evident in the development of the Talent Catalog software. Several TBB tech alumni contribute to the Talent Catalog open-source project, improving functionality and user experience. Additionally, our routine distribution of candidate surveys gathers feedback that shapes our operations.



Impact Measurement and Knowledge Leadership

We prioritized impact measurement and building the corpus of knowledge on refugee labor mobility pathways and their impact.



TBB DROVE FOUR KEY RESEARCH INITIATIVES:

1

In June 2023, the World Bank selected TBB for the **World Bank Innovation Challenge on Jobs and Migration** to receive funding for researching effective solutions that maximize the economic benefits of safe, regular migration. The research, in collaboration with researchers from Oxford, Antwerp, UCLouvain, and Reading universities, will evaluate the impact of TBB's programs globally on displaced individuals and their families over three years and identify barriers and opportunities for scaling labor mobility programs.

2

TBB also collaborated with the **University of Oxford's Refugee Studies Centre**, which conducted an **independent evaluation** of the initial phase of the UK's Displaced Talent Mobility Pilot (DTMP).

3

In collaboration with TBB, the **Migration Policy Institute (MPI)** has researched employer engagement, exploring the experiences, motivations, and constraints of employers who have participated in TBB pilot programs and those who have yet to hire displaced talent. By leveraging these insights, the research paper recommends pathways to scale through policy adjustments and structural adaptations.

4

In 2023, we began implementing an **Australian Research Council**-funded investigation with the **University of New South Wales, Australian National University**, and **the Regional Australia Institute** to study the role of the Skilled Refugee Labor Agreement Pilot in alleviating skills shortages in rural Australia.

Goal 5: The solution is sustained through technology and partnerships

In 2023, our technology focus centered on strategic partnerships and expanding the Talent Catalog to cater to the evolving needs of its partner ecosystem.

We have worked with **11 refugee-focused partners** and **12 partners working with employers** to use the labor mobility pathways we have opened to support candidates in finding work and relocating to safety. Many of these partners now use the Talent Catalog to run these programs, enabling them to collaborate with TBB to facilitate the end-to-end matching and mobility process.

We've updated the Talent Catalog to include inbuilt candidate case management tools and streamlined visa eligibility workflows. We also introduced Direct Employer Access, enabling employers to directly add jobs and search for candidates, with a broader rollout planned for 2024.

New functionalities like direct job updates, automated CV generation, and "job chats" empower candidates and promote unified communications across all users. We continue to improve the user interface and search capabilities of the software to benefit partners and candidates alike.

Looking forward, we're excited to elevate our matching capabilities and scalability by collaborating with key AI partners. In 2023, we also warmly welcomed increased engagement from volunteer software engineers in the open-source community, which we're excited to build on in the year ahead.



“I might have challenges [since moving to the UK], but there are no barriers.”

– Karim, 3D Animator and Syrian Refugee
Now living London, UK.



[!\[\]\(666e09182d4cd268646ea700ea60dcdf_img.jpg\) Read his story](#)

CHALLENGES

While 2023 brought many achievements and substantial progress to our 2027 Global Goals, as we increased our programs, some challenges have emerged.

Some of these challenges are institutional, such as the lack of awareness of the broader public of labor mobility pathways and negative rhetoric towards refugees and displaced people. Other obstacles include obtaining buy-in from employers to hire refugees internationally, and addressing costs and visa processing timeframes. These challenges are not insurmountable, but overcoming them will require sustained collaboration between TBB, our partners, and the global community at large.



On image: TBB U.S. Director Betsy Fisher (right) assisting two candidates register for the Talent Catalog in Kampala, Uganda.

INSTITUTIONAL



Raising awareness about TBB and labor mobility pathways

The number of displaced people currently moving through labor mobility pathways still only represents a very small number of people who could be eligible to move. Many refugees have talents, skills and experience, and breaking down barriers to support more people to move through labor mobility is a key goal of ours over the next few years. Scaling our programs will require more advocacy to gain buy-in from employers and governments, more funding to grow our programs and increase resources, and more partnerships to support our work.



A changing political climate and managing negative rhetoric towards refugees

2024 is a year of elections and potentially changing governments. Advocating for our work to gain cross-party support is key, and we will need to continue our work through changing governments.



Advocating for settlement support for our candidates

As our candidates arrive in destination countries as skilled workers, they and their families are often not eligible for the same support as those with refugee status. Ensuring adequate support for candidates and their families is critical for the long-term sustainability and impact of labor mobility programs.

RECRUITMENT AND ENGAGING EMPLOYERS TO HIRE DISPLACED TALENT



Addressing unconscious bias in hiring processes

Unconscious biases can include preconceived notions that refugees won't have the required skills, hiring managers judging CVs harshly when they are unfamiliar with names of qualifications, academic institutions, and previous work experience listed, and assumptions that hiring displaced talent is charitable rather than filling a skills gap. Some employers also worry they won't have the resources required to provide psychosocial and other support for someone who has been displaced. We are working to change the narrative around refugees' skills and talents through our storytelling, advocacy, and information sessions with prospective employers.



Getting buy-in from all company levels

Our experience has taught us that hiring displaced talent requires people from various organizational levels, including HR (human resources), the hiring manager and more senior levels. For example, a CEO could see the benefits, but HR managers could be reluctant due to unfamiliar processes or documentation. Conversely, an HR manager could be passionate about hiring refugees but find it challenging to get buy-in from colleagues, including more senior managers or the hiring manager. To overcome this, we aim to include employees from different levels throughout the process to encourage buy-in and provide education about the programs.



Costs and timelines for hiring displaced talent

Visa and relocation costs can be a barrier for employers. Immigration fees are high and minimum salary requirements have increased in Australia last year and in the UK in April 2024. Additionally, timelines for hiring internationally can be unpredictable, depending on the country. TBB's pilot pathways with governments often include free expedited processing, but the time it takes for people to arrive still takes months. We have found that employers who are used to hiring internationally, have long-term skills shortages and/or have difficulty filling vacancies with local hires are most likely to hire.

BARRIERS FACED BY REFUGEES THAT PREVENT THEM FROM ACCESSING LABOR PATHWAYS



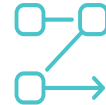
Lacking valid documentation and missing or unattainable travel documents

While TBB works closely with local institutions and governments to overcome barriers at the source-country level, we have collaborated with partners to overcome some of these challenges, e.g., collaborating with language testing providers to accept alternative forms of ID when sitting tests. However, employers and other stakeholders also need to be flexible with policies regarding documentation.



Lack of funding

Refugees often lack the funds or financial resources needed to move and obtain visas. We have partnered with funding partners like [Pathway Club](#) (co-founded by TBB alum Derar Alkhateeb and TBB co-founder John Cameron) to facilitate fund transfers for relocation, but this remains an ongoing challenge.



Limited information or awareness of pathways

Limited information or awareness of pathways from both refugees and employers, who may also be hesitant to employ refugees due to perceived barriers and lack of awareness of refugees' talents. We have implemented technical solutions to enhance the visibility of vulnerable refugees, including women and those in low-bandwidth camps, to international employers.



Updating employment skills and improving language skills

Displaced people may have been out of work for a while due to displacement or may need a certain level of English (or other languages) to apply for these programs. We are working with partners, including Duolingo, Coursera, OET, Pearson, and ReallyEnglish, to provide candidates with free and subsidized language resources and other training.

Despite challenges faced by both employers and candidates, our data based on feedback from both groups points to the fact that it's a win-win for *everyone* involved.

Employer feedback

95%

ARE LIKELY TO HIRE
DISPLACED TALENT
AGAIN

(somewhat likely, very likely
or extremely likely)

97%

RATE THEIR THEIR
DISPLACED TALENT
EMPLOYEES' TECHNICAL
SKILLS AND SOFT SKILLS
AS SATISFACTORY OR
HIGHER

94%

OF TBB CANDIDATES
GLOBALLY ARE STILL
WORKING WITH THEIR
INITIAL EMPLOYER
AT 1 YEAR, A HIGH
RETENTION RATE

Candidate feedback (1 year after relocation)

95%

FEEL POSITIVE ABOUT
LIFE

(somewhat positive,
positive, very positive)

89%

SEND REMITTANCES TO
FAMILY ABROAD

31%

HAVE BEEN PROMOTED
OR HAD A SALARY
INCREASE

[🔗 Learn more about our impact](#)

**“There’s school
for my kids and
my wife can
study and go to
university now.
Everything is
easier here.”**

- Hozifa, Mechanic & Syrian Refugee
Now living Shelbourne, Canada.

[Read his story](#)



WHAT'S NEXT IN 2024

Amidst a year filled with uncertainties—pivotal elections, geopolitical unrest, conflict-related violence, and the effects of climate change—we face two constants: the world's largest economies are all experiencing aging populations and skills and labor shortages that cost an estimated [\\$1.3 trillion](#) annually.

2024 will be a year of significant milestones for refugee labor mobility. Building on the high-level commitments secured at the 2023 [Global Refugee Summit](#), we will propel our work forward. We plan to continue to scale our current refugee labor mobility programs and expand our work throughout Europe, partnering

with two new EU-funded projects to extend our reach to **Italy, France, Spain, and Slovakia**.

In Italy, our advocacy (together with civil society partners and **UNHCR**) have spurred a legislative initiative that includes a labor visa quota for refugees and uncapped opportunities for a train-to-hire model. In Germany, we're conducting a comprehensive baseline assessment for Displaced Talent Mobility with the support of the German Government and the **Robert Bosch Foundation**.

This year, we will aim to support at least **1,300 refugees worldwide** through labor mobility pathways, with an increased outreach in Latin

America and Africa. We will continue to enhance the support provided to refugees who register on TBB's Talent Catalog, including free English language testing and access to technical upskilling.

Additionally, we will launch the [Displaced Talent Hub](#) to support partners in running refugee labor mobility programs, strengthening the ecosystem that facilitates these pathways.

GOVERNANCE

Thank you to the pro bono boards and advisory bodies who govern and guide our work globally.

GLOBAL BOARD

Globally, Talent Beyond Boundaries is governed by our Board of Directors including:

Our founders, [John Cameron](#), [Bruce Cohen](#), and [Mary Louise Cohen](#), alongside [Jennifer Bond](#), [Fadi Chalouhy](#), [Erika Kelton](#), [The Honourable John McCallum](#), [Judy Slatyer](#) and [Brad Winer](#).

AUSTRALIA

Talent Beyond Boundaries Ltd is governed by a Board of Directors:

Alison Cameron, John Cameron, and Bruce Cohen.

An Advisory Council supports TBB Australia:

Sarya Alsayed, Fiona David, Michael Dwyer, Sandra Elhelw Wright, Nicola Kaldor, Teresa Liu, Ross MacDonald, Kate O'Malley, Anna Robson, Naomi Steer, Sharon Taylor, Andrew Walsh, Jacqueline Weekers, and David Wilden.

UNITED STATES

An Advisory Council supports TBB US:

Gary David Slaiman, Tom McGuire, Taif Jany, Muhsin Hassan, Mark Guy, Allyson Eastman, Susan Din, Tine K.H. Dickey, Amy Cococcia, and Nikki Busel.

CANADA

Talent Beyond Boundaries/Talents au-delà des Frontières is governed by a Board of Directors:

Bruce Cohen, Tom Kaneb, The Honourable John McCallum, Cosmina Morariu, Ben Rempel, Alison Anderson, Bahati Ernestine, and Omar Taha.

UNITED KINGDOM

Talent Beyond Boundaries, a Board of Trustees, governs the UK:

Alison Cameron, John Cameron, and Ian Robinson.

TBB UK is also supported by an Alumni Advisory Committee, consisting of five TBB alumni who relocated through TBB programs and are living in the UK:

Rawan, Fayzeh, Ammar, Karim, and Firass.

GRATITUDE TO PARTNERS AND DONORS

An extraordinary range of partners make our work possible by leveraging their unique insights and expertise to support displaced talent.

OUR PARTNERS

AMES	HOST	ReallyEnglish
Australian Red Cross	IOM	RefugePoint
Bosco Delhi	International Rescue Committee	Settlement Council of Australia
Catholic Relief Services	Jumpstart Refugee Talent	Settlement Services International
Clayton Dubilier & Rice, LLC	LinkedIn	SHARP Pakistan
Coursera	Miles4Migrants	TalentLift Canada
Duolingo	Migration Policy Institute	UNHCR
Finn Church Aid	NHS Professionals	Volunteer Vision
Fragomen	Next Stop Canada	Weichert Workforce Mobility
Global Task Force on Refugee Labour Mobility	OET	World University Service of Canada
HIAS	Pearson	

**Thank you to the donors, enablers
and supporters who contributed
financially to our work in 2023.
None of our impactful work
would be possible without your
generosity and commitment.**

OUR DONORS

MAJOR DONORS (>\$100,000 USD)

Bureau of Population, Refugees, and Migration, U.S. Dept. of State / International Rescue Committee
European Union's Asylum, Migration and Integration Fund
Immigration, Refugees and Citizenship Canada (IRCC)
Iress Impact
Jumpstart Refugee Talent
LinkedIn Global Refugee Relief Fund
Minderoo Foundation (Walk Free)
Sharjah International Award for Refugee Advocacy and Support (The Big Heart Foundation)
UNHCR Regional Bureau for Asia and the Pacific
Western Union Foundation
Yield Giving (MacKenzie Scott)

ENABLING PARTNERS (> \$50,000 USD)

Bennelong Foundation
Deloitte UK
Fragomen
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Northern Territory Government, Australia
PayPal
The Shapiro Foundation
UK Department of Health & Social Care
UK Home Office

KEY SUPPORTERS (> \$5,000 USD)

AB Charitable Trust
Amazon Canada
Cameron Foundation
Canadian Employee Relocation Council (CERC)
Duolingo
Phil Toews and Rick Sloan
QuadReal
St. Joseph's Care Group
The Clayton Dubilier & Rice (CD&R) Foundation
The Economist Newspaper
The Funding Network
The Plum Foundation
The Yulgilbar Foundation / Lindisfarne Foundation
Tri-County Mennonite Homes
Unbound Philanthropy
Weichert Company
World Education Services (WES) Mariam Assefa Fund

FINANCIALS



TBB utilized prior year unrestricted funding we were holding in reserves to fund our 2023 program expenditure.

Note: Audited financial statements for each legal entity are available for 2022 on [our website](#), and will be updated on completion of all audits for 2023.

CONSOLIDATED FINANCIAL STATEMENTS FOR TBB'S GLOBAL ACTIVITIES

Operating Revenue

Contributions & Grants	\$2,891,116
Interest Income & Other	\$16,479

Total Operating Revenue \$2,907,595

Operating Expenses

Program Services	\$3,855,219
Supporting Services	\$844,262

Total Operating Expenses \$4,699,481

Excess (Deficiency) of Operating Revenue Over Operating Expenses	Increase (Decrease) in net assets	-\$1,791,886
	Net Assets at beginning of Year	\$3,840,254
	Net Assets at end of Year	\$2,142,849

Donate to support refugee labor mobility



TALENT BEYOND
—BOUNDARIES—

talentbeyondboundaries.org

Moving displaced talent, beyond boundaries.