



FORGING PATHWAYS FOR DISPLACED TALENT

Talent Beyond Boundaries

Summary of Global Strategy 2023-2027



OUR VISION

Talent Beyond Boundaries is building a world where displaced people can safely migrate for work, using their skills to rebuild their lives with dignity and purpose.



OUR MISSION

We are here to disrupt the global skilled migration system which, for too long, has excluded refugees and other displaced people from opportunities. We are driven by the knowledge that displaced people have skills, talents, and dreams - and should have equitable access to skilled migration pathways in addition to traditional humanitarian resettlement programs. We are not a refugee recruitment agency; we are a catalyst for global systems change.

Our theory of change rests on a core idea: refugees aren't a burden to be shared; they are people with talent and aspirations - assets that can make a positive contribution to companies and communities around the world when given the chance to move internationally for work.

We work directly with governments to design skilled migration pathways that are accessible to refugees and other displaced people. At the same time, we listen to the needs of business and we leverage technology to connect displaced people with employers in need of their skills.

We show this solution works by directly facilitating recruitment, relocation and settlement of refugees through skilled pathways. To scale this solution, we use our know-how to help partner organizations around the world replicate this approach.

PROGRESS TO DATE

Over the past five years, we have proven that labour mobility is a viable solution to displacement with great potential for scale.

More than 50,000 displaced people have now registered on the Talent Catalog - the open-source software we built to facilitate displaced talent mobility. We have assisted Australia, Canada and the UK to design displaced talent mobility pilots to enable businesses to recruit from the Talent Catalog. More than one hundred businesses have recruited displaced talent through these programs already, resulting in more than a thousand people securing solutions to their displacement.

In this way we have shown that displaced people have the skills that employers desperately need, and that governments can make practical adjustments to their skilled migration schemes to accommodate the needs of displaced people.

STRATEGY 2023-2027

Over the next five years we will transition from helping hundreds of displaced people to benefit from skilled migration each year, to thousands – while establishing the foundations for the sustainable growth of this solution beyond 2027.

We are working towards these five goals by 2027:

- 1 Skilled immigration pathways are open to refugees**
At least 27 countries will open up their skilled admissions programs to refugees and other forcibly displaced people, providing additional pathways to durable solutions at scale.
- 2 Displaced people can access the pathways**
More than 15,000 displaced people will migrate on labour mobility pathways, utilizing assistance provided by a range of organizations mobilized to support displaced talent mobility.
- 3 Private sector is driving the solution**
Hundreds of businesses globally will adjust their international talent acquisition strategies to include forcibly displaced people and will be supporting the skilled visas of refugees on a regular basis.
- 4 The global refugee and migration system adapts**
Governments and global multilateral institutions will establish policy positions and agreements that provide an international normative basis for the sustained expansion of labour mobility pathways for refugees.
- 5 The solution is sustained through technology and partnerships**
Refugees, employers and organisations engaged in labour pathways will be visible to one another and connected through shared use of technology and data, enabling a vibrant marketplace where job matches can efficiently scale.

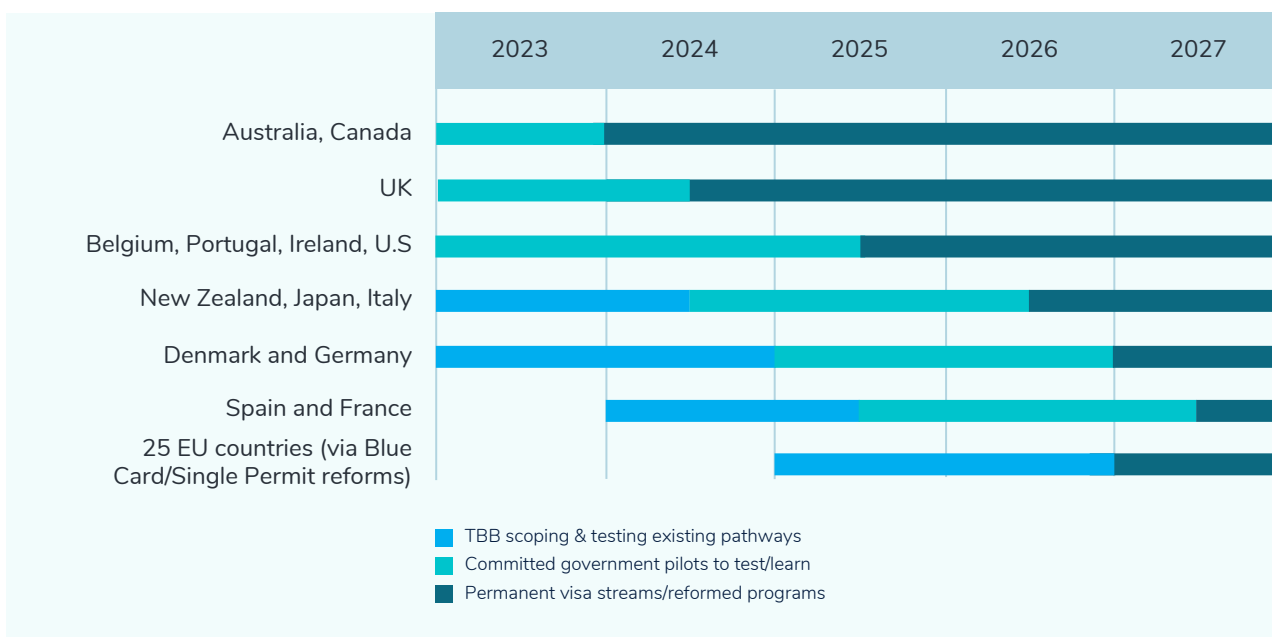
GOAL #1: SKILLED IMMIGRATION PATHWAYS ARE OPEN TO REFUGEES

At least 27 countries will open up their skilled admissions programs to refugees and other forcibly displaced people, providing additional pathways to durable solutions at scale.

TBB advocated for and has helped to establish labour mobility pilot schemes for refugees and other forcibly displaced people in Australia, Canada, and the UK. Over the next five years we will work to transform these into established, ongoing programs. In order to establish displaced talent mobility as a sustainable solution for refugees, it needs to be adopted by a critical mass of countries, on par with and additional to traditional humanitarian resettlement.

1.1: National pilots and programs

We will apply a staged approach to working with governments to open up national displaced talent mobility programs in at least 14 countries. Our approach in each country will be to begin by testing the existing skilled visa schemes to identify barriers, and using this evidence to advocate for government commitments to pilot programs or facilitation measures.



1.2: Regional advocacy in Europe

We will advocate regionally to open up skilled migration pathways for refugees into Europe through the EU Blue Card Directive and the Single Permit Directive, the supranational skilled migration system for 25 European countries. TBB is already using funds from the European Commission to pilot labour mobility schemes with the International Organization for Migration (IOM) in Portugal, Ireland and Belgium. We will use the learnings from these pilots to advocate for reforms to the Blue Card and permit system.

1.3: Demonstrating the benefits

In order for governments and multilateral institutions to support and fund the ongoing creation of refugee labour mobility schemes, we need to demonstrate the social and economic win-win with concrete evidence. We will track candidates who are still employed in subsequent years after relocation and collect qualitative feedback from employers and other stakeholders on the contributions they and their families have made to the wider community.

GOAL #2: REFUGEES CAN ACCESS THE PATHWAYS

More than 15,000 displaced people will migrate on labour mobility pathways, utilizing assistance provided by a range of organizations mobilized to support displaced talent mobility.

To achieve this goal we will significantly grow our own job-matching operations, as well as support a growing ecosystem of organizations to include displaced talent mobility within their own operations. In addition, we will fully transition to a global talent sourcing approach - whereby displaced people are supported to access labour mobility pathways, irrespective of their location.

2.1: Growing our own displaced talent sourcing operations

TBB is demonstrably the market-leader in facilitating labour mobility solutions for refugees. While we intend to support partners to eventually eclipse our job matching operations, in the near term our relative program maturity puts TBB at a comparative advantage to scale up. Over the next five years we will grow our operations to directly job-match 5,000 people (resulting in durable solutions for approximately 10,000-15,000 displaced people including dependants).

2.2: Building the partner ecosystem

TBB cannot and should not work alone to scale labour mobility for refugees. There is an array of organizations with the capability to support refugees in accessing employment and visa pathways: referral partners (those referring candidates and those referring businesses); managing partners (those providing direct assistance to candidates; and those who help businesses to access talent); and service providers (those who offer their services along the way, usually on contractual basis). The key to scaling will be these organizations working effectively together to secure job matches and relocations, with each working to their particular strengths in a coordinated way.

Over the next five years TBB will train at least 24 managing partners in at least 12 countries to facilitate labour mobility for refugees. As a result of this support, we aim for partners to be able to match at least an additional 2,400 refugees with job opportunities over the next five years (resulting in durable solutions for 4,000-7,000 displaced people including dependants).

	Talent-facing partners	Employer-facing partners
Referral partners	Organizations who inform refugees about labour mobility opportunities and refer refugees to the Talent Catalog.	Businesses and industry associations who refer clients or members to TBB or other managing partners to recruit displaced talent.
Managing partners	Organizations who support refugees to access labour pathways by conducting outreach; screening for eligibility; assisting candidates with the recruitment process; and assisting with exit procedures.	Recruiters and refugee-serving employment organizations who assist businesses to recruit displaced talent by conducting candidate searches; facilitating interviews and offers; and making referrals to service providers for assistance with visas, relocation, and settlement.
Service providers	Partners who provide services to candidates or businesses along the end-to-end process, usually on a contractual basis. These include: immigration lawyers; corporate relocation services and travel agents; accommodation providers; settlement and integration service providers and organizations that provide workplace cultural awareness and onboarding support.	

2.3: Making the solution globally accessible

TBB began our work in the Middle East, and 80 percent of candidates who have received a job offer so far have relocated from Jordan and Lebanon, where we have a physical presence. But in the past year, we have increasingly worked with candidates outside these two countries - by providing assistance remotely and working with local partner organizations.

There are a number of strategic advantages in continuing this geographical expansion. These include equity and ensuring diversity and inclusion of labour mobility programming, drawing on a broader talent pool for business and alignment with destination country immigration requirements, and providing a stronger basis for our advocacy by demonstrating skills across different refugee populations.

We plan to fully transition to a global sourcing model - whereby displaced people in any country where it is physically possible to exit on a labour pathway are able to access our program - and secure employment pathways for displaced people from at least 20 source countries by 2027. To do this we will:

- Work with UNHCR and other partners globally to encourage refugees with suitable skills to register on the Talent Catalog, aiming for at least 100,000 registrants.
- Make all eligible Talent Catalog profiles visible to employers, irrespective of their location, while maintaining rigorous data protection.
- Maintain an up-to-date understanding of the exit requirements in each country for refugees, and be transparent with candidates when it is not physically possible for them to access our program.
- Leverage the operational support and guidance of key partner governments and global organizations like UNHCR, IOM and Fragomen in countries where TBB is not physically present.
- Expand TBB's talent sourcing workforce beyond the Middle East and ensure we have the language skills required to work with refugee populations and partners in many countries.



2.4: Ensuring transformative outcomes

If displaced people have negative experiences moving through pilot labour mobility programs, others may hesitate to pursue such opportunities. It is vital that labour mobility program design is informed by feedback from alumni, and that we make adjustments accordingly. We must track how alumni feel overall about the program and which specific elements of their experience contributed positively and negatively to overall outcomes. These metrics and other qualitative feedback from alumni will be vital for the scaling of displaced talent mobility programs in a way that will be embraced by future candidates.

GOAL #3: PRIVATE SECTOR IS DRIVING THE SOLUTION

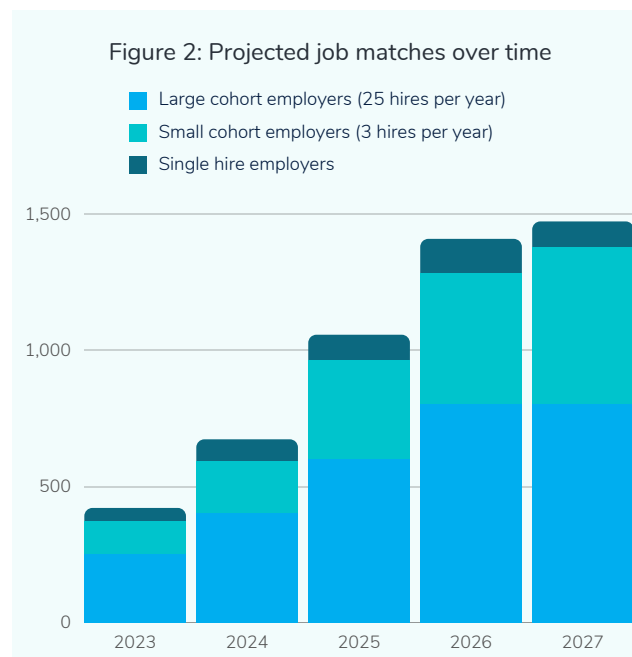
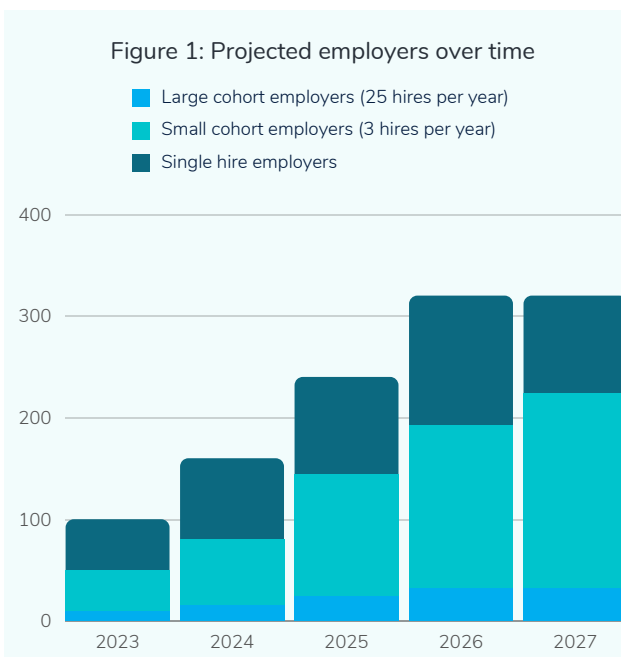
Hundreds of businesses globally will have adjusted their international talent acquisition strategies to include forcibly displaced people and will be supporting the skilled visas of refugees on a regular basis.

Employment pathways for refugees will become a mainstream solution if they work for employers. Skills shortages in many countries are likely to persist, so we need to demonstrate to employers that displaced people are a talent pool worth exploring and investing in.

3.1: Targeting the right employers

We will increase the number of employers actively recruiting displaced talent from 100 employers in 2023 to 320 employers by 2026 (see Figure 1). In order to achieve the efficiencies of scale necessary to meet our job-matching goals, we will focus our corporate outreach on employers hiring multiple workers (either as a cohort or on a rolling basis). At the same time, we need to demonstrate that displaced talent mobility is a solution for a diverse range of employers/sectors.

We aim for 10% of employers to be hiring large cohorts, which will account for more than half of our facilitated job-matches (see Figure 2). This will leave a relatively small number of hires to be facilitated for a wide range of different employers across many sectors and occupations, achieving breadth and diversity.



3.2: Ensuring positive results for employers

To bring on more employers we need to demonstrate positive results for participating businesses, so that they recommend the program to others, and commit to hiring displaced talent again. To achieve these results, we will monitor and learn from candidate and employer experiences, manage employer expectations, develop partnerships with effective mobility and settlement service providers, and advocate for governments to ensure settlement and integration supports are available to candidates moving on displaced talent mobility programs.

GOAL #4: THE GLOBAL REFUGEE & MIGRATION SYSTEM ADAPTS

Governments and global multilateral institutions will establish policy positions and agreements that provide an international normative basis for the sustained expansion of labour mobility pathways for refugees.

Progress towards opening labour mobility pathways for refugees has gathered significant momentum since states agreed to the Global Compacts on Refugees and for Migration, both adopted by the UN General Assembly in 2018. The Compacts respectively commit states to supporting labour mobility as a complementary pathway for refugees, and supporting work permit schemes for migrants compelled to leave their countries of origin due to sudden-onset natural disasters and other precarious situations. TBB was actively involved in advocating for these commitments at the time.

Over the next five years we will build from this foundation a more robust normative framework and a community of champions to guide adoption of displaced talent mobility programs. In this way, we will contribute to the body of agreed principles or 'soft law' centering displaced talent mobility programs as a core part of the international refugee and migration system.



4.1: Strengthening the normative framework

We will continue to capture learnings from programs to inform thought leadership and advocacy with states and multilateral institutions. We will work with key stakeholders to define and promote 'deal breaker' principles and best practices. We will work with our key partners, such as UNHCR, and IOM and other members of the Global Task Force on Refugee Labour Mobility, to advocate for these principles and practices.

4.2: Building a community of champions

The Global Task Force on Refugee Labour Mobility (of which we are a core member) can be powerful in driving the expansion of displaced talent programs. We will contribute resources and knowledge to the Task Force so it be an effective and informed. Displaced people, particularly TBB alumni, are also champions. We will engage with them to ensure the views of impacted communities are central to the normative development of refugee labour mobility.

GOAL #5: THE SOLUTION IS SUSTAINED THROUGH TECHNOLOGY & PARTNERSHIPS

Refugees, employers and organisations engaged in labour pathways will be visible to one another and connected through shared use of technology and data, enabling a vibrant marketplace where job matches can efficiently scale.

To scale to enable thousands and eventually millions of refugees to move on labour pathways, we need to automate as much as possible and enable a wide range of stakeholders to do their part. We need to build a marketplace within which refugees and employers can connect organically, without TBB necessarily being in the middle of the process.

5.1: Technology infrastructure - Ensure efficient touch-points between parties involved in job-matches and relocations

The Talent Catalog is now the largest, fastest growing and most geographically diverse database of refugee skill profiles in the world, providing the foundational technology infrastructure to support refugees moving on labour pathways. Over the next five years, we will build out this infrastructure to automate as many aspects as possible and enable employers and partners to access and manage recruitments independently, reducing TBB as a bottleneck to scale. This will enable us to focus our limited resources on monitoring data security, conducting candidate intakes, ensuring candidate eligibility, and preventing exploitation and abuse.

5.2: Enabling partner collaboration - Ensure partners are as coordinated as possible in the interests of positive outcomes for refugees

The best way to scale labour mobility is to support a wide network/ecosystem of trusted partners to use the Talent Catalog (as opposed to parties creating separate and unconnected systems). To ensure the Talent Catalog works effectively as a shared resource, we will build a Displaced Talent Hub (in coordination with partners in the Global Task Force on Refugee Labour Mobility); refine the process for partners using the Talent Catalog; and work with stakeholders to determine the best governance model for making future decisions about the Talent Catalog (access, rules of use, etc).



5.3: Sustainable business models - Ensure recruitment programs can grow and be financially sustainable, rather than one-off pilots

Our key sustainability principle is 'beneficiary pays' - whereby the costs of refugee labour mobility are picked up by those who benefit (employers, service providers, refugees, governments) with philanthropy filling the gaps to propel expansion. We will continue to refine and implement minimum requirements for businesses to cover recruitment and mobility costs; solutions to help refugees access cross-border finance; our approach to working with commercial partners; and our advocacy to governments to fund adequate settlement services.



IMPLEMENTATION & REPORTING

Implementation of this strategy will be managed by TBB's Global Leadership Team, led by the Global CEO, with oversight from the TBB Global Board.

To ensure transparency and rigorous monitoring of impact against the plan we will:

1

Track progress against all of the key results areas and internal goal KPIs through a consolidated dashboard.

2

Publish a curated version of this dashboard to ensure accountability to alumni, donors, partners and other stakeholders.

3

Produce 6 monthly update snapshots based on impact results and provide these to all stakeholders.

4

Provide updates on progress towards implementation of external and internal goals in the quarterly CEO report to the Global Board, including challenges and adjustments to the strategy.

IMPACT & RESULTS MATRIX

Goal #1: Skilled immigration pathways are open to refugees							
Results measurement	2022 baseline	2023	2024	2025	2026	2027	Total
1a: Number of countries with established displaced talent mobility pilots	3 (Aus, Canada, UK)	6	9	12		14	14
1b: Number of countries with visa pathways open (via permanent facilitation programs and/or immigration reforms)	None	-	2	6	25 (via Blue Card/Single Permit reforms)		27
1c: Employment rate of alumni (% of those still employed after 1, 2 and 3 years)	90% still working with same company after 1 year; 98% still working in the country they migrated to	95%	95%	95%	95%	95%	95%
1d: Qualitative feedback from stakeholders on the contributions of workers and their families to the wider community	Qualitative feedback collected through employer surveys and feedback meetings	Qualitative feedback documented and shared for reporting purposes. Feedback mostly positive regarding the impact of the program on the business and local community.					
Goal #2: Refugees can access the pathways							
Results measurement	2022 baseline	2023	2024	2025	2026	2027	Total
2a: Number of job matches enabled by TBB each year	346 matches facilitated by TBB in total. 176 so far in 2022	420	672	1056	1408	1472	5028
2b: Number of job matches enabled by managing partners each year	Estimated 120 since 2020 (100 talent-facing, 20 employer-facing)	140	220	340	600	1100	2,400
2c: Number of displaced people with access to a durable solution as the result of a job match (based on conservative family size of 2)	Estimate of 1,000+ since 2020 (833 TBB, 200+ partners)	840	1344	2112	2816	2944	15,000

2d: Number of active managing partners, successfully matching candidates with opportunities	2 (In Kenya and Canada)	5	9	13	18	24	24
2e: Number of Talent Catalog registrants	50k	60k	70k	80k	90k	100k	100k
2f: Number of countries from which TBB/partners have assisted displaced people to secure employment pathways out of	8	12	16	18	19	20	20
2g: % of candidates who report their overall quality of life has improved 1 year after arrival in destination country	90%	90%	90%	90%	90%	90%	90%
2h: % of candidates who feel positive about life in destination country	95% 'positive' or 'very positive' in 2022	95%	95%	95%	95%	95%	95%
2i: % of candidates who report they feel welcome in their new community 1 year after arrival in destination country	92%	90%	90%	90%	90%	90%	90%

Goal #3: Private sector is driving the solution

Results measurement	2022 baseline	2023	2024	2025	2026	2027	Total
3a: Number of employers hiring refugees	56 employers extended offers (13 extended multiple offers) between Oct 2021-Oct 2022	100	160	240	320	320	320
3b: % of employers who report they would refer or recommend that other employers hire displaced talent	100%	95%	95%	95%	95%	95%	95%
3c: % of employers who report that they wish to recruit displaced talent again	97%	90%	90%	90%	90%	90%	90%

Goal #4: The global refugee & migration system adapts

Results measurement	2022 baseline	2023	2024	2025	2026	2027	Total
4a: Qualitative evidence of global, regional and national agreements/ policy documents committing to core principles & facilitation measures for implementing successful displaced talent mobility programs at scale.	Through piloting, TBB has defined core principles and documented facilitation measures that are effective for opening up skilled migration programs to refugees.	Global Task Force members champion the core principles and facilitation measures. States at the Global Refugee Forum in 2023 endorse the principles/ measures.			The core principles and facilitation measures are adopted in key global and regional agreements/ documents.		All governments piloting or expanding displaced talent mobility programs adopt the core principles and relevant facilitation measures.
4b: Qualitative evidence of academics and research papers citing core principles & best practice facilitation measures as the normative framework governing displaced talent mobility schemes.	TBB has conducted our own impact evaluations and research and begun working with research teams at Oxford and University of New South Wales to design research to capture learnings from pilots.	Published academic research on impact of pilots in Australia, Canada, & UK highlights core principles and facilitation measures in action.			Academic research studying the proliferation of displaced talent labour mobility schemes acknowledges UN and State adoption of the core principles and common use of facilitation measures as indications of emerging norms in international law.		

Goal #5: The solution is sustained through technology & partnerships

Results measurement	2022 baseline	2023	2024	2025	2026	2027	Total
5a: Qualitative feedback from candidates/employers on the technology provided by TBB to remove manual friction and ensure efficient touch-points between parties facilitating job matches and relocations.	Employer and candidate surveys/feedback have informed planning for recruiter portal and candidate self-service automations.	Talent Catalog data is functionally available to employers/ recruiters (recruiter portal); and self-service automations are in place for candidates on the Talent Catalog.			Feedback from employers and candidates indicates automations are improving their chances of recruitment success.	Feedback on the tech informs ongoing iteration and improvement.	
5b: Partners actively using the Talent Catalog to assist candidates to access labour mobility opportunities	6 (Catholic Relief Services, RefugePoint, HIAS, Bosco, Sharp, PSR Solutions)	8	10	15	20	24	24
5c: Qualitative feedback from partners on the Displaced Talent Hub, Talent Catalog and other tools provided by TBB.	Concept and workplan for Displaced Talent Hub developed	Displaced Talent Hub launched and partners regularly accessing knowledge from the portal.			Positive feedback from partners accessing the Displaced Talent Hub learning portal. Partners actively using the Talent Catalog and providing feedback to help iterate and improve functionality.		
5d: Cost of recruitment per candidate (to TBB & philanthropically funded partners)	Costs paid by TBB to facilitate recruitment have been documented at different points, but inconsistently.	Evidence of sustainable business models for labour mobility documented and shared with partners.			Cost of recruitment per candidate tracked year on year consistently over the life of the strategy.		

CONCLUSION

Now is a critical time for TBB to translate a significant growth in momentum for displaced talent mobility programs into demonstrative scaling of results for displaced people.

As momentum grows, we must maintain focus on meeting the five external goals outlined in this strategy, and stay true to our mission of being a catalyst for global systems change. In order to achieve these ambitious goals we must also nurture TBB as an organization - grow our funding base; ensure our staff are supported; and ensure that TBB as an organization is truly accountable to the people we are here to serve.

