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Barriers and Facilitators of Refugee Integration in the Portuguese Labor Market

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Master in Human Resources and Organizational Consultancy

Supervisor:

PhD, Ana Patrícia Duarte, Researcher, Business Research Unit, ISCTE

July, 2022

Department of Human Resources and Organizational Behavior

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Abstract

The present dissertation aims to deepen the knowledge about the integration of refugees in the Portuguese labor market – what are the barriers and facilitators – both in the process of job search and in the process of entry into organizations. That said, a research and systematization was made on the existing literature on the topic and a qualitative study was carried out to analyze the experiences of refugees in Portugal regarding their path in the labor market and, additionally, what is being done by companies in Portugal to facilitate this integration process. In empirical terms, 30 semi-structured interviews were conducted with 19 refugees of different sex, ages and countries of origin and with 11 representatives of organizations of different sizes and geographic areas. These interviews were analyzed using the thematic analysis approach proposed by Braun and Clarke (2006) as it allows for the identification, analysis and reporting of themes, sub-themes and codes present in a vast amount of data. In terms of results, practically all of the barriers identified in the literature were mentioned by at least 1 participant in the study in question. However, the ones that stand out the most are the difficulty with the Portuguese language, the complexity of proving levels of qualifications and previous work experience, the bureaucracy surrounding the necessary documentation (global opinion) and, the cultural differences (opinion of the interviewed companies). This dissertation has important practical implications as it suggests a set of facilitators that may help to overcome these and other identified barriers.

Key-words: Refugees; Labor Market; Integration; Inclusion; Barriers; Facilitators.

Códigos de Classificação JEL:

- J6 Mobility, Unemployment, Vacancies, and Immigrant Workers;
- J8 Labor Standards: National and International;
- Y4 Dissertations

Resumo

A presente dissertação tem como propósito aprofundar o conhecimento sobre a integração de refugiados no mercado de trabalho Português – quais as barreiras e quais os facilitadores – tanto no processo de procura de emprego, como no de entrada nas organizações. Dito isto, foi feita uma pesquisa e sistematização da literatura existente sobre o tópico e realizado um estudo qualitativo para analisar as vivências dos refugiados em Portugal no que toca ao seu percurso no mercado de trabalho e, adicionalmente, o que está a ser feito pelas empresas em Portugal para facilitar este processo de integração. Em termos empíricos, foram realizadas 30 entrevistas semiestruturadas a 19 refugiados de diferentes géneros, idades e países de origem e a 11 representantes de organizações de diferentes dimensões e áreas geográficas. Estas entrevistas foram analisadas através da abordagem da análise temática proposta por Braun e Clarke (2006) uma vez que permite identificar, analisar e relatar temas, sub-temas e códigos presentes numa vasta quantidade de dados. Em termos de resultados, praticamente todas as barreiras identificadas na literatura foram mencionadas por pelo menos 1 participante do estudo em questão. No entanto, as que se destacam mais são a dificuldade com a língua portuguesa, a complexidade de comprovar os níveis de qualificações e experiência laboral prévia, a burocracia à volta da documentação necessária (opinião global) e, as diferenças culturais (opinião das empresas entrevistadas). Este estudo traz implicações práticas importantes uma vez que sugere um conjunto de facilitadores que poderão ajudar a colmatar estas e outras barreiras identificadas.

Palavras-chave: Refugiados; Mercado de Trabalho; Integração; Inclusão; Barreiras; Facilitadores.

Códigos de Classificação JEL:

- J6 Mobilidade, Desemprego, Vagas, e Trabalhadores Imigrantes;
- J8 Normas Laborais: Nacionais e Internacionais;
- Y4 Dissertações

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Acronyms and Abbreviations

ACM	Alto Comissariado para as Migrações (High Commission for Refugees)
APPDI	Associação Portuguesa para a Diversidade e Inclusão (Portuguese Association for Diversity and Inclusion)
CPR	Conselho Português para os Refugiados (Portuguese Refugee Council)
CVP	Cruz Vermelha Portuguesa (Portuguese Red Cross)
ILO	International Labor Organization
JRS	Serviço Jesuíta aos Refugiados (Portuguese Jesuit Refugee Services)
HR	Human Resources
LM	Labor Market
OCDE	Organization for Economic Cooperation and Development
PLM	Portuguese Labor Market
SEF	Serviço de Estrangeiros e Fronteiras (Portuguese Immigration and Border Service)
SS	Segurança Social (Social Security)
UNHCR	United Nations High Commissioner for Refugees
WSC	Welcome Sports Club

Introduction

Research background and problem formulation

Facing an uncertain, volatile and increasingly global world, where the number of refugees is rising, it is imperative to ensure the effective integration of displaced people in the new countries. Refugees' integration is not just about their effort, but about the inclusion policies and strategies that surround them (Hynie, 2018). The research focus of the current study is based on a double perspective: both refugees and organizations and seeks to understand how refugees are being integrated in the Labor Market (LM) – particularly in Portugal – and which existing practices within organizations' HR departments prove to be better at integrating and including the same. The ultimate purpose of the study is to comprehend the main barriers that refugees face to integrate the Portuguese labor market (PLM) and outline a number of strategies that companies can follow in order to act as facilitators of this process. Having this said, the main starting question of the study is the following: What are the main barriers and facilitators to PLM integration for refugees?

According to the UNHCR (2021b), 84 million people were forcibly displaced worldwide at the mid-2021 as a result of persecution, conflict violence, human rights violations or events seriously disturbing public order – 26.6 million of which are refugees. By the end of 2020, Europe was the region in the world with the largest sum of refugees – 6,778,420 (UNHCR, 2020). That number is expected to raise to 7,257,315 in 2022 according to the projections made by UNHCR (2021). One only need to think on the conflict between Russia and Ukraine to confirm the predictions of the increasing numbers of refugees worldwide, especially in Europe. Consequently, countries need to prepare themselves to integrate increasing numbers of refugees, particularly in the LM.

Filippo Grandi, the UNHCR High Commissioner, mentions that “without urgent action, UNHCR foresees the number of people under its mandate will continue to swell, forcing us to respond to new emergencies” (2021a, p.5). The large-scale migration of refugees poses challenges for their integration into hosting countries (Hirst, 2021). The Zaragoza Declaration, adopted in 2010 by the ministers responsible for immigrant integration from the member states, objectively identifies the four dimensions of immigrant integration: employment; education; social inclusion; and active citizenship (Oliveira, 2021a). It is on the challenges to the integration of immigrants, chiefly refugees, in terms of employment that this study will focus.

Dealing with the refugee emergency in the world nowadays has to include providing access to LM and to decent work (Guy Ryder, General Director of ILO in Oliveira, 2021a).

Throughout interviews undertaken by UNHCR with refugees, the latter identified employment as one of their principal concerns (OECD & UNHCR, 2018). For governments, employment is equally a key for the integration of refugees since it is closely related to other areas of integration, such as access to housing, family reunification, language, healthcare, networks, childcare, and the asylum process itself (OECD & UNHCR, 2018). It can be concluded that finding employment is a key factor that predicts refugees' successful integration into a new country (Hirst, 2021). The main problem is that refugees who recently enter in a new country have a very weak connection and accessibility to the LM (Arendt, 2019; Pisarevskaya, 2018; Sultana, 2022; Verwiebe et al., 2019). Research shows that, in addition to the difficulty of being employed, when they have the possibility of working, refugees are often under-employed or work informally in precarious conditions and arrangements (e.g. Hirst, 2021; Wehrle et al., 2018). These and other difficulties require insights on the conditions of refugees' LM integration.

Another important focus of the current study will be that, in an increasingly global world, diversity is a key word and organizations are gradually being shaped by this phenomenon reflecting the importance of having in mind inclusive policies and strategies. The authors Shore, Cleveland, and Sanchez (2018) highlight how fundamental is the issue of diversity and inclusion literature to increase the understanding of the role of various HR practices in creating experiences of inclusion for workers. Accordingly, an overview regarding some strategies that HR professionals can follow in order to better deal with this challenge will be carried out.

There are a considerable number of articles that explore the difficulties that refugees encounter when integrating into the LM. However, specifically in Portugal, there are few recent studies on this subject as well as on the role of companies in acting as facilitators. The studies presented in the next chapter are almost all international due precisely to the scarcity of national articles referring to the subject under analysis.

Research objectives and questions

In order to be more precise about the objectives of the present study, some sub-research questions were developed:

1. What are the main difficulties that refugees encounter when entering the PLM?
2. What are the main perceptions of refugees regarding their employment in Portugal?
3. What are the main motivations for organizations to welcome refugees?

4. What HR practices and policies are present in the companies that host refugees in order to facilitate refugees' integration?

The current study will provide a better understanding of the barriers faced by refugees particularly in the entrance in the PLM. Besides, it will increase the understanding of the role of HR practices and external entities and projects by addressing, in a systematic way, these issues in organizations and by providing practical suggestions. Furthermore, it will shed a light on the perspectives of both refugees and companies – employees and employers – which will provide a better and wider comprehension of the complex process of integration of refugees in the PLM. Finally, by focusing on Portugal, this paper will provide country-specific perspectives on refugees' integration that can be a reminder of what has been developed and what needs to further be improved. This research distinguishes itself from the others through the collective construction of practical and specific suggestions for organizations, given by the respondents themselves – refugees and companies – making them part of the solution.

Outline

In the next chapter, a review of existing literature relevant to the topic under analysis is performed. Mostly international articles are presented that reflect on the main difficulties that refugees encounter when integrating the LM, as well as articles that reflect on the role of organizations in welcoming them. The purpose is to understand what the previous research highlights and recognize where is the gap that is expected to be filled within the framework of this study. In chapter two, the method to achieve the overall research aim is justified and presented. Following, chapter three synthesizes the results of the collection of data collected through interviews and analyzed using the thematic analysis method (Braun & Clarke, 2006). The final chapter four is where the findings are discussed, the implications and limitations of this study are outlined, and the overall conclusion is made.

Chapter 1. Literature Review

In this chapter, a brief contextualization of the theme will be provided, the key concepts of the study and corresponding definitions will be presented, followed by a description of the main barriers of LM integration for refugees present in the literature and of the role of organizations in managing diversity and receiving refugees. With this theoretical review, it is intended to demonstrate that this research joins up to the literature in a coherent and relevant way.

1.1 Refugees in the international and Portuguese contexts

“Refugee” is a figure that already existed in the 19th century. However, the presence of refugees in hosting societies was an isolated occurrence dealt on a case by case at a national level (Cunha & Santos, 2018). It was only after the end of the First World War, with the Russian Revolution and the reconfiguration of the borders of Eastern European nations, that the world saw millions of people spread in waves and refugee collectives emerged (Cunha & Santos, 2018). In 2015, as a result of the war in Syria and Iraq, the civil war in Afghanistan, the dictatorial regime in Eritrea or as a result of the political, religious and human rights violations pressures carried out by the Islamic State, the instability experienced in the Middle East has produced one of the largest recorded migratory movements towards Europe. Since 2015 refugees have been at the center of a debate – among politicians, international organizations, non-governmental organizations and civilians – on a shared concern about how to receive and deal with the large number of refugees (Cunha & Santos, 2018).

Portugal, an OECD country, used to have relatively low numbers of humanitarian migrants in the past, is now facing increased numbers of refugees. In fact, Portugal is a country that is marked by considerable diversity in terms of foreign communities (Sousa et al., 2020). With the Ukrainian conflict, the Ukrainian community became the second largest resident in Portugal, after the Brazilian one.

Succinctly, when immigrants arrive to Portugal, there are two possible migration paths: one for spontaneous asylum seekers and refugees and other for asylum seekers under the EU settlement schemes (OECD, 2019). Regardless of the path, the migrant starts by filing a request for international protection with SEF. During the waiting time for a response, CPR hosts the spontaneous asylum seekers in either CAR – its reception center – or in a private housing. Besides accommodation, CPR provides other types of support such as Portuguese language training and other professional workshops. Those that obtain a positive response from SEF, receive a temporary residence permit valid for 6 months that need to be renewed until SEF

communicates the final decision on whether refugee status or subsidiary protection is granted. Those under the EU-schemes, are followed by ACM and are mainly followed by the Refugee Support Platform, PAR, and CPR which are the responsible entities for the integration along five different areas: housing, health, language, education, and work (OECD, 2019).

According to the Asylum Information Database (AIDA, 2020) a total of 1,002 applications for international protection were registered in Portugal in 2020, of which 77 granting refugee status. In 2021, from 1,002 it raised to 1,537, among whom 299 refugees resettled in Portugal (AIDA, 2021). According to the annual report provided by SEF, the majority of those resettled come from Syria, but there are also nationals from Sudan, Somalia, Ethiopia and Iraq. Furthermore, the number of refugees has risen dramatically since February of 2022 with the conflict in Russia and Ukraine, which has already led to Portugal hosting over 37,000 Ukrainian refugees (United Nations, 2022). Regarding the sex of refugees, in 2021 it was found that there were more men than women, as the percentage of men among refugees was 68.4% (AIDA, 2021). In 2022, it is expected that this percentage will decrease due to the large number of female refugees coming from Ukraine.

1.2 Theoretical Framework

In order to remain competitive and vital, organizations must constantly adapt and surpass challenges that affect all its elements, including HR, especially determined by the evolution of the demographic elements and the increase of labor mobility (Bucăța, 2018). In fact, migration is strongly associated to the word of work and the search for decent work prospects, yet, even when employment is not the initial driver of the displacement to other country, it features the migration process at some point (ILO, 2016). Today, more societies face the need to engage and integrate immigrants and refugees to address intergroup – particularly racial and ethnic – differences, and to increase social justice and equality (Ferdman, 2017).

1.2.1 Migrant, asylum seeker, refugee

It is common for the terms migrant, asylum seeker and refugee to be used synonymously. However, it is important to clarify the concept of migrant and refugee and understand their particularities. The ILO, defines migrant as:

“any person who is moving or has moved across an international border or within a State away from their habitual place of residence regardless of their legal status; whether it is a voluntary or involuntary movement or what are the causes or length of stay” (2016, p.3).

There are distinct characteristics among the various types of migrants. Some migrants relocate due to ‘pull factors’ that attract them to the new country – such as “job opportunities, money, freedom, environmental safety”, other ‘push factors’ – “war, insecurity, instability, drought and famine” – force other migrants to move away (Newman et al., 2019, p.5).

Asylum seekers “are people who have formally applied for asylum, but whose claim is pending” (OECD, 2016, p.7). In practice, only a minority of asylum seekers are conceded refugee or other form of humanitarian migrant status, while the rest is obliged to abandon the country. Those who have successfully applied for asylum are called “humanitarian migrants” and are given protection – be it refugee status, subsidiary or temporary protection (OECD, 2016). According to OCDE and UNHCR, a refugee is:

“a person who cannot return to their country of origin owing to a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinion, or, is compelled to leave their country of origin because of indiscriminate violence or other events seriously disturbing public order, or is experiencing a threat to life, safety or freedom as a result thereof.” (2018, p.7)

The UNHCR summarizes the above definition by stating that a refugee is a person forced to flee their country because of persecution or violence (2019). Echterhoff and his colleagues regard forcedness – which means that “a person’s behavior is driven or coerced by external factors” (2020, p.859) – as the central defining feature of this definition.

In fact, there are a number of factors that differentiate refugees from other migrants. Whereas some migrants – such as economic migrants – can select their destinations based on a higher request for their own skills or on better opportunities compared to at home, such choice is not normally possible for involuntary migrants (Fasani et al., 2018; Brell et al., 2020). Therefore, refugees naturally have scarcer resources available to them than other job seekers (Hirst, 2021). Refugees arrive to the new country in more vulnerable circumstances than other migrants – less likely to speak the language of the country they settle in; have fewer economic resources and capital, including job skills; fewer social networks and supports; and more exposed to trauma due to migration (Brell et al., 2020; Hynie, 2018). Furthermore, refugees are regularly allocated to relatively disadvantaged areas, where accommodation is cheaper however labor demand is weaker (Fasani et al., 2018).

In addition, a broader range of refugees’ settlement experiences are subject to more restrictive policies (Hynie, 2018). For example, generally, refugees have limited access to the LM in the first years after arriving in the new country (Jestl et al., 2019). According to a study led by Brell et al. (2020), commonly, refugees start off behind other immigrants both in terms

of employment and wages. Besides, refugees are more likely to be employed in the informal sector in low-skilled jobs (Hirst et al., 2021; Ozturk et al., 2019).

This reality constitutes a major concern since employment and having a stable work are among the most important pillars of integration (e.g.: Echterhoff, 2020; Hirst et al., 2021; OECD & UNHCR, 2018). As Bruto da Costa mentions, to be unemployed, is not only to be deprived of one's source of income, but also to lose one of the main links to society, to the network of interpersonal relationships that employment provides, and to the feeling of participating in the economic life of the country (Costa, 2001). In other words, employment is not only reflected in the economic field, but also, and with particular relevance, in the integration mechanism of contemporary societies. It is paid employment (or self-employment) that provides migrants with access to a livelihood, which in itself supports other progressions that lead to inclusion in the society (Fedrigo et al., 2021). Such progressions may include learning the local language, deeper understanding of local culture, and having access to facilities that enable autonomous living (opening a bank account, paying rent, accessing services as health, education and training) (Pisarevskaya, 2018; Sultana, 2022).

Although, as seen above, refugees have more difficulty entering the LM, this should not be the case since, according to art. 23° of the Universal Declaration of Human Rights (United Nations, 1948), the right to work is a universal right – making no distinction between citizens and non-citizens. Particularly in Portugal, two very important documents gain relevance in this subject: Constitution of the Portuguese Republic (CPR), where the defense of workers' right can be seen, and the Labor Code (LC), that covers all employment contractual relations, defining the principles, rights and duties applicable to subordinate labor relations. One other extremely essential document for the protection of refugees is the 1951 United Nations Refugee Convention relating to the Status of Refugees, also known as the Geneva Convention. Refugees who are lawfully staying in a country of asylum have a right to wage-earning employment identical to the greatest access afforded to the most favored foreigners (1951 Refugee Convention, Article 17(1) UNHCR, n.d.). The convention further mentions that refugees legally staying must receive the same treatment citizens receive with respect to labor protections and social security (1951 Refugee Convention, Article 24). As a result, the right to work is covered by diverse norms that seek to ensure and protect it. Regarding refugees, the protection needs to be extended even further, since they are in a delicate situation compared with other workers.

1.2.2 Integration, inclusion, diversity

Two other important concepts to clarify in this study are those of integration and inclusion. Joppke and Seidle (2012) briefly defined integration as a process in which newcomers are able to participate in the economic, social, and civic/political life of the receiving country. The main conditions for integration are inclusion and contribution in key domains such as employment (current focus), education, and health (Echterhoff et al., 2020). More evidently, Mencutek and Nashwan define the LM integration as “the access of refugees to LM – private sector, public sector, and self-employment – without facing legal impediments, exclusion, discrimination, and exploitation due to their refugee status” (2021, p. 616).

As to inclusion, Ferdman (2014) defines it as an active process in which individuals, groups, organizations, and societies perceive diversity as an esteemed resource instead of fostering homogeneity. In an organizational context, inclusion is “the degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness” (Shore et al., 2011, p.1265). The term inclusion is often treated as interchangeable with another one: diversity (Shore et al., 2018). Diversity is more than just a way to categorize groups of people, “it reflects employees’ unique experiences within historical, political, and other environmental contexts” (Roberson, 2019, pp.79-80). As observed by Winters (2014), the most noticeable distinction between diversity and inclusion is that diversity can be required and legislated, while inclusion stems from voluntary actions.

In organizations with an inclusive climate, diverse cultural identities are viewed as a source of insight and skills and people are comfortable with being themselves (Nishii, 2013). As is to be expected, inclusion is important to everyone, but especially to those who have been excluded historically (Shore et al., 2018). Following this conceptualization, refugees’ inclusion is thought as an individual experience that plays an important instrument for outcomes such as refugees’ well-being, careers and performance (Knappert et al., 2020). Besides, work adjustment and inclusion are strongly connected with job satisfaction, which in turn encourages the performance and overall adjustment of immigrant professionals (Taylor et al., 2022). Leuty and Hansen (2011) summarize some work values that influence immigrant professionals’ work adjustment, namely working environment, including: physical conditions of the workplace and the colleagues support; competence; creativity, increased responsibilities and using one’s skills; status: high income and advancement opportunities; autonomy: importance of having independence, responsibility over work tasks; organizational culture: having fair company

policies, support from management, proper training and clear procedures; and finally relationships: relationships with colleagues.

1.3 Refugees' LM barriers

One important step forward in order to improve LM integration is understanding the main factors that influence this process. The question that arises at this moment is: What are the barriers to refugees' LM integration? The factors related to this integration process can be part of different levels: individual (e.g. language proficiency), organizational (e.g. organizational approaches to diversity) and national (e.g. legislation) (Knappert et al., 2020). All these levels are related to each other and play an important role on how refugees perceive their process of integration. Based on a focused literature review, a more detailed attention will now be given to the main identified obstacles (from all three levels identified previously) of integration and sense of inclusion on the part of refugees regarding their entry into the LM.

1.3.1 Documental and legislation bureaucracy

Depending on the country, there are jobs that are limited to citizens, so acquiring nationality may increase the possible job pool (Zwysen, 2019). However, all the bureaucracy around legislation and residence regulation can hinder refugees' integration (Wehrle et al., 2018). Because of the circumstances of forced migration, refugees' residential status is transitory and uncertain (Echterhoff et al., 2020) and is not typically conceded instantaneously, so they can find themselves subject to processes of validation that inhibit their ability to find a job (Brell et al., 2020). So, the problems refugees have in obtaining recognized accreditation damage refugees' integration forecasts to undertake work (Fasani et al., 2018; Khan-Gökkaya & Mösko, 2021) and make their work adjustment much more difficult (Newman et al., 2019).

By 2021 in Portugal, more than half of the applications and granting of protection status at first instance were rejected - 57.9% (OM, 2021) - this number has been increasing in recent years (AIDA, 2021), which hinders the integration process of these asylum seekers from the start. Furthermore, the acquisition of Portuguese nationality is an important dimension of integration for beneficiaries of international protection, also inducing access to rights in the country. However, in order to obtain a long-term resident status regardless of the type of international protection held by the beneficiary, the following criteria must be met: "Legal and continuous residence in the national territory for five years following the date of the application for international protection; stable and regular resources to ensure his/her survival and that of his/her family members, without having to resort to the social assistance system; health

insurance; accommodation; fluency in basic Portuguese” (CPR, 2022). According to CPR's experience, access to this status by beneficiaries of international protection is rare for reasons mainly related to lack of information and awareness, adequate financial resources, insufficient language skills, and the priority given to naturalization applications.

With the arrival of a large number of refugees from Ukraine, Portugal decided to facilitate this process. According to the Minister of Justice, Francisca Van Dunem, the entry of these refugees in the country will be simplified, with only a verification by SEF within the scope of internal and national security. In addition, the Minister of Labor, Ana Mendes Godinho, detailed that the automatic possibility of integration for refugees that allows them to work was approved.

1.3.2 Language proficiency

Competence in the host country's language is also very important in increasing the employment rate of more vulnerable groups such as protection migrants (Hynie, 2018; Zwysen, 2019). In fact, it is crucial for further integration and often a requirement for finding a good employment (Zwysen, 2019) as language diversity can negatively impact knowledge sharing and group social dynamics (Woo & Giles, 2017).

The problem is that most refugees have a considerable skill deficit in respect to host-country language (Arendt, 2019; Khan-Gökkaya & Mösko, 2021). Fasani, Frattini and Minale (2018) report that about one-quarter of refugees across Europe mention language problems as the principal impediment to employability. It is reasonable for migrants to select a destination country based also on their language skills. Forced migration, however, typically prevents refugees from optimally choosing their destinations thus having on average lower language proficiency upon arrival than comparable migrants (Fasani et al., 2018).

In Portugal, learning the Portuguese language is considered a particularly important dimension of immigrant integration (Oliveira, 2021a). However, by 2020, only a minority of those relocated had access to Portuguese language instruction (Oliveira, 2021b). Although investment in language proficiency by organizations considering employing refugees might seem difficult and costly, when merged with skills training, it can have great benefits in increasing labor force participation (Hirst et al., 2021).

1.3.3 Level of skills and qualifications

One other important aspect is the level of qualifications, as a factor that can increase the probability of finding better jobs (Zwysen, 2019). On the one hand, there are studies that

confirm that refugees typically have low average educational level and academic skills (Arendt, 2019; Fasani et al., 2018; Fakhri & Ibrahim, 2016). Refugees often undergo extended stays in intermediate locations, such as refugees' camps, where refugees' human capital may degrade over time as they do not have occasions to perform productive work or to engage in the formal education or workforce (Brell et al., 2020). Moreover, sometimes refugees are subject to such prolonged validation and status confirmation periods of time that cause atrophy of skills while the individual is unable to work (Brell et al., 2020).

On the other hand, even when refugees show high level of qualifications, some rigid national laws make the process of recognizing refugees' qualifications much difficult (da Silva et al., 2021). In Germany, for instance, refugees have stated that the country's system did not recognize their skills and experience as they could not provide formal verifications (Wehrle et al., 2018). Consequently, because they cannot prove their skills through documents or revalidate their diplomas, most refugees work below their qualifications, which leads to underemployment (da Silva et al., 2021). In turn, underemployment and the detachment from the functions previously practiced, leads to a phenomenon that researchers call "deskilling" where people tend to lose their abilities over time (Stewart, 2003 cited in Campion, 2018).

An Austrian study revealed that transfer of skills is even more difficult for the educated, which contributes to both the lower chance for refugees to find employment and the reluctance of this group to accept jobs for which they believe they are overqualified (Jestl et al., 2019). Besides, for those with higher education levels, a higher level of command of the language of the host country might be necessary to find an adequate job (Jestl et al., 2019) which, as seen above, might constitute another hardship for refugees.

As a rule, in conformity with Newman and his colleagues, "the problems refugees have in obtaining recognized accreditation and maintaining their skills make all three categories of adjustment – work, interactional and general – of refugees much more difficult" (2019, p.11). From the employers' viewpoint, difficulties in approaching refugees and a perceived incongruity of job requirements and refugees' skills and qualifications are important motives why there are not more organizations employing refugees (Knappert et al., 2020). So, developing skills and acquiring human capital is particularly important for refugees since it rises the probability of gaining access to the LM, in the first place, as well as the job quality (Zwysen, 2019).

In Portugal, foreign citizens are more represented in the occupational groups that require fewer qualifications – most foreign workers are associated with accommodation, restaurants and similar economic activities and administrative and support services activities (Oliveira,

2021a). This shows that the integration of foreigners, a group that comprises refugees, in the PLM fails to reflect their qualifications in their respective jobs (Oliveira, 2021a). In Portugal, with the refugee crisis triggered by the war in Ukraine, IEFPP (Institute of Employment and Professional Training) opened more than 20 thousand job offers for Ukrainian refugees in the sectors with the greatest difficulty in hiring, namely: transport (drivers), construction, hotels, restaurants, the social sector and information technology (Mateus, 2022). At the same time, the Portuguese Minister of Labor detailed that the government intends to match the job opportunities that exist in Portugal with the profiles of interested Ukrainian citizens as well as simplify this matter of recognition of professional qualifications of Ukrainian citizens thus speeding up their entry into the LM (Mateus, 2022). At the moment, it is not possible to assure the effective results of such governmental project.

1.3.4 Mental health

Some studies have found mental health to be an important predictor of refugee LM outcomes (Brell et al., 2020; Disney & McPherson, 2020). For that matter, psychological capital – “a higher-order construct composed of hope, resilience, optimism and generalized self-efficacy” – has been found to predict the likelihood of refugees obtaining employment (Hirst et al., 2021, p.6). In fact, before fleeing their countries of origin, refugees may have experienced human rights violations, including war, violence, persecution, family separation (Disney & McPherson, 2020). Then, becoming a refugee, and entering an unknown host country exposes people to psychological traumas (Riaño-Alcalá, 2008; Kindermann et al., 2020; Wehrle et al., 2018), depletion of psychological resources (Hirst et al., 2021, p.13) as well as feelings of helplessness and depression (Echterhoff et al., 2020). Furthermore, refugees’ subjection to foreign laws and regulations, restricted freedom, confrontation with a divergent culture, language barriers and discrimination entail a number of demands and stressors that harm their psychological wellbeing (Echterhoff et al., 2020).

Additionally, refugees often face an uncertain future – some do not know if they have permission to stay in a country, some wish to return to the home country as soon it is safe but they do not know if that will even become possible – such uncertainty may be psychological distressing and an interference to integration in different levels (Brell et al., 2020). This is, the lack of control over their own future, especially over resident status, hinder refugees from rebuilding their lives and making an effort to search for a job (Wehrle, 2018).

Disney and JMcPherson (2020) found unemployment and underemployment to be both sources of resettlement-related anxiety that can disturb, and be disturbed by, mental health.

Thus, existing evidence suggests that forced migration and associated mental health consequences has a negative influence on LM integration as well as lack of connection to LM has a harmful impact on mental health.

1.3.5 Social issues

Finally, refugees might face different social issues that interfere with their integration in the society and in the LM. Refugees can form connections within their own ethnic community as well as with their host community (Hirst et al., 2021). The social capital inherent in such relationships assists refugees to obtain access to opportunities in the LM – “having friends, community members or family in employment has significant flow-on effects” (Hirst et al., 2021, p.7). Nevertheless, such cross community ties can be hard to construct. Social integration can be particularly difficult due to difficulties in local language proficiency (Brell et al., 2020) and to severely traumatizing experiences that refugees’ go through that may harm their mental health to a degree that hinders their social interaction with members of the receiving society (Echterhoff et al., 2020; Sousa et al., 2020).

Moreover, refugees’ integration may be significantly hampered if they face hostility or discrimination from host communities (Brell et al., 2020; Verwiebe, 2019). Refugees are often portrayed and stereotyped (frequently through the media in various countries) as source of ‘violence and crime’, as an ‘economic burden’ and ‘dependent outsiders’ (Hynie, 2018). As Baker (2020) reports, terms like “refugees” and “migrants” have been concomitant with all sorts of appellatives such as “flood” or “infestation” – terms that incite fear and terror. Being seen and treated as foreigners and outsiders may lead to loneliness and isolation (Wehrle et al., 2018), both factors that do not facilitate integration.

In organizations, racism and stereotypes are also visible and can emanate from cultural issues at the top, operational policies or from the beliefs and actions of front-line employees (Hirst et al., 2021). This can have significant consequences given that in terms of employees’ well-being, the “experience of marginalization can cause different types of discomfort and stress in the workplace” (Köllen, 2021, pp.264-265) as well as influence the levels of motivation and job satisfaction (Khan-Gökkaya & Mösko, 2021). In fact, employers, supervisors, and colleagues are among the most important agents of refugee integration (Echterhoff et al., 2020). Thus, an open and caring attitude toward refugees at work is critical for their successful integration (Echterhoff et al., 2020).

Besides the ones cited formerly, there are other barriers less present in the literature, such as: gender (Liebig & Tronstad, 2018); having to provide for a child (Fossati & Liechti, 2020);

geographical dispersion (Martin et al., 2005) and others more related to cultural differences such as hygiene and unfamiliarity with the country's cultural norms (Ozturk et al., 2019; Sousa et al., 2020).

1.4 The importance of refugees' integration for organizations

After summarizing the main barriers that refugees face when integrating the LM present in the literature, it is important to understand the importance of overcoming these barriers towards successful integration and understand how organizations and HR departments can serve as facilitators of this process.

Organizations are increasingly aware of integrating a broader, more global and more culturally diverse workforce (Phillips et al., 2021) which involves the need to engage in antidiscrimination laws or equal opportunities legislations and in diversity management practices (Köllen, 2021). Those companies that advocate for diversity and inclusion management can rely “on the stable narrative of doing something, which is simultaneously morally good and profitable at the same time” (Köllen, 2021, p.267). In fact, one of the most present motives for investing in managing diversity practices is that it is “morally and ethically the right thing to do” (Cox, 1994, p.10). However, in reality, what drives most organizations to employ refugees and immigrants is to cover cost of labor shortages in various socio-professional categories (Bucăța, 2018). Gradually, more human resources are necessary to guarantee cheap, less qualified and professional development oriented, more willing to be self-sustained in the same position (Bucăța, 2018). So, many companies attract cheap labor from other countries by working their existing points, relocation costs, workforce being able to recover the profits (Bucăța, 2018; Sahin Mencutek & Nashwan, 2021).

Overall, adjustment to a new country and culture is essential not only for the full integration and well-being of all immigrants, but also for organizational success (Sousa et al., 2020). Cultural diversity might relate to task-relevant proficiencies, knowledge, and talents team members own derived from their cultural backgrounds (Li et al., 2017). Demographically diverse people bring with them diverse perspectives and groups of problem solvers with diverse perspectives and heuristics can outperform homogeneous groups in resolving complex problems (Köllen, 2021). Further, if well managed, language and national culture diversity can be an organizational strategic resource and give an employer access to a broader talent pool (Phillips et al., 2021). Besides, when an individual feels included in an organization, he or she will be more likely to want to help other group members as well as be more engaged in

collaboration, which, will also contribute to enhance creativity in work groups where different ideas are shared without fear of judgement (Chung et al., 2020).

In short, “increased diversity and inclusion are positively related to improving the workplace outcomes” (Leslie, 2019, p.538). The problem is that research highlights that it is “particularly difficult to garner commitment among employees whose social identity groups have been historically underrepresented in organizations” (Li et al., 2019, p.3). In this way, organizations must define appropriate strategies that guarantee the organization’s success and consider the place, expectations and needs of refugees (Sousa et al., 2020) by recognizing their prized contribution and value (Newman et al., 2019). This raises a question: How can organizations act as facilitators of the process of integration and engagement of all employees, including those from disadvantaged groups?

1.5 Organizations as facilitators

Organizations that value a diverse and inclusive environment are those that keenly support the employment of refugees through specific and aligned HR policies and practices (Chung et al., 2020; Hirst et al., 2021). HR strategies are seen as one of the key elements to the effective diverse workforce management (Martín-Alcázar et al., 2012; Guillaume et al., 2017). However, it is not at all easy and certain how to implement inclusion strategies due to numerous paradoxical questions that may arise, for example: “to be inclusive, should we treat everyone the same or treat them differently?” or “to be inclusive, should we help people group themselves with others based on their identities and common interests (...)?” (Ferdman, 2017, p.241). Taylor and colleagues (2022) note that, in essence, there is no ‘one size fits all’ approach for employers to deal with refugees’ integration and defend that every refugee should receive individualized attention. In the final part of this literature, it will be presented some HR practices and focus that might be relevant to refugee integration in the LM.

HR professionals play a significant role in the recruitment and workforce integration of refugees (Hirst et al., 2021). HR practices related to the recruitment process can include targeted diversity recruiting, initiatives to reach potential candidates from the desired recruitment pool, or the creation of incentives for the recruiter, to support the recruitment of diverse workers (Köllen, 2021). According to a study conducted by Wehrlea and colleagues (2018), there is a need to reduce stigmas that hinder refugee recruitment, calling for the improvement of stigma reducing interventions in organizations that institute equal treatment and opportunity.

Some organizations have strategically prioritized the recruitment and workplace integration of refugees as part of their diversity and inclusion approaches – for example:

organizations such as Deutsche Telekom have recruitment programs specifically targeted towards refugees and its careers website speaks directly to refugees (Hirst et al., 2021). During the process of recruitment, because refugees most often have language skills difficulties as already seen, HR professionals could provide short induction sessions and written induction materials in the native language of the refugee where workplace expectations are clearly described (Hirst et al., 2021). Besides, because it is difficult to recognize refugees' skills through formal documentation, organizations might offer internships for refugees to validate and demonstrate their credential and professional expertise (Hirst et al., 2021).

In terms of limitations on the diversity recruitment practices, it can be noted that several firms today recognize the need to ensure that recruitment practices are globally sensitive, yet little is known about how to attract employees whose values support a diverse work environment in terms of language and national culture (Phillips et al., 2021).

Alongside with recruiting employees with intercultural competences, it is furthermore important to integrate these competencies throughout the organization via other development programs. In fact, cultural sensitivity is a key component to effective treatment interventions for refugee populations (Disney & McPherson, 2020). Research found that diversity training is another HR intervention that addresses bias and improves diversity attitudes, which facilitates relations in the workplace (Roberson, 2019). Diversity training is a type of diversity management initiative which purpose is to foster the employees' awareness in terms of what stereotype-based diversity-related biases might exist and, thus, at facilitating intergroup relations (Köllen, 2019). Butler et al. (2018) also mentions intercultural training and staffing exchange as best practices to deal with companies with a multicultural workforce in order to incite curiosity and nurture diverse members' general motivation to work across cultures.

Furthermore, HR departments are responsible for ensuring well-designed teams and organizations in order to manage diversity effectively (Guillaume et al., 2017). By 'well-designed teams' Guillaume and his colleagues (2017) mean that it is necessary to have clear objectives and roles as well as eliminate status differences between demographic groups in order to facilitate social integration, performance, and employee well-being.

More related to specific intervention for refugees, and returning to the mental problems that refugees can entail, along with his colleagues, the author Kindermann (2020) suggests that psychotherapy should be given to refugees but with a special awareness for cultural specific angles and acculturative adjustment processes in order to effectively tackle the critical social difficulties which refugees suffer since the early stage after migration.

Moreover, having in mind that refugees are on average more disadvantaged in terms of human and social capital, employers should implement training – particularly practical work skills development (Fossati & Liechti, 2020) – an important factor for integration. The first step is to recognize refugees’ skills, credentials and offering opportunities to use their skills whilst the second is to train and develop (Hirst et al., 2021). HR training programs to support refugees’ LM integration can take various forms, such as the traditional Danish introduction program for refugees that consisted on employment support through on-the-job training, classroom training (vocational training, basic skills training) and other training (job-search courses, health coping and social skills training, and others) (Arendt, 2019). The type of training provided for each refugee is based on a job-readiness assessment – assessment of the employability of the refugee – this is, if they have the skills and the ability to work within a short span of time (Arendt, 2019). This type of training can include internships programs and language and job searching training (Arendt, 2019). Such internship, by enhancing on-the-job experience, might allow refugees the opportunity to obtain realistic job previews, improve understanding of cultural and workplace expectations, improve language proficiency as well as validate and demonstrate their credentials (Hirst et al., 2021).

Following, mentoring programs for minority employees have also been found to facilitate integration into LM and further career development (Roberson, 2019). Such programs – “traditionally considered to be a developmental relationship through which a more knowledgeable or experienced individual shares such resources to help with another person’s growth and advancement” (Kram 1988 cited in Roberson, 2019, p.78) – may pair refugee employees with a mentor from the host country to support a culture of inclusiveness (Hirst et al., 2021). Many organizations have established mentoring programs for minorities, as one pillar of their diversity management approaches with the aim of providing resources for their career development (Köllen, 2021). In fact, mentoring relationships inspire employee development, knowledge creation and organizational outcomes, including commitment and turnover (Taylor et al., 2022). These approaches should further nurture connections between refugees and host communities, which, as seen above, is one of the key factors in successful refugee integration. As Cohen and Wills (1985) determine, social support positively influences work adjustment. However, Roberson (2019) notices that the findings for research on mentoring minorities highlight various challenges that lessen the prospect of such outcomes. Thus, further research is desirable to more fully apprehend the career and organizational outcomes of mentoring programs as a diversity practice.

Other HR initiatives to promote diversity and inclusion in organizations are to habitually create occasions for employees to have positive interactions with each other (Dias et al., 2017). In fact, establishing positive relationships with others, especially with host country nationals has a major influence on work satisfaction since it is one of the most important work values for immigrant professionals (Taylor et al., 2022). Such events could be either in the form of formal or informal departmental events and get-together or cultural celebrations – “such strategies can help organizations recognize and leverage workforce cultural diversity as a developmental tool” (Dias et al., 2017, p.1373). Besides, to promote such a positive climate, information sharing, and training of supervisors and coworkers is necessary (Echterhoff et al., 2020).

Besides HR practices directed to work environment, there are other variables that influence perceptions of inclusion such as individual differences – defined as “generalized attitudes, motivational or cognitive styles, and personality traits” (Guillaume et al., 2017, p.278). For instance, demographically dissimilar individuals are more inexact about how to interact with others, which reduces their social integration (Guillaume et al., 2017). Therefore, organizations should pay special consideration on the key enablers and constraints for the group of refugee employees in order to facilitate better conditions and improve their job satisfaction (Taylor et al., 2022).

Likewise, as seen above, refugees have policy restrictions that limit their access to the LM. Facing this restrains, organizations could provide bureaucratic support for refugees (Sousa et al., 2020) which will likely lead to better perceptions of inclusion. Lastly, HR departments could integrate initiatives into their diversity approaches that support employees in their work/life management interface more effectively, easing the merging of caring responsibilities with work (Köllen, 2021). This could also be helpful for refugees given their uncertainty and instability concerning the new ‘home’ in the new country. These tactics supra described can be developed internally by the HR departments or can be performed by external organizations.

1.6 The importance of partnerships

Managing external relationships of organizations is a key factor to the successful LM integration of refugees (Hirst et al., 2021). In fact, employers often lack the knowledge and support needed in navigating the rules and regulations on the employment of refugees (OECD & UNHCR, 2018). For this reason, HR professionals should work with external stakeholders, such as nonprofit organizations, government agencies or other institutions, in cross-sector partnerships to overcome the challenges associated with the recruitment and integration of refugees into the LM (Hirst et al., 2021). Such stakeholders might provide legal information,

training to HR professional on the requirements and rights related to employing refugees as well as guidance support increasing their awareness of refugee-specific issues and skills and introduce other forms of reaching out to refugees beyond the traditional forms of recruiting (OECD & UNHCR, 2018).

They can also assist organizations as facilitators of refugees' LM integration as they: might offer detailed acquaintance of the legal and practical requirements of employing refugees (verifying information on resums, obtaining references and checking immigration documentation); establish programs based on the knowledge and management of the needs of refugee employees; ensure the job readiness of forthcoming employees; help organizations build stronger connections with refugee communities; enhance employees' cultural sensitivity; provide social support; language training; vocational development; and finally, be able to support their successful transition into the LM (Hirst et al., 2021).

Finally, external organizations might also provide support for organizations on career counseling for refugees which can be helpful for them to re(-create) their careers in the new context with regulations so different from the ones faced at home (Wehrle et al., 2018). In fact, career guidance, when conceived as part of a comprehensive package of linked services, can play a significant role in overcoming LM integration obstacles (Sultana, 2022).

1.7 Interim conclusion

To conclude, the provision of decent work opportunities is extremely important to refugees, organizations, and the host country. There are evidences in the literature that support the fact that refugees generally have worse LM outcomes with respect to both natives and other immigrant groups (Fasani et al., 2018). So, further commitment is needed in order to develop and strengthen LM programs that support refugees' integration. This demands attention to both what are organizations doing and to what refugees feel and perceive.

The main barriers and facilitators have already been identified through the international literature. These are the documental and legislation bureaucracy, language proficiency, level of skills and qualifications, mental health and social issues. It now remains to understand the Portuguese reality. The refugee reception process in Portugal requires also attention as there is still not much research concerning the difficulties of refugees in organizations as well as how the latter act to integrate them. The next chapter will present the methodology adopted to study this issue in Portugal.

Chapter 2. Methodology

The purpose of the current study is to understand the main difficulties refugees face in the PLM and how are they being included in the companies that host them. Thus, in this case, since the research goal is to show a more comprehensive understanding about a phenomenon it will follow an exploratory research design (Ragab & Arisha, 2018). In terms of research approach, it is proposed a mixed deductive and inductive model that combines the content collected in the literature review about concepts of inclusion, integration and about the main barriers of those concepts for refugees, with the actual experiences of this study's respondents. Qualitative inquiry fits this purpose better than quantitative since it permits to explore the data with stronger sensitivity regarding the participant experiences. Having this said, it is adopted a qualitative methodology which is characterized by providing an in-depth and richer understanding of the social phenomenon under study by exploring and interpreting the collected data (Williams, 2011). This methodology captures both the complexity and richness of the real world while also allowing us to make sense of patterns of meaning (Braun & Clarke, 2013).

Once the qualitative approach uses individual experiences, context and subjective interpretation, the generalization of facts is not a goal (Heppner et al., 1999). In fact, the diversity of refugees' experiences means that telling individual stories risks portraying their details as representative, when actually the real-life multiplicity is beyond what it is possible to present through this paper (Brell, 2020). With that warning in mind, such stories can still be valuably illustrative and highlight some of their main barriers.

2.1 Participants

Since my study is based on a double perspective of both refugees and companies, the target population will be composed by two different groups: representatives of refugees as well as representative organizations. By bringing two different perspectives, this design forces the researcher to identify and address inconsistencies through the research which contributes to the reflexivity and, consequently, level of confidence in the study (Bauer & Gaskell, 2000).

Concerning the former – refugees – given that they are the ones going through the PLM integration process, they are the ones who can best report their main difficulties, what worked well and what should be improved in the integration process. That is why their perspective is so valued. The inclusion criteria to participate in this study were: living in Portugal; be over 16 years old (the minimum age to enter the PLM); have a minimum proficiency of Portuguese or English language; be working, have already worked or in the process of finding a job in

Portugal. It has been tried to collect a number of people coming from different home countries, ages and sex, different companies, job functions and professional backgrounds and different geographic areas in Portugal. Because the refugee population is not an easy audience to reach, the non-probabilistic convenience and snow-ball techniques were used in order to facilitate the selection of the individuals.

As to the latter – organizations – the focus was to understand what is being done to facilitate the integration of refugees in the LM. This population group is equal significant because it will contribute with detailed knowledge about what is being done, specifically in the HR departments scope, in order to promote inclusive environments. The inclusion criteria to participate in this study were: be a company in Portugal; have refugees or be at least in the process of integrating them. For this population, companies of different geographic areas and sizes were sought. The same convenience sample method was used for organizations according to those interested in participating in the study.

For the purpose of this study, I specified a minimum sample size for initial analysis (ten refugees and five organizations) and then I stopped when no new themes were emerging (Francis et al., 2010). Thus, interviews were conducted, allowing the corpus construction (Bauer & Gaskell, 2000), until no new or relevant data emerged in relation to the topics at hand – empirical saturation point (Fusch & Ness, 2015). In total, 30 semi-structured interviews were conducted (see annexes A and B for complete participants' details). The sample was divided into two groups:

- *19 refugees*: 13 men and 6 women were interviewed – although there is this asymmetry in terms of sex, when we look at the records of the numbers of refugees in Portugal we can see that they are mostly men. In addition, as became clear throughout the interviews, it is normal to have more men working for cultural reasons. The age of the participants ranges from 17 to 51 ($M = 30$; $SD = 12$). Regarding origins, they came from 13 different countries such as Afghanistan, Syria, Iran, Egypt and Ukraine. They reside in Portugal on average for two years and 8 months. As far as the level of education of the participants is concerned, it ranges from ninth grade (five participants) to master's degree (three participants). On average, it took nine months for the participants to find a job in Portugal. Of all the interviewees, only two were unemployed at the time of the interview. The others work in various working positions: civil servants, customer service representative, electrician, kitchen assistant, among others.

- *11 organizations*: 5 from Lisbon, 3 from Braga and other 3 from Fundão. The representatives were mostly people from HR and People and Culture department, Corporate Social Responsibility (CSR) directors of the organizations. The organizations represented here are of different sizes: six are large, three are small medium-sized, and the remaining two are small enterprises. The 11 companies employ an average of five refugees. With the exception of two organizations that employ only women (one of which is composed only of Ukrainian and Russian refugees), the rest are mainly composed of men. In terms of activity sectors, the following areas are represented: retail sector, construction, private school, manufacturing, metallurgical and urban cleaning sectors, outsourcing and offshoring consulting and lastly food industry.

In order to reach the target population, support was provided by various organizations. First of all, the refugee inclusion project in Lisbon called Welcome Sports Club that facilitated contacts with refugees and with partner companies. Other sources of support included the Migration Center of Fundão, CRESCER, JRS and ACM. These entities both brought the researcher closer to the refugees and to the companies that welcome them.

Contacts to the participants started to be made since mid-January 2022, when the war in Ukraine had not yet started and I had my first interview with a Syrian refugee. It only finished at the end of April with the interview of a Ukrainian refugee. In total, about 117 contacts were made (85 with refugees and 36 with organizations). The invitation for the interviews was mostly done by email to the organizations and by phone to the refugees. Regarding the number of refugees interviewed, it should be noted that the response rate for the online interview request was low (around 22%) – either due to the impossibility of contacting by these means or the inability to communicate in Portuguese or English. Despite this obstacle, typical of research that makes use of interviews as a data collection technique, it should be noted that the positive responses obtained include people from heterogeneous nationalities, ages, and professions, which is in itself a positive point for this work given the variety of experiences that are represented.

Concerning the number of organizations interviewed (response rate around 31%), it should be mentioned that many of the companies contacted did not have refugees employed, which reduced the range of research and showed that there are still few companies in Portugal that give work to refugee. Still, the 11 companies are from different cities in Portugal, of different sizes and from distinctive areas of activity which gives the study some heterogeneity in the sample. Through these organizations that participated in the interviews, the researcher

tried to reach interviewees employed at the same place, however, due to privacy policies and protection of this public, that was not possible in most cases.

2.2 Data collection procedure

For the data collection, semi-structured personal interviews were used with the participants, thus adopting a more flexible structure (Ragab & Arisha, 2018). This non-standardized interview is recommended for searching answers so that the respondents can clarify or build on their responses, adding in this way more significance and profundity to the data (Saunders & Thornhill, 2007).

Two interview scripts were developed - one for the refugees and one for the organizations in order to guide the conversation. The scripts were prepared according to a previous theoretical review underlying the objectives defined for this research. That said, pre-determined questions were made, however, the questions were not necessarily asked in the stated order and some were removed and other added according to the meaning and direction of the conversation with each participant. This allowed the interviews to flow smoothly and helped to establish a bond between the interviewer and the participant. Besides, the interviews started with 'open-questions', following more oriented questions. This allowed to focus on aspects more pertinent to certain interviewees and, consequently, to obtain a point of view in a deeper and accurate way (Kallio et al., 2016).

Two pilot interviews were conducted: one for each group of interviewees. After some changes were made to the script, more contacts to other participants were made. For the organizations, the script was very similar from conversation to conversation. Though, for the refugees, this naturally varied due to the different contexts in which they were. For example, the script differed in certain questions for those who were employed and those who were unemployed. Although with mutual points, each of the scripts had also their own particularities.

- *Interview to refugees*: because it is a sensitive audience with difficult and possibly traumatic past histories, more emphasis was given to current and professional experience in Portugal. The script started asking their socio-demographic characteristics; then, how was their entrance in the PLM and the main barriers found; later, it was explored their perception on their job(s) based on some work values mentioned by Leuty and Hansen (2011); the last part of the interview had a moment in which each one could give a suggestion for improvement on part of the organizations in order to support them in what they consider to be their main difficulties. This final question was extremely important because being part

of the process of finding a solution is something that refugees appreciate (ComParte, 2021) – “critically, refugees must be made part of the process in identifying solutions to the obstacles they face and in replicating those good practices they identify” (OECD & UNHCR, 2018, p.5) (see annex C for the entire script).

- *Interview to organizations*: the script had also a part of the socio-demographic characteristics of the refugees employed, as well as questions related to organizations’ perceptions on the barriers refugees find in the process of LM integration; difficulties faced by the organization in the integration of these workers; but also tackled issues related to the recruitment process and procedures of adaptation to this workers; the existence of integration practices of refugees and the support provided to them. The final question also asked for a suggestion, this time in the context of public policies, in order to improve the PLM integration process of this group (see annex D for the entire script).

The interviews lasted approximately 30 minutes and were mostly conducted through the platform Zoom with the exception of one that was sent by email and returned through the same channel already filled out and other that was done in person due to the interviewee's preference. For the refugee audience, it was always asked which language they preferred for the interview - Portuguese or English. The majority preferred Portuguese, and, when necessary, the interviewees spontaneously resorted to the support of an online translator. In order to confirm the agreement and consent of the interviews' participation, and since it is one of the quality criteria in qualitative research (Bauer & Gaskell, 2000), in the beginning of each interview, permission to record the interviews was sought by reading the consent form (annex E), to which all but one organization agreed (Org. A). In this exception, notes were taken on the content, and in the others, the audio interviews were fully transcribed, translated into English and edited so that the interviewees were not identified.

2.3 Data Analysis

Since the examination of the results was based on complex human experiences translated into interviews, the thematic analysis approach was used to facilitate the analysis, since it allows to identify, analyze and report themes in data (Braun & Clarke, 2006). This method was chosen given its flexibility that enables the researcher to take on the exploratory nature of the study. Besides, a key feature of thematic analysis is the hierarchical organization of codes that allows to analyze texts at a varying level of specificity according to what the researcher finds most useful (King, 2012).

In the present investigation, the goal was, through a primarily semantic approach, to make a rich thematic description of the entire collected data set, so that the reader has a sense of the predominant or important themes (Braun & Clarke, 2006). In addition, an essentialist/realist perspective was also adopted since the experiences and meanings explicit through the speeches were theorized in a simple way.

The six phases of the process of thematic analysis were followed. In the first one – familiarize yourself with the data (phase 1) – the researcher started by reading and re-reading the transcribed interviews while immersing in the data and making comments on the initial ideas and codes. The next phase – generating initial codes (phase 2) – was characterized by determining the initial codes. Since a mixed deductive and inductive method was used, some codes were defined a priori based on the literature reviewed, while others were defined a posteriori, as it was given an opening for any new visions that might arise given the distinctive perspectives that the interviewees demonstrate. As a result, an extended list of different codes has been gathered. Following – searching for themes (phase 3) – the codes were organized into significant broader groups called themes. For this purpose, all the codes were written in a paper separately and matched and schematized into different themes. Most of the time, since the themes were composed of different sub-themes, this category was also used to organize the data even more clearly. In the next phase – reviewing themes (phase 4) – the list of the themes and sub-themes was polished by first, making sure that all the extracts of each theme appear to form a coherent pattern, and second, taking down themes that show a lack of data support or that have high diversity where no relation can be established. This was done through a Saliency analysis (Buetow, 2010) in which both the recurrence and importance of individual codes were considered and allowed to set aside those codes less pertinent to the study at hand. Through this process, two thematic maps of data were developed summarizing all the pertinent topics organized by themes, sub-themes, codes and few exemplary comments: one for the interviews with the refugees, and one for the interviews with the organizations (see annex F. Then – defining and naming themes (phase 5) – the themes and their sub-themes were detailed as to how they fit into the overall goal of the research in relation to the starting questions.

The two templates were analyzed simultaneously and compared with respect to the same themes. Lastly, the final phase – producing the report (phase 6) – is represented in the next chapter where all the themes and sub-themes are defined and analyzed in light of the interpretations of insights provided by the interviewees.

Chapter 3. Findings

The purpose of this study is to understand the major barriers and facilitators of the integration process of refugees in the LM – both in the job search process and in the process of inclusion in the company. This section is systematized to present individually each main theme along with its constituting sub-themes and codes, which helped to draw conclusions about the present goal. Due to space limitations, the thematic map presented in annex F had to be further simplified to what is presented in the figure presented in the next page (figure 3.2), where the themes and sub-themes with greater importance and recurrence are present. Themes 1, 2 and 3 are focused on the refugees' interviews while the remaining themes 4, 5 and 6 focus on the organizations' interviews. All are supported with illustrative quotes from the interviews, however, due to space limitations, it was not possible to place many comments for each code (for more sample quotes, please refer to annex F). In addition, more priority was given to the codes and speech marks with more representation throughout the interviews. Due to confidentiality reasons, the names of the interviewees have been concealed. In order to be able to differentiate the participants, the letter “R” followed by the number from 1 to 19 as well as socio-demographic characteristics have been used to name refugees and the abbreviation “Org.” followed by the letter A to K was used to distinguish the companies. This careful indexed reportage is a relevance marker for qualitative research once it provides the reader insight into relevant characteristics about the participants (Bauer & Gaskell, 2000).

3.1 Barriers to PLM joining and integration

The first major theme of the interviews is “Barriers to PLM joining and integration”. What makes up this theme is a number of obstacles that refugees have encountered when integrating into the PLM – both in the job search phase and in the actual company integration phase. The barriers were divided into three sub-themes: i) individual barriers, ii) contextual barriers, and iii) absence of barriers.

i) *Individual barriers*: the first sub-theme refers to the set of barriers that derives and depends on the characteristics of the refugees. Four barriers were identified, and the one that stands out with great significance is the language proficiency barrier. Of those who took longer to get employed, language was the reason since they were not employed without being able to speak Portuguese and it takes a long time to reach the necessary basic level to work. It is stated by the interviewees that no matter how many qualifications a person has, if they do not know

how to speak Portuguese, they do not meet the most basic and essential requirement to start working.

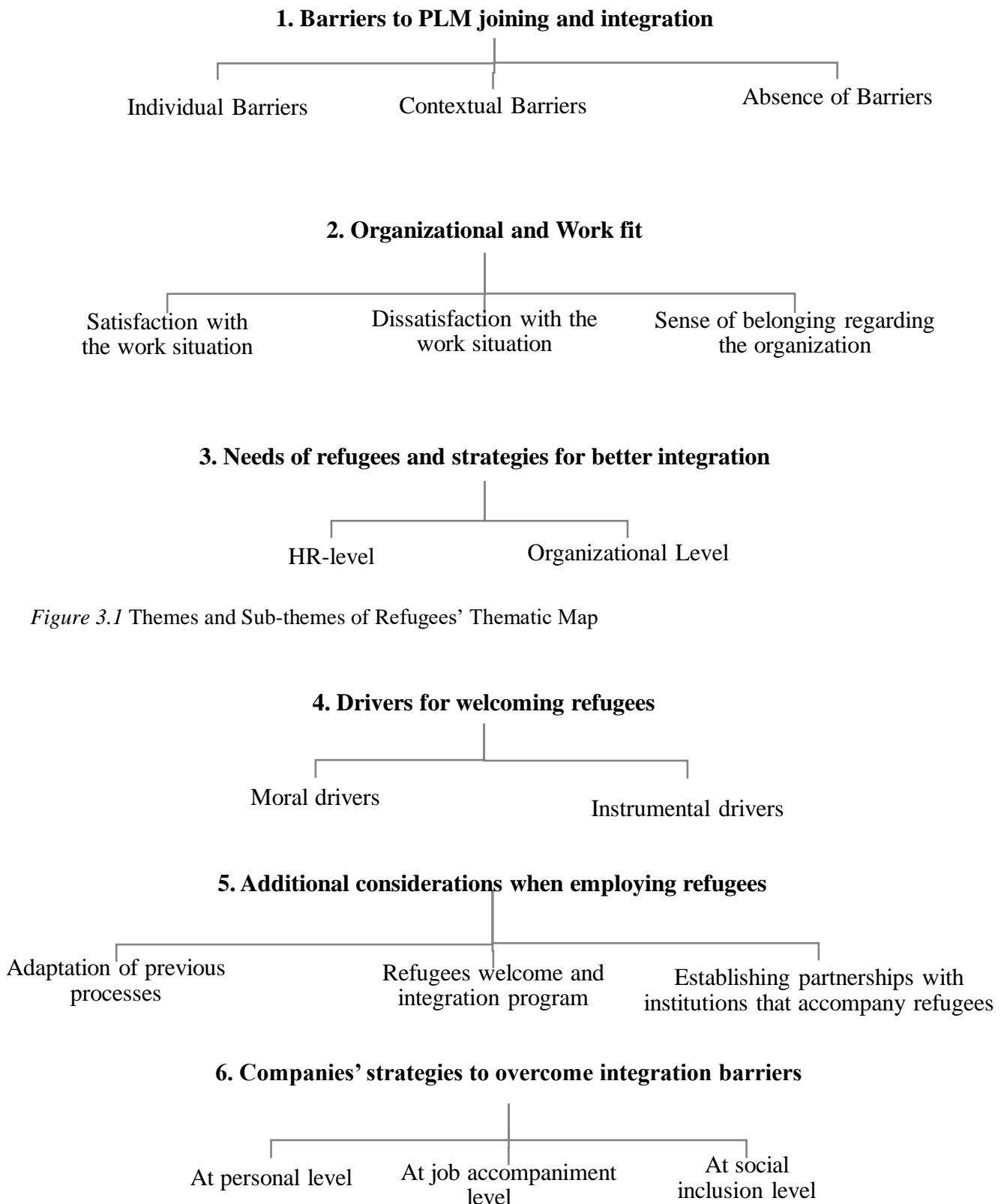


Figure 3.1 Themes and Sub-themes of Refugees' Thematic Map

Figure 3.2 Themes and Sub-themes of Organizations' Thematic Map

“The first two years I didn't work because I didn't know how to speak Portuguese. I took a course and tried to work without a contract” (...) “The biggest problem was the Portuguese language...I couldn't speak it, I couldn't get a job.” (R5, male, 35, Syria)

In addition, this barrier also proves to be a strong difficulty when it comes to integration in companies. What was mentioned by the respondents is that sometimes people at work speak too fast and do not take into consideration that they are not native speakers, which makes it difficult to understand many tasks. Moreover, it hinders the work itself, especially for those who need to communicate with the customer because they do not have the necessary fluency that makes them comfortable to hold a dialogue. Finally, it also hinders the socialization process.

“I still couldn't speak Portuguese very well and that made the integration even more complicated. The language was the main difficulty because it's the most important thing: it's essential that you know how to speak Portuguese - to have a relationship with your colleagues, and even to be able to speak to clients. If you can't speak Portuguese, it becomes very difficult.” (R10, male, 17, Afghanistan)

Following, the second biggest barrier identified is the level of skills and qualifications. First, respondents shared that they often do not have the documents to prove their background in terms of qualifications which makes the entry in the LM difficult. In addition, even for those who have certificates, either previous work experience or education background when done in another country does not have the same value as in Portugal.

“my CV in Ukraine might be very good, and my experience can be very good to find a great job there and here it does not worth anything because I am talking about Ukrainian companies and it is impossible to compare what I will do here. (...) I already know a lot of people that worked in very high positions in Ukrainian companies and here they can't find a job. They are looking for any kind of jobs... any kind.” (R18, female, 20, Ukraine)

“I have my engineering certificate. But to prove that I have already worked 10 years is difficult... It was in a foreign company, in Syria, people here don't know which company I'm talking about, they don't know whether it was worth anything or not. We have no one here to prove that we were in that company working and that we were good etc. Our documents are worth what they are worth...” (R6, male, 39, Syria)

These two individual barriers were the most mentioned throughout the interviews. To complement, other barriers were stated by fewer people such as: mental health – since these citizens with complicated life pasts may come weakened and sensitive which makes any integration process more difficult; the lack of social network – since refugees often do not know anyone and think that in Portugal employment opportunities are limited to those who are "known" to a certain company; and, finally, the feeling of lack of confidence when looking for a job since they might consider themselves at a disadvantage right from the start.

ii) Contextual barriers: the second sub-theme – contextual barriers – refers to barriers that arise from a set of circumstances that do not depend on the refugee, but on the environment around him/herself. The main obstacle identified in this field was the documental and legislation bureaucracy barrier. Some interviewees mentioned the difficulty they had with the responsible authorities in acquiring the necessary documents to start working in Portugal (like the resident permit, for example). These are lengthy and complex processes that can delay by several months (or years) the entry in the PLM or that have implications on signing fair contract conditions. Many consider that there is a lack of efficiency and support in this field which can be a major difficulty for them.

“In terms of the necessary documentation it was difficult... The documents necessary for us to get to live in Portugal were always delivered late, we had some difficulties while we were asking for a job” (R3, male, 45, Turkey)

The other difficulty mentioned was the pandemic barrier. In a context where it is already not easy to find a job, with the layoff, the situation has become even more complicated.

“During this time the Covid conditions started to make life difficult because the schools closed and opportunities for work were also difficult to find... so we stayed at home for 2 years and some months, until now, and we tried to focus on learning the language.” (R16, female, 51, Iraq)

In addition, one refugee mentions another factor which is that companies are not yet prepared to employ refugees because they do not know how to deal with this different, "foreign" public – as the participant mentions. Finally, another still mentions how the issue of culture shock – different people, country and rules – made the integration process difficult.

iii) Absence of barriers: the last sub-theme connects a set of opinions that may contradict the ideas stated above. In fact, although many identified different barriers to integration, about half of the respondents consider that their entry in the PLM was not that difficult because they had the necessary support.

“I was not the one looking for a job, so it was not that difficult. The Seminar helped me with that. So, it didn’t take me long to find my first job.” (R8, male, 23, South Sudan)

As the illustrative quote mentions, some respondents had support from either the City Council, the Fundão Seminary (in this case), the Red Cross or the WSC social insertion project in Lisbon, which allowed them to enter the PLM more directly. In these cases, the role of these institutions proves to be extremely important, especially for the younger ones.

“It took me a long time [to find a job]. (...) I couldn't have done it without the help of the technician from the migration centre of Fundão, she was the one who got me the job.” (R7, male, 24, Sudan)

It is noteworthy that these people who had support did in fact find jobs more quickly. However, the two refugees who got jobs even faster, between 2 days and a week and a half, record time among all interviewees, are from Ukraine and arrived in Portugal about a month before the interview date. The two told how they were supported by several initiatives to support the employability of Ukrainian refugees in Portugal.

“I sent my resume to a volunteer and received a call within 2 days” (R19, female, 32, Ukraine).

Besides the support explained above, there is another enabler for the integration process in the LM that has to do with motivation and perseverance. Some respondents mention that everything is reachable with the right purpose and willpower. The surpassing of some individual and contextual barriers depends a lot on the inner strength and perseverance that a person has and the refugees interviewed unveiled a great motivation to find work and learn as much as they could. In addition, they also revealed a strong power of fitting in, as they looked for all kinds of jobs, no matter how detached from their desires, since the most important thing for the moment is to be employed, no matter where.

“when I started, of course everything from the beginning – it's complicated, but I had the will to adapt, to learn the language, to make friends, to create relationships with people, to understand the culture of the country and so it was... I was always trying to

communicate with people (...), I was trying to learn Portuguese, attending Portuguese courses... So, after a while I started speaking and practicing and started integrating. I think my integration was fast.” (R1, male, 42, Syria)

Although refugees are the main actors in the LM integration process and, for that reason, the best people to identify the main barriers, companies have also given their perspective on this theme. In line with the refugees' opinion, the language proficiency barrier was also the most mentioned obstacle by the organizations.

“Without a doubt, one that can be identified as one of the most prominent and visible barriers is the language issue. We know that we all have to communicate and make ourselves understood, so that the person him/herself feels not only useful but also understood. We have Portuguese that ends up being very different from their native languages, especially Arabic (...).” (Org. H)

The only exceptions that do not agree with the above quote are companies that either have refugees working in the construction business without any connection to the client, which turns out to be a job that does not need language proficiency as much, or companies whose employees already knew how to speak either English or a language similar to Portuguese.

The other equally significant barrier identified by organizations but not much by refugees is the cultural barrier. It is interesting to note that many organizations reported cases in which culture served as a real obstacle to labor integration and only one refugee mentioned this barrier. It is felt, therefore, more by the companies, that often refugees coming from different countries with very different rules and work dynamics, do not act in accordance with the cultural norms of Portugal and end up not being suitable for the job for various reasons: either because they do not know the labor laws of Portugal, because they do not have the commitment and seriousness expected in a worker, or even because they come from cultures in which women should not work, do not have the right profile for it and should stay at home to take care of the house and children.

“Then there are also many cultural difficulties. We have another difficulty that is related to women, especially from Syria. We don't have any Syrian women working. I've tried giving her jobs at school, but it's all: "no way... it's all standing up and I need to sit down... it's all long hours... (...) The cultural issue makes labor integration one of the most difficult parts of integration.” (Org. B)

For the rest, the organizations also mention the documentary and legislative bureaucracy barrier, the lack of skills and qualifications barrier, among others. In terms of absence of barriers, the organizations similarly mention the perseverance that many refugees have.

“We presented this project and they joined right away. When it seems that there is not enough knowledge to play a certain role, they go looking for that knowledge or training. The initiative comes from them”; “I tell you that I've rarely heard someone say that they didn't want to learn. There is indeed a great willingness to start working (...)” (Org. C)

3.2 Organizational and work fit

The second theme of the refugees' thematic map is “organizational and work fit”. What this theme intends to portray is whether or not refugees actually feel satisfied with the work they do in Portugal, with the conditions, and the environment around them. In this theme three sub-themes were identified again: i) satisfaction with the work situation; ii) dissatisfaction with the work situation; iii) sense of belonging regarding the organization.

i) and ii) dis/satisfaction with the work situation: regarding these sub-themes, there are two codes that are taken into account: dis/satisfaction with the job position and dis/satisfaction with the work conditions. There was no significant consensus on either of these topics. However, it can be seen that more than half of the respondents report that they are in fact on a job position that does not match their ambitions or education. In fact, due to the difficulty of proving their skills as well as speaking Portuguese fluently, refugees often turn out to be employed in different and "worse" jobs in the opinion of many, than the ones they had in their home country. Besides, it is mentioned that it is not what they want to do in the future. However, consistently in a positive light, they show gratitude for having that opportunity of working.

“I work for a living. I am satisfied to have work, but my ambition is not this. And this is not my way of working because it is not what I did in my past. I had another job that I liked and now I work in construction. That's fine, I work, and I make money. But it's not exactly what I wanted most. But what matters is that my family is doing well, the children are in good health.” (R5, male, 35, Syria)

Making a comparison between the jobs of the refugees in the countries of origin with the jobs in Portugal, what can be verified is that mainly people who were employed in higher positions and with higher qualifications are now working in relatively lower positions in Portugal. For the rest, without as many qualifications, many got employed in the food industry or the construction and machinery industries.

Although it is the majority who say that in fact, they are not in a job that suits their ambitions, there are still those who feel that they are doing a job that is suited for the moment.

“My ambitions are now focused on helping Ukraine win the war, so I think my work on providing free legal aid contributes to this.” (R19, female, 32, Ukraine)

When it comes to working conditions, more people showed that they were satisfied with the conditions offered at work. However, some mention that the working conditions are not the best, especially regarding the salary. It is also mentioned by some that the salary in Portugal is not enough. Some interviewees work in order to send money to their families and share how difficult it is to have any money left for that at the end of the month.

“The only reason I left was the salary, it wasn't enough to support me and my family, nor to compensate for the physical effort I was making.” (R3, male, 45, Turkey)

What was found is that the average age of people who are satisfied with the conditions is lower than the average age of people who think that the salary is not satisfactory. This shows that younger people, with fewer years of experience and work, tend to be less demanding when it comes to the conditions offered.

iii) Sense of belonging regarding the organization: the last sub-theme is about the way refugees feel concerning their boss, colleagues and other people in the organization. It can be said that practically all the interviewees mentioned that they have always felt very accompanied by their colleagues. They are able to establish good interpersonal relationships and feel that people are friendly, thoughtful and respectful of cultural and ethnic differences. Overall, everyone feels included in the organization and feels closely followed.

“Yes, people treat me well, everything goes well. I like my boss and all the other people. They respect me and the environment is great.” (R7, male, 24, Sudan)

“my colleagues are very nice as well as my assistant and my boss who help me several times whenever I need it”; “I always have support when I need it” (R13, male, 17, Iran)

The only two exceptions reported that, especially at the beginning, there was some difficulty integrating because they were different from others. One of the respondents says that he felt left out a few times, perhaps justified by belonging to a work environment with older and close minded-people. Another mentions that people end up knowing that he is different but do not have the slightest concern and consideration.

“I feel that there is some racism among workers. As for my boss, I have no reason to complain, but it's more in relation to the other colleagues. They know that I'm not Portuguese, that I'm Syrian: I speak Arabic, not Portuguese. But still some people speak very fast to me and I don't understand.” (R5, male, 35, Syria)

As far as the perspective of the organizations is concerned, practically all of them mention that until now there has never been any feeling of exclusion on the part of any refugee, at least not that has been noticed, because, as organisation A says, there is a joint will on the part of everyone, even at the management level, to integrate them in the best way.

“Here I don't notice any kind of discrimination towards them – strictly none. I'm the HR manager and I don't have any reports of this kind.”; “At first people were quite happy that we were going to welcome refugees” (Org. D)

3.3 Needs of refugees and strategies for better integration

The last theme in the thematic map focused on refugees is extremely important and seeks to identify a set of suggestions that refugees gave about what could be improved in organizations in the process of their LM integration. In essence, the interviewees reported their needs and gave ideas on how the organizations could help them. Again, the topic was divided into two levels of suggestions: i) HR-level and ii) organizational-level.

i) HR-level: in this sub-theme practices that belong to the scope of the HR department are identified. The first most mentioned suggestion has to do with the need for more adequate training according to the needs of refugees, namely on the issue of language proficiency. The respondents who mentioned that it would be useful to have Portuguese language courses in the organizations suggested practical training on the specific important vocabulary for the performance of their functions. These trainings are instruments for a better insight about the work, enabling a better performance and, in many cases, a better contact with the client.

“Companies having Portuguese classes would definitely be very beneficial. I feel that my only problem is that I don't really know the food that I serve in the restaurant. They're Portuguese foods and I often don't know how they're made, or with what ingredients, and it would be good to have some training in this aspect, not only so that I can learn, but also to be able to tell the client if necessary.” (R13, male, 17, Iran)

It was mentioned by the interviewees that no matter how many courses one has, the best place to actually learn Portuguese is at work.

“The main difficulty that we refugees encounter is this: some people can't find work, and then it becomes even more difficult to learn Portuguese. (...) It was really during my work, talking to my colleagues and asking them things that I managed to learn more. If I hadn't started working, it would be very difficult for me to start speaking Portuguese.” / “We have a 150-hour course in Portuguese from the employment center, but this is not how you learn a language. It's through work.” (R15, male, 28, Somalia)

Following, although the majority said they felt included by the organization, there were still some who suggested encouraging activities that would allow refugees to get to know their colleagues better. Sports activities was the concrete example given as the perfect pretext to break the ice between employees and support social integration.

“What I would like is to have more activities such as football matches between employees to help them get to know each other.” (R12, male, 17, Marroco)

Another suggestion that was made has to do with more support when it comes to cultural adaptation. Despite being identified by only one refugee as a barrier to integration in the PLM, it is a difficulty that can be mitigated by organizations. More specifically, training and awareness sessions on how to live with different people, how to respect and value that difference, could be promoted. Moreover, it is also proposed to do activities that offer knowledge about the Portuguese culture, the city and also basic information on how to access the essential to live well in Portugal. Finally, it is also important to always take into account the specificities of each culture and religion by, as an interviewed exemplifies, having a menu in the canteen that respects all dietary restrictions of all cultures present in the organization.

“they could hold dialogues, raise awareness through sessions or training – not only for immigrants, but for everyone – about living together and the values of respect, tolerance, respect for other cultures”; “I think that with these policies companies can make life much easier for refugees.” (R1, male, 42, Syria)

In addition, other suggestions were made such as providing support in the bureaucratic issue related to SEF and SS and creating internship programs that would allow companies to better evaluate the skills and abilities of refugees who have no way to prove their background.

ii) *Organizational-level*: on a more general, organizational level, two other suggestions were left. The first is related to the on-boarding process. It is necessary to take into account that refugees arrive from a different country, with a different culture and language. So, it is asked

for to have in mind to speak more slowly to better understand Portuguese, paying more attention to the difficulties of refugees.

“In the beginning we need more patience and more attention to our difficulties with the language and with the fact that we are just starting a new job. When I started working it was very difficult but with time everything gets better and better.” (R7, male, 24, Sudan)

The second and last idea that the interviewees presented was that organizations should open more job positions for refugees who need more than ever to start their lives over.

“Companies should support refugees and they must open jobs for them, teach them, make sure that they are learning the phases of the work. So, it is about supporting these people.” (R8, male, 23, South Sudan)

This suggestion, although more generic, is extremely important because in fact the first step is to open the doors to refugees, since, as can be seen from the following quote, it is through work that refugees will be able to rebuild and give new meaning to their lives.

“When I was working, I was doing well. Now that I'm unemployed I feel that I'm a bit more lost. Because work is an essential vehicle for our integration. (...) It makes us create circles of friendship, important contacts, gives us encouragement, income and, beyond that, gives meaning.” (R17, female, 40, Argelia)

3.4 Drivers for welcoming refugees

The fourth topic already belongs to the Thematic Map made with the answers of the representatives of the organizations. This topic focuses on the reasons that led the eleven organizations in question to employ refugees. It is important to indicate the main motivations of the companies in order to have an idea of what arouses more interest on their part and what might lead more organizations to employ refugees. The drivers found were divided into two groups: i) moral drivers and ii) instrumental drivers.

i) Moral drivers: moral drivers are intrinsic drivers as they are those with more personal meaning to the organization in question. Included in this sub-theme are humanitarian reasons and diversity and inclusion motives. The first – humanitarian reasons – is the most significant and embodies the organizations that said that the main reason that led them to employ refugees was because it was the right decision to make in a context where there are many people in need of support. In these cases, most companies do not report any need to increase the number of employees, but they are the first to open their doors given a humanitarian crisis situation, either

because of CSR strategies, the desire to show solidarity, or for the simple reason that it is the right thing to do.

"Because yes, because it's the right thing to do." (Org. G)

"So what motivated us in the end was the need for these people to be effectively integrated into the LM and, for us, to somehow have this possibility to help, but we ourselves also make this movement in the sense that we are increasingly aware that we need this diversity and that we benefit from it. It's a combination of the useful and the pleasant." (Org. H)

As the quote above suggests, the second driver – diversity and inclusion – reflects the reasons of companies that are already known for their values of fairness, diversity and inclusion and want to employ this minority as a way to further strengthen this identity and enrich with all the value that diversity can bring to the organization.

"it is also a question of diversity and inclusion. We have more than 99 nationalities, we speak more than 36 languages, so we breathe diversity and inclusion and we really want to meet people from various minorities, including refugees. And that's why we have our inclusive recruitment and employability program." (Org. J)

ii) Instrumental drivers: on the other side, the instrumental drivers are more extrinsic in the sense that the main motivator for the reception of refugees comes from a need or from an external proposal. Examples include business opportunities and City Hall/Seminary proposal. Some of the organizations reported that the reason they employed refugees was because they saw this minority as an important source of recruitment that could reply to labor shortages.

"It was essentially because there was a lack of labor, and for that reason we were looking for labor, but the employment center wasn't giving us an answer, so we had to resort to other channels to get personnel." (Org. E)

Additionally, one company also mentions that it had to go in search of Arabic speakers due to a new business opportunity. Besides business opportunities, there are also companies that mention that the hiring of this public comes from an offer made by City Hall or by the Seminary, for example, that were looking for companies that could welcome of refugees.

It should be noted here that, the companies that mentioned mainly intrinsic motives as the initial driver for hiring a refugee are almost all large companies, unlike the remaining smaller companies that mentioned that the initial driver was more extrinsic, part of a need. At

the same time, it should be referred that the companies that mentioned instrumental drivers end up saying that they also support the humanitarian cause and that it makes perfect sense to support this public in need.

3.5 Additional considerations when employing refugees

The fifth theme focuses on the main considerations that organizations have when employing refugees. Some organizations believe there is no difference between refugees and their other employees, but for the majority, there are distinct concerns (mainly due to refugees' complicated life histories and because they are a public that is not prepared for such a sudden change) that require changes in the organization and in the integration processes. This theme is divided into four sub-themes: i) adaptation of previous processes; ii) refugees welcome and socialization program; iii) establishing partnerships with institutions that accompany refugees.

i) Adaptation of previous processes: in the face of a different public, several processes have been adapted for the purpose of better work integration. In some of the companies interviewed, both the work and the workers themselves had to be adapted at different levels.

“We need to put our foot on the gas because instead of finding work for 20, we have to find work for 30. Basically, we didn't need more workers, but these people need work” (Org.C)

“it was new for us at the beginning when we integrated for example Arabic speakers. We knew that on the cultural level, there were going to be some difficulties. For example, we now know that in a training room, we can never have women and men together. Because if the women don't have a man from their family accompanying them, they can't be in other places with other men. So, here at functional we had to start making different training classes.” (Org.J)

In addition, for most of the organizations, refugee recruitment had to be adapted to a more careful and personalized process. It is necessary to adopt a flexible and active stance in helping refugees taking into account several specificities that have been observed. Besides, a significant number of organizations mentioned how recruiters have assumed a different attitude than usual by taking an active role in looking for the most suitable job for a particular candidate and not the other way around. It is important to understand what the best characteristics of a candidate are, what their experience is, and to make the best possible use of this for the organization. In addition, there is the concern to speak in English and refrain from bringing up subjects that may be more sensitive for them.

“As a rule, our recruiters see if people have a certain profile and skills needed, if they do, very well, if they don't, we don't hire them. Here in this case, we have to stop and analyze the positive points of these people and make the recruitment decision-makers pay more attention to this side as well.” (Org.J)

“We do specific sessions for the recruitment of immigrants and refugees (...). We explain the jobs they can do according to their level of language proficiency. We explain how all the social support we give works, so that they get to know the social responsibility side of us. The interviews are conducted in English, so our recruiters speak Portuguese and English. (...) we also see where they live and which are the best units that may have easy transportation for them.” (Org I)

ii) Refugees welcome and socialization program: almost all the companies interviewed showed that it is important to have a plan in place for the integration of refugees in their organization. They defend that it is necessary to have a structured strategy that supports this welcoming process. Of the 11 organizations, 5 already have a concrete plan – namely ‘inclusive employability’, ‘refugee employability training program’, ‘incorporate program network’, and others. These programs are aimed not only at meeting the specificities of this public, trying to make them feel as included in the organization as possible, but also to provide the necessary conditions for a dignified life in Portugal. The goal, as one interviewee mentions, is not for the person to feel like an "outlier" with this differentiated treatment, but rather that they feel comfortable and inserted in a structured and trusted support network.

“When you are talking about the business part and the internal social responsibility part of the company, one of the points is this: we welcome this refugee into the company, but the work cannot stop there. There is also the work of social integration because otherwise the person will never be able to communicate and grow within the company, feeling that he or she is truly a part of it.” (Org.I)

“Obviously, all employees when they join the organization deserve proper attention and therefore have their own integration process and program. But it is true that this integration was more special. That is, being aware of what can be the difficulties of a person who runs away with a suitcase and leaves everything behind and the very traumas this can bring, we tried to make this integration experience as pleasant as possible.”; “We have a more structured process now that allows us to welcome these refugees. (...) I think that companies should have these plans.” (Org.K)

In addition to the five companies that have a concrete plan (all large companies), other companies agree that it is something important especially for large companies in big cities that have the capacity to receive refugees in larger numbers. For other organizations, the integration process is a natural process with no clear policies.

“I don't think it is necessary to have a specific policy, it is enough to be a company that is attentive to these needs. A company that is attentive to these different contexts. A company that in its HR policies pays attention to these minorities and realities. We don't specifically have a standard for example: if they are refugees, the process will be developed in this certain way, no.” (Org.G)

In fact, it makes sense that it is the largest companies that have these integration plans outlined since, as the quote below illustrates, it is something that requires a significant investment that not all organizations are able to make or even think it justifies.

“This requires a huge investment; you have to adapt an entire workplace to one person. Which companies are able to do this?”; “it is a big investment on the part of companies to have these inclusion programs, I think that some incentive should be created for the hiring of these refugees and some support, because in fact it is very difficult.” (Org.I)

iii) Establishing partnerships with institutions that accompany refugees: even though there were dispersed opinions about having or not a specific integration policy for refugees, what was more consensual was the importance of establishing partnerships with institutions that assist refugees, such as, as the interviewees exemplify: WSC, ACM, PAR, CPR, CVP, Crescer, Meeru and Fundação Seminar. As one participant mentions, governmental entities like ACM support with the more bureaucratic part, while non-governmental organizations like Crescer can support in the closer follow-up process. Apart from providing important information about refugees, they also support companies in other ways, for example, providing Portuguese language or socio-cultural trainings. Basically, as stated, these partnerships help companies to go further in the integration process, benefiting both the employee, who feels more supported and included, and the employer, who has more motivated and satisfied workers.

“Yes, we work with WSC. Normally we are always associated with the social sector. It is a security and because these are realities that we do not dominate, specifically this one of refugees, that we do not know as well as others and for this reason we make a point of always making this journey together and in partnership with those who are more inside the situation” (Org.G)

“If there is not this strong relationship with the institution that accompanies them, and if there is not a strong foundation of social responsibility, the integration of these workers will never be 100%.” (Org.I)

All organizations emphasized the importance of partnerships for any company looking to hire refugees. However, in addition, several interviewees indicated that there is still a path of improvement to be made regarding the partnership with some of these entities. It is suggested that the monitoring and follow-up of refugees by these entities should be more extensive and longer lasting and that they should also support companies in more specific aspects such as mental health as illustrated in the following quote:

“there is a lack of support on the emotional issue. (...) support in the issue of guidelines that allow us to more easily get to the emotional issues. These people have left their country at war, they have left their family behind - so it is likely that these people are not emotionally well. (...) these NGOs don't have the HR capacity for this, but they could at least, in the space of a year, closely accompany these workers.” (Org. J)

3.6 Companies' strategies to overcome integration barriers:

The last major theme reveals companies' strategies to combat the above identified barriers. These strategies are divided into 3 levels of action: i) at the personal level; ii) at the job accompaniment level; iii) at the level of social and labor inclusion.

i) At the personal level: on a personal level, all the help that organizations provide in terms of supporting the barriers that refugees have to deal with in their daily lives, without having to be related to the work context are highlighted. A first example of this is the support with housing and other personal costs. Companies mentioned that they help in the process of finding a house and the best housing conditions, and in the associated costs. Likewise, some organizations provide assistance with transportation and food expenses when necessary.

“if we didn't provide them with housing, they wouldn't be able to afford it. We support the fixed costs of water, electricity, and gas, and they take care of the food. I think that if we weren't here to help a little bit by giving these conditions to the workers, it would be much more difficult for them to integrate.” (Org. F)

Due to the ongoing war between Russia and Ukraine, solidarity funds were created in two companies in order to intensify this support. In addition, a company also present in Ukraine

has set up a 24-hour telephone helpline to provide help in case there is any kind of problem with a Ukrainian colleague.

To help with the language proficiency barrier, the companies also highlighted some good practices that can help refugees. The first is the existence of Portuguese courses in the organizations or financial help for those who want to take these classes outside of work. The second is to organize the work teams in such a way that there is always a team member who is responsible for supporting the refugee in terms of language.

“We have Portuguese classes, both for the people in the program and for those who are still with us as collaborators to this day.” (Org.H)

“we did a survey of all the colleagues who are Ukrainian or speak Ukrainian or a language like Russian, who could be facilitators in this integration.” (Org. K)

Up next, some companies also offer mental health support. This support can be through mental health projects, or even, again given this current context of war, adjusting the schedules of Ukrainian refugees so that they can go home and call their families, see if everything is okay and manage the expected anxiety in these circumstances.

“we give free psychological support to all employees. Because those who come from these situations often have some mental health problems that can impact their lives and, therefore, we have a free psychologist's office for all.” (Org.I)

Another type of personal support that was mentioned by the companies was in the bureaucratic issue of paperwork when arrived in Portugal. Companies can act as facilitators by assisting in these matters by providing a responsible person that helps the refugee go to SEF or understand how they can speed up the process and follow the situation closely to ensure that everything goes as it should.

“Whenever someone needs to go to the SEF, we have a team, and, if the person feels more comfortable, they ask a member of this team to accompany them” (Org.J)

Finally, two other companies also mentioned that they hold information sessions for refugees on issues that can help them in their daily lives such as: 'how to present myself in an interview'; 'how to build my CV', 'how to access the health system', 'how the education system works'... One of the organizations interviewed has even created a guide called "Social Gps" which has a set of relevant information for refugees available in seven different languages.

ii) At the job accompaniment level: more in terms of accompanying the refugee in the work context, many companies mentioned how the creation of a tutor or “buddy” program can facilitate their integration. In these programs a responsible person for advising and being attentive to the refugee's work is allocated in order to help whenever necessary, especially during the period of adaptation. The monitoring done by this tutor, as mentioned by the interviewees, not only helps the refugee to better perform his/her task but can also help him/her integrate better socially with other colleagues.

“The buddy was undoubtedly a strategy that facilitates this process a lot because it is someone who is present not only to support the insertion process in the company, but also extra what is the day-to-day work.” (Org.H)

Besides the buddy program, one company mentioned another type of support in this sense of monitoring the work, which is the creation of focus groups with employees to understand what is working well and what can be improved. It becomes a very rich and interesting strategy since it embraces refugees in a reflection process that makes them feel included and important in that organization.

ii) At the level of social inclusion: in a field more concerned with adaptation to the social environment that surrounds them, the organizations gave examples of other practices. It was mentioned that framing and awareness actions were carried out in the company in order to explain specific aspects concerning the refugees they were going to welcome: the demystification of some preconceived ideas, main difficulties and needs of this public, and the goal and mission of the company with the integration program. These actions were done by the HR department to several people: the recruitmenters, the managers, the buddy/tutors and the team supervisors, who, in turn, delivered the same message to the remaining team members.

“We have done many actions in this sense of raising awareness. I can't even tell you all the initiatives that are happening internally because of this issue. From videos with our managers of the positive impact areas, with the general manager, communications on our communication platform, to weekly meetings with all the managers of the organization, not only to share information about this particular employee, but also to disseminate the entire program and the solidarity fund that is happening” (Org.K)

Lastly, other company gave the example of creating special rooms for refugee workers to pray during Ramadan, as well as adapting their work schedules to those of the prayers, thus conveying a message of respect and inclusion regarding all differences in the organization.

Chapter 4. Discussion and conclusion

In this last chapter, a reflection will be made on each of the starting questions that guided this research as well as the main conclusions, limitations and implications of the study.

Based on the Refugee Thematic Map, it is possible to get an idea of the main barriers for refugees to PLM integration: language proficiency being the most prominent, in accordance with the literature review. It becomes indeed perceptible that language is crucial for finding a good job (Zwysen, 2019) as well as for the social integration (Brell et al., 2020). According to the interviewees, there is a reciprocal relationship: it is important to speak Portuguese to be able to work, and it is important to get a job to learn Portuguese – which is why organizations must give opportunities to those refugees who cannot yet speak Portuguese, as work is one of the most important tools to develop this skill.

The second most noticeable barrier is the issue of the level of skills and qualifications. Several respondents confessed that the qualifications they earned in their home countries were not acknowledged in Portugal, leading to a considerable number of respondents considering themselves overqualified for their jobs, as mentioned by several authors (e.g. Jestl et al., 2019; da Silva et al., 2021; Wehrle et al., 2018).

In the third place, from the companies' perspective, culture was also mentioned as a critical barrier. Although it is not often repeated in the literature, it is also identified as a barrier to entering the LM (e.g. Sousa et al., 2020; Dorn & Zweimüller, 2021). In the interviews the issue of fewer refugee women working in Portugal was especially talked about since, besides the simple reason that there are fewer women in Portugal, they (mainly Syrian women) are not used to working as a result of cultural differences. In fact, Syrian women are discouraged from working due to childcare issues as well as the patriarchal nature of many families (Ozturk et al., 2019). However, this does not serve as a rule since in the sample of this study there were also reports about Syrian women who were very motivated to work.

Following, the barrier of documental bureaucracy that damages refugees' integration forecasts to undertake work (Fasani et al., 2018) was also mentioned by refugees in Portugal. The processes are lengthy and the criteria are overly demanding. Respondents expect SEF and SS to serve refugees better in integration processes by demonstrating greater efficiency in their roles. Nevertheless, as mentioned, with the arrival of a large number of refugees from Ukraine, these processes have been simplified.

In fact, the present wave of refugees triggered by the war in Ukraine has brought some supportive movements that accelerate entry into PLM. In fact, what was found was that the

Ukrainian refugees interviewed were the ones who demonstrated the greatest ease and speed in finding employment in Portugal compared to everyone else. Thousands of jobs have been opened for Ukrainian refugees and an effort is being made to simplify also the matter of recognition of skills and competencies of this refugees – another point that the interviewees mentioned as something that Portugal should improve.

Even with the above mentioned barriers, refugees interviewed consider that they have important support, such as the WSC project, that eases entry into the LM. However, since the refugees participating in this study were mostly contacts made through these same entities, it is naturally expected that they have this support. That said, it is possible that there is a bias and that this support is more general in this specific sample and not in the overall refugee population in Portugal. Besides, refugees' high motivation to work and to learn proved to be another important asset of the respondents. This is in line with what Hirst et al. (2021) advocates when they say that hope, resilience, and optimism predict the likelihood of refugees obtaining employment.

Regarding the refugees' perceptions of employment in Portugal, there were some scattered opinions regarding the adequacy of the work to their ambitions, but less divided regarding the salary being insufficient. Even so, more than half of respondents reported that they were performing jobs they did not want and below their qualifications, mainly due to their difficulty in proving their qualifications, thus leading to underemployment. In relation to this point, it can be observed, as Jestl et al. (2019) predicted, that it is the people who had higher positions and higher levels of education in their home countries who are now either working in Portugal in lower positions or are currently unemployed.

However, on a positive note, most of them reveal that they have never felt any discrimination from the company and from their colleagues, in contrast to what some authors predict (e.g. Brell et al., 2020; Köllen, 2021). In fact, most of the interviewees reveal how they feel supported by all employees and managers and how they feel that their differences do not constitute any barrier to socialization, which consequently facilitates their successful integration (Echterhoff et al., 2020).

Another of the objectives of this paper was to understand the main motivations on the part of companies for welcoming refugees. What was found was that most justified their actions on moral and humanitarian grounds. In other words, given the current refugee crisis and their need for work, they do this because "it's the right thing to do" (Cox, 1994, p.10). The values of diversity and inclusion were also mentioned as drivers for welcoming refugees since welcoming this population allows employers to access a broader talent that brings with it different

perspectives that enrich an organization (Köllen, 2021; Phillips et al., 2021). However, smaller organizations also pointed out in line with prior research (Bucăța, 2018; Sahin Mencutek & Nashwan, 2021) that in fact this reception of refugees started from a problem of labor force shortage that could be addressed with this population.

The last starting question of the study aimed to understand how companies in Portugal act as facilitators of the integration process in the LM. It was discussed throughout the interviews the need to have specific policies to welcome refugees in a company. In line with Sousa et al. (2020), it was generally agreed that establishing a plan that not only provides work, but that does the detailed follow-up that these workers need through inclusive employability programs, is indeed necessary. These programs benefit both the employee who becomes more included in the organization and, consequently, more engaged with others (Chung et al., 2020), and the employer itself since increased diversity and inclusion positively impacts workplace outcomes (Leslie, 2019).

As mentioned by the organizations present in this study, these plans include designing more careful recruitment procedures that focus on matching the job to the candidate and not the other way around (thus helping to combat the problem of proving qualifications) or for example adjusting work teams in order to avoid intercultural conflicts and ease social integration (Guillaume et al., 2017). Next, some types of support on a personal level were also indicated, such as support with housing costs, psychological support, or Portuguese language courses. However, it was mentioned that the most effective ways to learn Portuguese are more practical courses within the company that allow the course to focus on more specific terms of work. In addition, support is also given with regard to documentary bureaucracy, another key role for HR (Sousa et al, 2020) since it was one of the most evident barriers in this study.

Another practice facilitating the integration of refugees that was repeated in the interviews is the existence of mentoring programs. These programs are very important not only because they focus on monitoring and developing important skills for the worker (Taylor et al., 2020) and for their career development (Köllen, 2021), but also enhance the emergence of trusting and friendly relationships among colleagues. Framing and awareness sessions about inclusive employability was also a relevant example of integration facilitator given by companies, especially regarding social integration. These actions are extremely important in order to always favor equal treatment and opportunities for all (Wehrlea et al., 2018).

In terms of discrepancies, it was found that there are not many occasions (formal or informal) for employees to have positive interactions with each other, contrary to what was suggested by both some interviewed refugees and the literature (Dias et al., 2020) as a good

practice. Furthermore, no specific diversity and intercultural training to the workforce was mentioned, which is one of the practices most mentioned in the literature as efficient for integrating minorities in organizations (see Butler et al., 2018 and Roberson, 2019).

The existence of these specific plans and programs for the employability of refugees was more developed by the larger companies in this study. What we can see is that these facilitating actions require an investment that not all companies are able to make. Consequently, the interviewees mention that there is a need for more funding from the Portuguese government to encourage companies to hire refugees. It could be a problem of a lack of support efforts, or, on the other hand, a lack of knowledge of the existing state and private support. Once again, the war in Ukraine has accelerated this support since the Portuguese Institute for Employment and Vocational Training (IEFP) is helping companies that celebrate employment contracts with Ukrainian refugees through the "Measure Commitment to Sustainable Employment" which consists of financial support for hiring employers, combined with financial support for the payment of SS contributions in the first year of the supported employment contracts. In essence, no matter how good the government's intentions are to help the process of integrating refugees into companies, in the eyes of the employers themselves, there is still not enough support and there are not transversal and long-lasting measures that really make a difference.

Another important issue to be highlighted is the importance of organizations having a close relationship with governmental and non-governmental institutions that provide assistance on several fronts, namely with regard to the hiring of refugees and the legal procedure that should be taken into account and, in addition, accompanying them in the process of socio-professional inclusion. In fact, a good management of the relationship between the three parties: refugee, employer organization and institution contribute to the successful LM integration of refugees (OECD & UNHCR, 2018; Hirst et al., 2021). However, as mentioned by a considerable number of companies that already have these partnerships, the relationship should be even closer so that there is a greater follow-up of refugees.

4.1 Limitations and Future research

The present study has some limitations that should be considered when interpreting its results. First, there is the potential language barrier for respondents whose mother tongue was neither Portuguese nor English (the only languages spoken by the researcher). This may have hindered the development of the responses and led to simpler and possibly incomplete statements. Even so, a minimum level of one of these languages was ensured as a criterion for the interviews. The lack of resources impaired the use of an interpreter to mediate the

communication between the researcher and the interviewees, but future research can follow this strategy to overcome eventual language barriers.

Second, some differences were analyzed regarding barriers between refugees of different nationalities and education levels, however future research with larger samples is recommended in order to shed a clearer light on these differences and on others that were not addressed such as the issue of sex difference that can also impact the LM entry process (Knappert et al., 2020; Liebig & Tronstad, 2018; Tomlinson, 2010).

Essentially, there is still much opportunity for further progress in this field. For further research, the following recommendations are made. After listing some practices described as facilitating by companies, it is necessary to evaluate their concrete effects. That said, advance research is needed regarding the impact these practices actually have on the refugee integration process and on organizational outcomes (Roberson, 2019).

Furthermore, besides refugees, regarding organizations mainly representatives of the HR department were interviewed. It would also be important to collect data from governmental and non-governmental organizations that provide support to refugees and organizations in order to understand how these relationships are built and how they might be strengthened.

4.2 Theoretical and practical implications

Despite the limitations pointed out, the results of this study are of value and are an important contribution to studies on the integration of refugees in the PLM. Hence, the overall intention of this dissertation has been achieved.

By cross-referencing the data resulting from the research with the literature reviewed, three main reasons that support the importance of integrating refugees into the LM were identified. The first is the language issue since it is at work that they can more easily learn Portuguese. The second is the fact that work is a source of income for the refugee and that enables them to support their family and have access to other facilities that allow for a dignified and autonomous lifestyle (Bruto da Costa, 2001) – opening a bank account, paying rent, accessing services such as health, education and training – (Sultana, 2022), which consequently, leads to other progressions that lead to inclusion in society (Fedrigo et al., 2021). Last but not least, employment confers stability also on an emotional level and gives a purpose for starting over in a new country. By creating a link to society, circles of friendships and a network of interpersonal relationships (Bruto da Costa, 2001), work also brings happiness and mental health which, in turn, encourage further integration on several levels.

It is, therefore, argued in this dissertation that it should be seen as a priority by organizations in Portugal to speed up the process of integration of refugees in PLM and act in order to combat the barriers identified. The findings allow us to contextualize refugees' experiences and increase research on how to strengthen links between refugees and organizations. As HR departments are important actors and drivers of solutions, a table with a series of good practices that act as facilitators according to each of the identified problems is presented in annex G. Through this table, the current dissertation contributes by giving a clear vision through specific tips supported by the literature and by the interviewees on how HR departments can be more inclusive. However, it should be noted that there are no one-size-fits-all integration trajectory measures (OECD, 2016). That is, these practices help to guide the strategy, but refugees must be recognized as a particular group likely to have unique needs. That said, it is crucial to take into account the specifics of refugee group and attend to what is most urgent on a case-by-case basis (Ferdman, 2017; Taylor et al., 2002) through customized integration measures.

In conclusion, the study clarifies the main barriers refugees encounter during integration into the PLM (language proficiency, proof of qualifications and skills and the documentation issue) and provides in a simple and structured way a set of good practices for organizations (see annex G). It is indeed a considerable investment by the latter, however, it is something that is increasingly urgent in this day and age (as the participants of the study agree in annex H) where there is a continued rise in the number of refugees and there are all these barriers that interfere with their integration into the PLM. Although it is argued that HR has a central role, none of this will be conceivable without a collective effort – from the refugees, companies, partner institutions and the government – to address the here identified barriers and facilitators.

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Annexes

Annex A – Socio-demographic data of the refugee sample

Nº	Sex	Age	Home Country	Civil status	City of residence	Education Level	Tenure in Portugal	Languages spoken	Work in the home country	Work in Portugal	1 st job search time (months)
R1	Male	42	Syria	Single	Porto	Masters	6 and half years	Arabic (native), Portuguese and English (advanced)	Mechanical engineer	Unemployed (former project manager; commercial)	6
R2	Female	44	Venezuela	Single	Lisboa	Superior	5 years and 3 months	Spanish (native); Portuguese and English (basic)	Project owner and manager	Customer service representative	3 days
R3	Male	45	Turkey	Married	Lisboa	Superior	4 years	Turkish (native); French (intermediate); Portuguese (basic)	Teacher; School administrator	Coffee shop server; now has his own HR company	4
R4	Female	36	Democratic Republic of Congo	Married	Braga	9th grade	5 years	French and Lingala (native), Portuguese (intermediate)	Vendor in a square	Kitchen assistant	12
R5	Male	35	Syria	Married	Braga	9th grade	3 years	Arabic (native), Turkish (advanced); Portuguese and English (basic)	Woodworker	Construction; woodworker	24
R6	Male	39	Syria	Married	Lisboa	Masters	5 and half years	Arabic (native); Portuguese and English (intermediate)	Project manager, Electronic Engineer	Customer service	18

R7	Male	24	Sudan	Single	Fundão	9th grade	2 and half years	Arabic (native); Portuguese and English (intermediate)	Electrician	Electrician	12
R8	Male	23	South Sudan	Single	Fundão	High school	2 years and 4 months	Nuer (native), English (intermediate); Portuguese (basic)	Constructor	Security at the Seminar; Eletrician; manufacturer	9
R9	Male	18	Egypt	Single	Lisboa	10th grade	1 and half year	Arabic (native); Portuguese (intermediate); English (basic)	Restaurants (kitchen)	Restaurants (kitchen)	16
R10	Male	17	Afeganis tan	Single	Lisboa	9th grade	1 and half year	Persian (native), Portuguese (intermediate); English (basic)	Farmer	Restocking of products in a supermarket	16
R11	Male	18	Afeganis tan	Single	Lisboa	10th grade	1 and half year	Persian (native), Portuguese and English (basic)	Father's helper in the bakery	Restaurant (cooking; service)	16
R12	Male	17	Marroco	Single	Lisboa	9th grade	6 months	Arabic (native); French, Greek (advanced); English (intermediate); Spanish and Portuguese (basic)	No work	Restaurant (cooking)	5
R13	Male	17	Iran	Single	Lisboa	10th grade	1 and half year	Persian (native), Portuguese and English (intermediate)	Seamstress	Restaurant (service)	16

R14	Male	17	Egypt	Single	Lisboa	10th grade	1 and half year	Arabic (native); Portuguese (basic)	Worked in a café, in the kitchen, in construction, in electricity and in woodwork	Restaurant (service)	16
R15	Male	28	Somalia	Single	Alcoche te	High school	5 years	Somali (native); Portuguese (intermediate); English (Basic)	Driver in transport companies; Video editor	Machine operator in warehouse	8
R16	Female	51	Iraq	Widow	Seixal	Bachelor	3 years	Arabic (native), Turkish and English (advanced)	Sports teacher	Unemployed	–
R17	Female	40	Argelia	Single	Lisboa	Bachelor	4 years	Arabic (native); Portuguese (intermediate); English and French (basic)	Adminstrator at a transportation company	Unemployed (former grocery store employee and did cleaning in a hotel)	7
R18	Female	20	Ukraine	Single	Lisboa	Middle of bachelor	1 month	Ukrainian (native); English (advanced); Russian (intermediate); German (basic)	No work – student	Personal assistant	10 days
R19	Female	32	Ukraine	Single	Lisboa	Masters	1 month	Ukrainian (native); Russian (advanced); English (intermediate)	Chairman of the Legal Prime Lawyers Association	Legal consultant on assistance to Ukrainian refugees in Portugal	2 days

Annex B – Data of the organizations sample

ORG.	Location	Dimension	Sector of activity	Interviewee	Nº Employed Refugees	Job Functions of Refugees
ORG. A	Braga	Big	Construction sector	Senior HR Technician	5	Sheet metal; car washes; car mechanics; locksmiths; carpenters.
ORG. B	Braga	SME	Private school	High School Principal	12	Cooks; school assistants
ORG. C	Braga	Small	Manufacture sector	CEO	10	Seamstresses, craftsmen, others in design, quality controllers...
ORG. D	Fundão	SME	Metallurgical sector	HR and Financial responsible	3	Production; they are polishers and machine operators.
ORG. E	Fundão	Small	Urban cleaning and recycling	Technical Director	2	Cleaning assistant
ORG. F	Fundão	SME	Construction sector	Administrative and HR	3	Construction: servants
ORG. G	Lisboa	Big	Retail	Head of Inclusive Recruitment	0 (in recruitment process)	Catering (kitchen and waiter); supermarket (product restocking)
ORG. H	Lisboa	Big	Retail	Project Leader & Recruiter. People & Culture Service Office	6	Logistics employees; catering: food preparation; sales and customer support; carpentry
ORG. I	Lisboa	Big	Food industry	Head of CSR	1	Cooks; school assistants
ORG. J	Lisboa	Big	Outsourcing and offshoring consulting	CSR Responsible	15	Majority are 'costumer service representative'; 1 first line manager; 1 trainer; 1 quality analyst
ORG. K	Lisboa	Big	Retail	Head of Talent Management & Sourcing Strategy	1	Service provider

Annex C – Refugees’ Interview Script

Initial general questions:

Sociodemographic characteristics: sex; age; country of origin; marital status; family in Portugal; level of education; current job; languages spoken (and proficiency level).

1. How long have you been in Portugal?
2. Briefly, what was your professional background before this company? (and what work did you do in your home country?)

Entering the LM:

3. How was your entry into the labor market?
1. How long did it take you to find a job?
2. Do you think that your entry into the labor market in Portugal was a more or less difficult process than you expected?
3. What factors made it difficult for you to enter the labor market? Please explain.

Current job:

4. How long have you been working in this company?
5. What position do you hold in this company?
6. How do you feel about the job you perform?
 - a. Is it suitable to your education and ambitions?
 - b. Are you satisfied with the conditions your job offers?

Alternative if unemployed:

What positions have you held in the different jobs you have had in PT?

Do you think that the work you have done was adequate to your education and ambitions?

In general, are you satisfied with the jobs you have already done (in terms of working conditions, salary...)?

Entry into the organization:

7. What brought you to this company?
 - a. What attracted you most to this organization?

8. How do you feel in this organization? Do you feel included...?
 - a. What is the company environment like?
 - b. Do you feel that your culture and values are valued? (e.g.: clashes between religious calendars)
 - c. How is the relationship with your colleagues and with your boss?
 - d. What do you like the most?
 - e. What do you like less?
 - i. (if it makes sense) Tell me a time when you did not feel included in your organization. In what context did it happen?
9. Do you know if the company has any practices to help refugee workers integrate? (e.g. trainings, recruitment, support, mentoring; etc.)
 - a. If yes: were they helpful? Did they make a difference?
 - b. If no: do you feel that any of these practices would have been useful to improve your integration in the organization?

Suggestions for intervention:

10. Would you like to leave any suggestions for good practice or intervention that organizations could put in place to improve the integration and inclusion of refugees in the labor market?
11. Do you have any questions or any additional comments you would like to share?

Annex D – Organizations' Interview Script

Initial general questions:

1. How many refugees does this organizations employ? Since when?
2. What are the sociodemographic characteristics of these refugees? (sex, ages, qualifications, where they come from)
3. What functions do they perform?
4. What led you to employee these refugee workers?

Integration Difficulties:

5. What do you think are the main barriers that refugees encounter when integrating the labor market?
6. Do you consider that the process of integrating these workers was similar to any other employee?
 - a. What were your main concerns and difficulties when integrating refugees?

Integration practices:

7. How important do you think it is to have a defined integration and inclusion plan for welcoming refugees into your company? Please explain.
8. What does your organization do to serve as a facilitator of this process? (to fight the barriers previously mentioned)
 - a. Is your organization advocating for a policy change to allow refugees better access to work? If yes, please describe your strategy. (if you have specific trainings and trainings, etc.)
 - b. Do you have a specific department/strategy to welcome and include refugees?
 - c. Do you have any diversity management strategy?
9. How was the recruitment process for the refugees you have in your organization?
 - a. And how does it differ from the recruitment process of another employee?
 - b. How did you go about assessing the skills and qualifications of the refugees? (particularly those who did not have documents to prove their qualifications)
10. In an organization, the other employees, colleagues and supervisors are the most important agents for the perceived integration of a new employee. Do you feel that the employees in your organization accept and include this minority well?

- a. Has any action been taken to ensure that the rest of the staff would welcome new refugee workers and promote a positive and welcoming climate? (assess whether they are comfortable with cultural and ethnic differences)
 - i. Was there ever a confrontational situation between the organization and the refugee? If yes, can you explain?
- 11. Assuming that refugees have greater difficulty in integrating and getting used to the new environment, how do you monitor and ensure their adaptation to the new work? (do you have any kind of support like mentoring programs etc.?)
- 12. Does your organization have a partnership with any other organization that works for the defense of the rights of refugees or aims to facilitate their entry into the labor market?
 - a. If yes, could you name these partner organizations?

What is missing? Suggestions for intervention:

- 13. Do you feel that this organization would benefit from some kind of extra support (such as trainings from an outside entity for example) in order to improve the integration process of refugees?
 - a. If yes, what kind of support? or What kind of trainings?
- 14. Do you have any recommendations for improving public policies in the areas of refugee reception and integration with a focus on employability in the relationship between refugees and companies?
- 15. Do you have any questions or any additional comments you would like to share?

Annex E - Informed Consent



INFORMED CONSENT

Dissertation Presentation: Thank you for your participation in this study and this interview. My name is Inês Miranda, I am a master's student in Human Resources Management and Organizational Consulting at **ISCTE - Instituto Universitário de Lisboa**. I am currently in my last year of my master's degree and I am writing a dissertation on the Integration of Refugees in the Portuguese Labor Market. My objective of this study and my dissertation is, on the one hand, to understand the main difficulties that refugees encounter when integrating into the Portuguese Labor Market and, on the other hand, to understand how Portuguese organizations are serving as facilitators of this process. That being said, the purpose of this interview is to understand your perception on this topic. This study is expected to bring theoretical and practical contributions on this issue in Portugal since it will explain a set of suggestions for interventions that organizations can put into practice in order to better integrate and include refugee workers. After completing the dissertation, I would like to share with all participants the results and conclusions that I reached.

Consent: Your participation in this study, which is highly valued, consists of answering about 15 questions, which will take about 30 minutes. Your opinion and responses to these questions are essential to the development of my study. Please note that there are no right or wrong answers, I am only looking for your honest opinion on the topics discussed. Participation in this study is strictly **voluntary**: you may choose to participate or not participate. If you choose to participate, you may suspend your participation at any time without giving any reason. And if you feel uncomfortable with any question and prefer not to answer, please let me know and we will move on to the next question. It is important to mention that the information you will give me will be used exclusively for the purpose of my dissertation and will be completely **confidential** and **anonymous**, so no risks are identified by the exposure of your opinion. On the contrary, I am looking for this interview to bear important fruits about the perceptions of refugees in the labor market.

If there is no constraint, so that no information is lost, and to be able to analyze the answers more accurately later on, I would like to ask for your consent to record the interview. You will never be asked to identify yourself throughout the interview.

If you would like to contact me if you have any additional questions or comments you would like to share, this is my email contact: xxxxxx@gmail.com.

In light of this information, please indicate if you agree to participate in the study and if you agree to have the interview recorded:

Accept: _____ Don't accept: _____

Date: _____ Signature: _____

Annex F – Thematic Maps with all the information

THEMATIC MAP FOR REFUGEES			
Themes	Sub-themes	Codes	Illustrative Quotes
Barriers to PLM joining and integration	Individual Barriers	*Language proficiency (1)	R1: “that was the barrier I felt the most, especially in the beginning.”/ “In the beginning, even because of the language it was difficult because although I was already learning Portuguese at the time, my level was still very basic - day to day. At the professional level that level wasn't enough.”
			R5: “The first two years I didn't work because I didn't know how to speak Portuguese. I took a course and tried to work without a contract, through a friend who offered me some work opportunities from time to time.” (...) “The biggest problem was the Portuguese language...I couldn't speak it, I couldn't get a job. And that was difficult.”
			R10: “Besides that, I still couldn't speak Portuguese very well and that made the integration even more complicated. The language was the main difficulty because it's the most important thing: it's essential that you know how to speak Portuguese - to have a relationship with your colleagues, and even to be able to speak to clients. If you can't speak Portuguese, it becomes very difficult.”
			R3: “It took me some time to get my teaching diploma equivalent” (...) “In the meantime, I tried things that I could do with physical strength”

<p>*Level of skills and qualifications (1)</p>	<p>R6: “Another thing: I have my engineering certificate. But to prove that I have already worked 10 years is difficult... It was in a foreign company, in Syria, people here don’t know which company I’m talking about, they don’t know whether it was worth anything or not. We have no one here to prove that we were in that company working and that we were good etc. Our documents are worth what they are worth... You need to be lucky. I was lucky.”</p> <p>R18: “The second one is the school degree. Because our education is not easy to be “approved” in Europe so it can also be a problem to have the certificates and everything... For example my CV in Ukraine might be very good and my experience can be very good to find a great job there and here it does not worth anything because I am talking about Ukrainian companies and it is impossible to compare what I will do here. So other main problem is this. Because I already know a lot of people that worked in very high positions in Ukrainian companies and here they cant find a job. They are looking for any kind of jobs... any kind.”</p>
<p>*Mental health (2)</p>	<p>R3: “It was natural to go through complications in a new job attempt, in a new country, with new people and being part of a new team, especially when you are over 40. However, the financial difficulties and the stress of preparing a good and sustainable life for our children made us very sad at times... In these situations, it is difficult to look for a job you know?” / “ I worked non-stop for two and a half years, during that time I never felt excluded, but I failed because of the foreign language problem and got depressed many times which made me close in my own bubble...”</p> <p>R17: “Besides, when I arrived, I went through a lot of health difficulties - physical and mental. I lived more in hospital than in rooms. It was the change of life that made me unwell. I had everything I wanted in my country, and when I came here I didn't feel good, I wasn't comfortable. I was missing my things. Here I have peace but I don't have anything, I don't have my mother,</p>

		aunts, brothers. (...) I am better now, but I suffered a lot. Maybe that also slowed down the process of entering a job here.”
	Social network barrier (2)	R15: “Then another thing I felt is that here in Portugal when you are looking for work, if you don't know someone who works there it is very difficult. I saw many times how people who knew others within the company were favored. And for us refugees, who are alone, we don't have anyone to help us get in.
		R18: “Other thing is that people don’t know anyone here which makes it very hard for a lot... I am lucky because I am staying at a host family here in Lisbon and they shared my CV
	Lack of self-confidence (2)	R6: But other difficulty that I find is connect to our level of confidence. As a refugee, as a migrant, we are foreigners, it is hard to get the confidence to go talk to people and to go look for a job. We send our CV, tell them that we are from this country and that we want to work. Now imagine a company that as 2 CV’s in hand: two engineers, both with experience, one Portuguese and one foreigner – they will choose the Portuguese of course.
Contextual Barriers	*Documental and legislation bureaucracy (1)	R1: “Of course the residence permit is also a barrier because no company is going to recruit a person who doesn't have a regularized situation, a residence permit. It took a few months to acquire...”
		R3: “In terms of the necessary documentation it was difficult... The documents necessary for us to get to know life in Portugal were always delivered late, we had some difficulties while we were asking for a job”
		R4: “I only have the problem of the documents; we have already been here for a year with expired documents and have not been able to renew them. It's these problems here that are complicated. The cards we have are no longer good for anything. Nobody here at home has documents. At my

		husband's work they are always asking him for documents, they have even tried to send an email to SEF but nothing happened.”
	Pandemic barrier (2)	<p>R5: “Then came covid and it was even more difficult to find a job”</p> <p>R16: “During this time the Covid conditions started to make life difficult because the schools closed and opportunities for work were also difficult to find... so we stayed at home for 2 years and some months, until now, and we tried to focus on learning the language.” ;“The other difficulty mentioned was the pandemic barrier. For those who arrived before the pandemic started in Portugal, besides the time they had to prepare the Portuguese language and the necessary documents, they came with very limited opportunities due to the lockdown context In a context where it is already not easy for refugees to find jobs, with the layoff, the situation has become even more complicated for some refugees.</p>
	Companies are not ready to welcome refugees (2)	R1: “[LM integration was more difficult than I was expecting] because of some fear of the companies... Sometimes many companies, especially the more traditional ones, don't have many foreign people working for them, so it's not always easy, they're not used to it.”
	*Cultural differences (2)	R10: “The first days were difficult for me... because everything was different from what I was used to, a new place, different people...”
Absence of Barriers	Support in finding a job (1)	<p>R7: “It took me a long time. (...) I couldn't have done it without the help of the technician from the migration centre of Fundão, she was the one who got me the job.”</p> <p>R8: “Actually, I was not the one looking for a job, so it was not that difficult. The Seminar helped me with that. So, it didn’t take me long to find my first job.”</p> <p>R19: “I sent my resume to a volunteer and received a call within 2 days”</p>

Organizational and Work fit		Motivation/Perseverance (1)	R1: And, when I started, of course everything from the beginning - it's complicated, but I had the will to adapt, to learn the language, to make friends, to create relationships with people, to understand the culture of the country and so it was... I was always trying to communicate with people (along with the master's course), I was trying to learn Portuguese, attending Portuguese courses... So, after a while I started speaking and practicing and started integrating. I think my integration was fast.
			R5: "And that was difficult. But with motivation I got a job, I searched on Google, on email and I got it. I made my CV and gave it to the companies, saying that I had been working in Madeira for 15 years."
			R15: Then I started to look for work in many places - I didn't have much experience, so I looked for somewhere, anywhere where I could start working. But it was very difficult because I delivered my curriculum in many warehouses and everywhere, I never stopped, I never gave up, from Vila Franca to Azambuja, I was always looking for opportunities, always delivering my CVs.
	Satisfaction with the work situation	Work suited to my ambitions (1)	R9: "It's what I like to do. I've always loved cooking and I'm now doing a professional cooking course."
			R19: "My ambitions are now focused on helping Ukraine win the war, so I think my work on providing free legal aid contributes to this. In the future after learning the language, I want to legalize myself as a lawyer in Portugal."
			R15: "Yes, it is adequate. For me any job I like, I can't stay at home standing around doing nothing. I don't know if in the future there will be something better for me, but I am fine with

		what I do, I like working with machines. Now the important thing is to be here working and doing well. It's very difficult to be here in Portugal without working, so I'm happy to have work.”
	Satisfied with the conditions/salary (1)	R5: “Yes I am ok. The work in Portugal is satisfactory.”
		R15: “That's more complicated... Here in Portugal we all say that the salary is too little. It's not just me... But what I earn is good enough for me.”
		R19: “It is perfect for today”
Dissatisfaction with the work situation	*Not the work I wanted (1)	R5: “I work for a living. I am satisfied to have work, but my ambition is not this. And this is not my way of working because it is not what I did in my past. I had another job that I liked and now I work in construction. That's fine, I work and I make money. But it's not exactly what I wanted most. But what matters is that my family is doing well, the children are in good health.”
		R10: “I like the work, but of course it is not something I see myself doing for the rest of my life. It is not my ambition.”
		R14: “No, it is below my ambitions, this is not what I want to do in my future.”
	Not satisfied with the work conditions/salary (1)	R2: “the mental fatigue is also strong...”/ “I started working full-time there, without a contract obviously, from 8 in the morning until 8 at night - just for 650 euros, no contract, no vacations, no nothing. I was totally exploited.”
		R3: “The only reason I left (company X) was the salary, it wasn't enough to support me and my family, nor to compensate for the physical effort I was making.”
		R4: “It's hard work, and sometimes we work after hours and don't get paid for those hours...”
Sense of belonging	Feeling accompanied and	R7: “Yes, people treat me well, everything goes well. I like my boss and all the other people. They respect me and the environment is great.”

	regarding the organization :	included by others (1)	R13: “Yes, my colleagues are very nice as well as my assistant and my boss who help me several times whenever I need it.” / “I like the people and the Portuguese people, they are very nice.” / Yes, I always have support when I need it.
			R15: “My boss has always helped me a lot and I have always talked and clarified doubts with other colleagues. When I started work, I only knew how to say "good morning" and "good night". And they helped me to improve. (...) Each person has their own culture and there has always been respect for each one. Each person also has his religion. I am Muslim and they always respected me. For example, when sometimes I have to pray there at night, they never teased me or hindered me. This is also because I respect each person. So, there is a very good mutual respect.”
		Being set aside for being different or new (2)	R1: “when I started in general the environment was not very favorable because most of the people working there were old, and they were not very open to new colleagues like me.” / “For example, people would often talk to each other, comment on something, socialize, and not include me. I felt left out and isolated.”
			R5: “I feel that there is some racism among workers. As for my boss, I have no reason to complain, but it's more in relation to the other colleagues. They know that I'm not Portuguese, that I'm Syrian: I speak Arabic, not Portuguese. But still some people speak very fast to me and I don't understand. I ask them to wait and apologize for not understanding, but they don't have much patience and they get nervous.”
Needs of refugees and strategies for	HR-level	Portuguese training courses (1)	R5: “I think that we could have a small initial course to learn Portuguese - a one-month course on the language and vocabulary of the job. For example: how do you call this hammer, how do you call this kind of wood. I need to know that vocabulary. For those who work in pharmacy, they

better integration			should have a course for typical pharmacy vocabulary, those who work in restaurant, a course for them. But it would be a small, practical course.”
			R10: “it would be something related to the Portuguese language. Maybe some course that could help me understand the necessary terms faster and right from the start.”
			R13: “Companies having Portuguese classes would definitely be very beneficial. I feel that my only problem is that I don't really know the food that I serve in the restaurant. They're Portuguese foods and I often don't know how they're made, or with what ingredients, and it would be good to have some training in this aspect, not only so that I can learn, but also to be able to tell the client if necessary. These are foods that I'm not used to eating, so I need to know more about them.”
	Inclusive environment promotion activities (2)		R7: “Maybe provide (...) some other activities for integration such as sports activities.”
			R11: “Maybe more activities to get to know my colleagues.”
			R12: “What I would like is to have more activities such as football matches between employees to help them get to know each other.”
	Support with the cultural adaptation (2)		R1: “they could hold dialogues, inform or raise awareness through sessions or training - not only for immigrants, but for everyone - about living together and the values of respect, tolerance, respect for other cultures and opinions.”(...) “I think that with these policies companies can make life much easier for refugees”.
			R7: “It would also be good to make a presentation of the city they live to the refugees as well as a presentation on key information on how to access goods and services.”
			R12: “And finally, always pay attention to what refugees can and cannot eat, as was my case, many do not eat pork, so always have alternatives in the menu for these special cases.”

	Provide help with SEF and SS (2)	<p>R2: “I think that companies should have a department that has a connection to SEF and social security. Companies have jobs to offer to migrants, they need to go through certain training and tests, and they should have a department responsible for expediting the SS numbers, and the documentation needed for the migrant to do his job. This support would be important to make the process more tracked and faster”</p> <p>R4: “I think they could talk to the SEF to facilitate this situation. But usually what companies say is that this is our problem with SEF, we are the ones that have to solve it. I think that if the companies see that we are workers, that we make an effort, they should help us too.”</p>
	Internship programs (2)	R6: “I think what companies should do is to provide internship programs for 6 months and they would assess our capabilities and assess which job would be more suitable for us. It would allow refugees and foreigner to show their experience and be placed in a job that suits his profile. As a refugee, we don’t have many ideas of how the work is here, so we could try new things. As for the company, they could assess and put into practice our talents. All of us – refugees, immigrants – have power and skills that must be used. So, at the end of the day, it would be profitable for both sides. (...) And with this internship we can show our knowledge and skills and prove to the company that we can bring advantages – we are the new blood, the new ideas, the new culture!”
	Support with the transportation (2)	R12: “Another support could be in terms of transport, I live in Oeiras and it was difficult to find my way here and the best transport.”
Organization al-level:	Organizational support in the	R5: “It is also necessary that the people in the companies that receive us have some patience and understand that we don't understand the language and that it may take some time.”

	on-boarding process (2)	R7: "I just think that when you enter the company there should be a closer accompaniment, with a simpler and calmer language in order to understand what we should do right from the beginning. In the beginning we need more patience and more attention to our difficulties with the language and with the fact that we are just starting a new job. When I started working it was very difficult but with time everything gets better and better."
	Receptivity in terms of refugee opportunities (2)	R15: "I think that companies should give more job opportunities to refugees. Because when we get here, we really need it."
		R8: "Companies should support refugees and they must open jobs for them, teach them, make sure that they are learning the phases of the work. So, it is about supporting these people"

Note: All the codes who have been added to the a priori list in the course of the inductive approach are marked with an asterisk (*)

(1): Important and recurrent

(2): Important but not recurrent

THEMATIC MAP FOR ORGANIZATIONS

Themes	Sub-themes	Codes	Illustrative Quotes
Drivers for welcoming refugees	Moral drivers	*Humanitarian reasons (1)	Org. G: "Because yes, because it's the right thing to do."
			Org. H: "So what motivated us in the end was the need for these people to be effectively integrated into the LM and, for us, to somehow have this possibility to help, but we ourselves also make this movement in the sense that we are increasingly aware that we need this diversity and that we benefit from it. It's a combination of the useful and the pleasant."
			Org. C: "Basically, we didn't need more workers, but these people need work. These people need to feel integrated."
		*Diversity and inclusion (1)	<p>Org. G: "We are known and recognized in this area of diversity and we have crossed paths with many institutions and other companies, (...) For us, before any other issue, it is a source of recruitment - more difficult than publishing an ad, yes, no doubt, that's why not many companies do it. So, for us it's something absolutely natural - one more audience, one more minority. I see it as especially complex in terms of socio-professional integration, but also challenging."</p> <p>Org. J: "then it is also a question of diversity and inclusion. We have more than 99 nationalities, we speak more than 36 languages, so we breathe diversity and inclusion"</p>

		and we really want to meet people from various minorities, including refugees. And that's why we have our inclusive recruitment and employability program.”
		Org. H: “We have been making a very large movement that is also part of us - equality, diversity, inclusion - these are all values that are very present. Even because we feel that not only can we help them - and this part is a little more linked to the social responsibility we feel here with the organization, but we know that bringing people from other cultures, experiences, traditions can also have an important return for us - because we bring people with completely different perspectives.”
	Instrumental drivers:	Org. E: “It was essentially because there was a lack of labor, and for that reason we were looking for labor, but the employment center wasn't giving us an answer, so we had to resort to other channels to get personnel. What we found at the time was through the fundão city hall which has a reception camp, the fundão seminary, and they provide support there and talk to companies in order to hire and integrate them into society”
		Org. F: “What led us to contract them, and even to want to get more people now is because there is no labor. (...) the IEFPP gave us permission to get immigrants from abroad, because first they do a nationwide search to see if anyone would be interested in coming to work here, but there aren't any. And so, we have to go and get labor from outside.”
		Org. J: “In 2016 we started with a client with the Arabic language - which was a language we were not yet speaking. Coincidentally we were having the first wave of

Barriers to PLM joining and integration (organizations' perceptions)			refugees with that language. So, CPR and ACM ended up sending us some profiles, because we already had contacts with them.”
		City hall/Seminary proposal (2)	Org. D: “At first it was a request that was made to several companies by the City Hall of Fundão and the seminary where they were received. In terms our policy, we were also pleased to accept these people because they are people who have effectively had a somewhat complicated life path”
	Contextual barriers	*Cultural differences (1):	Org. E: “there is a big cultural difference: the way work is seen in the other countries they came from is different from how it is seen here, and this creates some differences and some adaptation problems”
			Org. B: “Then there are also many cultural difficulties. We have another difficulty that is related to women, especially from Syria. We don't have any Syrian women working. I've tried giving her jobs at school, but it's all: "no way... it's all standing up and I need to sit down... it's all long hours..."
			Org. I: “We have another issue which is also the cultural barrier. We, for example, only had male employees here practically - it was the vast majority male. There is this idea that women should just stay at home and take care of the children or the family and therefore not look for a job or that autonomy... That's what you see a lot too...”
		*Documental and legislation bureaucracy (1)	Org. J: “Then, in relation to documents, I also think it can be a barrier. Because many times people are waiting more than one year for appointments with the SEF to do the interview to get the work permit. As you know, without the work permit the refugees can't work, and we can't employ them either, otherwise we are fined.

	Org. B: “The first family we took in took a long time to register them with SS and we had to apply pressure because we already had a company that wanted one of the family members to work and he himself wanted to work very much. In the meantime, SS never said anything to us again. At the time it was very difficult.”
	Org. H: “Another difficulty I think may be the lack of knowledge with respect to the documentation issue. We have several data on the process of being or not being refugees, of applying for asylum or subsidiary protection, and they are complex processes. We ourselves as a company have been on a journey, much along the way with the program partners, to understand that there are certain types of documents that may allow one to exercise a paid activity and there are others that take a long time to obtain an authorization to be able to work. So, besides this situation of vulnerability, there is also the issue that not only may not be in the best documental situation in terms of regularization, but the companies themselves don't know, for example, if a provisional residence permit allows them to work in a certain company. But companies should, therefore, do this "homework" that should be supported by the state itself - we should know in a more transversal way the documents that allow them to work.”
	Org. K: “I think that the negative perception that society still has of the word "refugee" may be the main obstacle. That is, to acquire certain characteristics for being a refugee, and depending on where the person comes from it can be even worse. For example, if you come from Brazil, you have certain characteristics, if you come from Syria, you are a terrorist. This is the main obstacle.”
Potential prejudice (2)	

	Companies are not ready to welcome refugees (2)	Org. I: “Right now, many companies want to take in refugees, but it's difficult because they don't have positions available or the ability to make such an exception for someone who doesn't speak Portuguese well.”
Individual barriers	*Language proficiency (1)	Org. C: “First of all, I would say language. Many times, I think that there are businessmen that close the door to refugees from the very beginning because they think that language can be a barrier to a lot of things. I'm not going to say that language is important. But I can tell you that I have a responsible Ukrainian person here, who speaks and understands Portuguese very badly and yet is in a high position here in the company, and it's not the language that hinders.”
		Org.H: “Without a doubt, one that can be identified as one of the most prominent and visible barriers is the language issue. We know that we all have to communicate and make ourselves understood, so that the person him/herself feels not only useful but also understood. We have Portuguese that ends up being very different from their native languages, especially Arabic
		Org. I: “What we feel as the main difficulty in terms of refugee integration is in fact the language barrier. Being in the restaurant business we have several partnerships with refugees who can't get a job anywhere because they don't speak Portuguese; here we have a position that is the washing dishes where it is not essential to speak Portuguese well. So, we manage to give them that first job opportunity, but afterwards, to move up, to become a waiter or a barmaid, they have to know Portuguese.

*Level of skills and qualifications (1):	Org. I: “Talking to our partners, one of the main problems they mention is the proof of competences. Because, for example, if you're a doctor in your country of origin, to be a doctor here you have to take a competency exam in Portuguese - and of course a refugee can't do that? it doesn't make any sense. It's very difficult for you to do equivalencies and there's a whole process that the ACM is doing to improve that, but this is a very complicated issue. And then in countries where everything has been destroyed it's very difficult to prove that you have skills or experience in anything.”
	Org. B: “The other issue is for example with driving licenses - many ask me for jobs as drivers because they drove trucks in Syria or Iraq etc... And I had lots of jobs here for people with truck driver's licenses. The problem is that they don't have them and can't take the exams here. I have a boy who came here when he was 17, so he didn't have a license yet, but he knew how to drive perfectly well because he already worked with cars and with his father. (...) And I managed to talk to a company, but the company asked me: but how can he have experience if he is only 17 years old? Because he had been working since he was 13 with his father. And the companies didn't believe me. And this happens to me all the time.
	Org. D: For now, they have very little education: they start working early, so they don't study much. When they get here, they start in the lowest position in the construction industry, and they help in whatever is necessary and then, as the boss thinks that they are evolving, they end up advancing in terms of having other responsibilities on the site.
*Mental health (1)	Org. G: “They have a huge track record behind them, as you can imagine, a huge burden. And working can be hard in these situations. Sometimes I even prefer not to

	<p>know much detail other than the minimum and indispensable to be able to frame the situation, but we are talking about very serious things.</p> <p>Org. B: Yes, mental problems are also a barrier. In fact, they claim this a lot, for example for classes, and they say: "our head is very tired from the shooting and the noise and we don't have the patience to be here in the school and in the confusion. Some also have other physical problems (...) There are groups of psychologists that accompany them because there are some things that make people have less patience and intolerance for certain situations because of all the instability that they have experienced. And then they get here and still have some problems to solve, like the documents or the house, for example. (...) There are a number of things that make life for refugees very difficult here in Portugal."</p> <p>Org: H: "When we have people, who are supported for 18 months (which is the duration of the integration program that we have here in Portugal) we know that when this period ends, people will lose this support. This can put them in a very vulnerable situation that ends up also impacting their integration - they never know if at the end of these months they will be able to have a job that will allow them to ensure a house and expenses. Sometimes this uncertainty can cause mental health problems. We haven't had anything communicated in this sense, but we know that it's something that can be naturally underlying and we're not so aware of."</p>
Lack of sense of responsibility /	<p>Org A: it is the biggest problem also because of their age - they don't realize that they can't do what they want and that they have duties. It is difficult for them to comply with certain schedules, to have a daily routine where they cannot miss work</p>

	motivation to go to work (2)	Org B: “Another thing regarding work is that they, on the one hand, are used to a much easier and friendlier system in their countries, which is to arrange things between people. But here in Portugal they have a hard time because when they miss work (either because they don't feel like it or because they have to take care of other things) it's much more complicated and rigid than it is abroad. They are also very surprised that at the end of the month they don't have some days of their salary paid, or because they are told that they are going to be fired because they have missed many times. They show a lack of care sometimes
	Difficulty of transportation to work (2)	Org. H: “The question of transportation can also be raised. I, for example, know perfectly well how to get to my store in Alfragide because I know the transports, but people who don't know so much about the country itself, have more difficulty understanding that or even making transport passes and all that. What is so simple for us is very confusing for them.”
Absence of barriers	Social inclusion (1)	Org.D: “Here I don't notice any kind of discrimination towards them - strictly none. I'm the HR manager and I don't have any reports of this kind.” / “At first people were quite happy that we were going to welcome refugees here.”
		Org. A: In this organization no exclusion from other workers has been reported. There is a joint will on the part of everyone, even at the management level, to integrate them in the best way. Everyone understands that they are a public of their own and that they require more patience to educate them
		Org. F: “For one thing, on this side of the employer, if we were discriminatory people, they wouldn't even be part of the company. And I think they feel that there is no

		discrimination”. (...) “But there is no discrimination on their part: they need work and our resources; and on our part, because we need them too.”
	Motivation and perseverance (1)	<p>Org. J: “Refugee people are very motivated, they are extremely hardworking, they are people who really want to keep their jobs, and they are really grateful for that.”</p> <p>Org. C: “I started to see that these people from the East, the Ukrainians, don't see obstacles at all. This capacity that they have to resist this war and to leave everything and start over is spectacular, of course I see the professional and productive side, and there are no obstacles. We presented this project and they joined right away. When it seems that there is not enough knowledge to play a certain role, they go looking for that knowledge or training. The initiative comes from them”; “I tell you that I've rarely heard someone say that they didn't want to learn. There is indeed a great willingness to start working and take everything in stride.”</p> <p>Org D: “They are very positive and motivated.” / since the difficulties in their lands were so many and more serious...for them these difficulties (like the lack of transportation) were nothing. If they had to, they would get up and walk. They didn't see this as a difficulty”</p>
	Support in finding a job (2)	Org. D: I think they didn't have many problems here because they had support: the food here was given to them by the seminary, because they have this problem with food, they don't eat certain foods because of their religion. But still people here would unite and bring them different foods that they could eat. It was funny. Here in Fundão they also had the problem of transportation to come here to work, but the city hall gave them

			bicycles (but in the winter it is not very nice). So, these were some difficulties that they had at the beginning, but that I think were well managed (...).
Additional considerations when employing refugees	Adaptation of previous processes	Changes in the recruitment process (1)	them. Here in this case, we have to stop and analyze the positive points of these people and make the recruitment decision-makers pay more attention to this side as well. What then differs is how the recruiter will see the results. Because a person may not have spectacular results in a certain point, but maybe they can be indicated for another job than the one they were applying for. So, the recruiter ends up trying to adapt the job offer to the candidate's profile.”
			Org. F: “The difference is that it requires another type of concern. For example, we have to have a work contract, most of them sometimes don't even bring their fiscal ID number or anything like that, so everything has to be requested. It ends up being a more complex process than a Portuguese worker who has his or her Citizen's Card and then checks in and everything is solved.”
			Org I: “We do specific sessions for the recruitment of immigrants and refugees. We present the company in English, explain the history of the Portugália group, and the vacancies we have. We explain the jobs they can do according to their level of language proficiency. We explain how all the social support we give works, so that they get to know the social responsibility side of us. The interviews are conducted in English, so our recruiters speak Portuguese and English. Then we allocate the candidates where we think they can best fit in: either because in that unit there are already people with a certain nationality, or because as that candidate doesn't speak Portuguese well he or she

		will be accompanied by someone who will help, etc.; we also see where they live and which are the best units that may have easy transportation for them.”
	Adjustment of the work(ers) (1)	<p>Org. C “It's one thing to have work for 20 service workers. But now with this refugee situation I have 30 instead of 20...you have to find work for everyone. We have to make the older workers understand that there will have to be enough work for everyone. We need to put our foot on the gas because instead of finding work for 20, we have to find work for 30. Basically, we didn't need more workers, but these people need work.</p> <p>Org. J: “In terms of concerns, it was new for us at the beginning when we integrated for example Arabic speakers. We knew that on the cultural level, there were going to be some difficulties. For example, we now know that in a training room, we can never have women and men together. Because if the women don't have a man from their family accompanying them, they can't be in other places with other men. So here at functional we had to start making different training classes. This was our first notion of cultural differences here.”</p> <p>Org. H: “And then, the adjustment of the teams themselves (in terms of integrating the new element) was also a concern of ours.”</p>
Refugees welcome and integration program	*Inclusive and Diversified Programs for employability (1)	<p>Org. H: "We started to have refugee insertion here through a refugee employability training program - it's a program that was already part of our group in a global way and we integrated as of last year to this program."</p> <p>Org. I: “When you are talking about the business part and the internal social responsibility part of the company, one of the points is this: we welcome this refugee into the company, but the work cannot stop there. There is also the work of social</p>

		<p>integration because otherwise the person will never be able to communicate and grow within the company, feeling that he or she is truly a part of it.” / “I think it's very important. I think the problem here in Portugal is that few companies have a social responsibility department and a person dedicated to this issue. Because my full time job is this - if I had to do even more HR or anything else like Marketing, I couldn't do it.”</p>
		<p>Org. J: “We have the inclusive recruitment plan defined for various minorities where refugees are also, and we have the diversity, equity and inclusion team.” / “It is very important, extremely important. On a scale of 0 to 10, it's an 11. This is because we really want people to stay with us for much longer. What is going to happen when someone is placed in an environment in which they don't feel included or don't know? It will happen that the person will either give up and finish the contract in months, or else they will be a completely unhappy person in what they do. So, we want to keep these people for many years, and we want to help them so that they can establish themselves in Portugal through a secure job.”</p>
	Natural process with no clear policies (1)	<p>Org. G: “I don't think it is necessary to have a specific policy, it is enough to be a company that is attentive to these needs. A company that is attentive to these different contexts. A company that in its HR policies pays attention to these minorities and realities. We don't specifically have a standard for example: if they are refugees, the process will be developed in this certain way, no.”</p>
		<p>Org. B: “Basically, it is a strategy that is built day by day. None of us are social service technicians or anything like that. We do everything based on good will and on</p>

			imagining "if I were to move to another country, what would I need help with? Then we also resort to what is available."
			Org. F: "No. It is a normal process. At least in our company, when we go to get personnel from outside, the first step is always to give the necessary conditions for them to feel good - to have a house to live in and monetary support. So, we give some comfort in this sense."
			Org. G: "Yes, we work with WSC. "Normally we are always associated with the social sector. It is a security and because these are realities that we do not dominate, specifically this one of refugees, that we do not know as well as others and for this reason we make a point of always making this journey together and in partnership with those who are more inside the situation"
			Org. K: "We didn't have one until recently, but until recently we created a more direct contact with an association that helps us speed up and interpret a little bit these more legal procedures: how do we bring the person in? how do we integrate the person? etc. So yes, we have this partnership that helps us follow the correct rules."
Companies' strategies to overcome	At personal level	Support with housing and other costs (1)	Org. J: "it's very important that we pay attention to this and work with organizations that know what they're doing, that's why we work with the ACM, with the CPR, and other NGOs that work with refugees and help us recognize what we need to do and what we need to change in order to be more and more inclusive."
			Org. F: "We have at least two refugees from Fundão; as for the others, if we didn't provide them with housing, they wouldn't be able to afford it. We support the fixed costs of water, electricity, and gas, and they take care of the food. I think that if we

integration barriers			weren't here to help a little bit by giving these conditions to the workers, it would be much more difficult for them to integrate.”
			Org. C: “I also try to provide these people with the necessary conditions for them to live here. It's not enough to offer work, you also have to know if the person needs help in finding a house and understand how they are going to live and in what conditions.”
			Org. K: “So what we did was: in a first analysis to understand what this colleague needs? from a personal point of view: if she is well installed, if she has the right conditions, what can we do for her? We have a set of mechanisms that support this: a solidarity fund, housing support, a series of things...” / “Besides the accommodation support we also provide transport support - if we have a Ukrainian colleague who needs help to travel to any place, we also help with the transport.” / “We have a 24-hour helpline available for our colleagues in Ukraine if they need to contact us and ask for help at any time.” / “For our workers in particular we have a solidarity fund - the wave of solidarity from colleagues has been incredible, not only in Portugal but in the different geographies where we are present. We have, therefore, an ambitious goal of increasing this solidarity fund. We also have a platform that is almost like a bank of available lodgings to welcome refugees.”
		Language proficiency support (1)	Org. H: “We have Portuguese classes, both for the people in the program and for those who are still with us as collaborators to this day.
			Org. K: “Then, because of the language barrier, we did a survey of all the colleagues who are Ukrainian or speak Ukrainian or a language like Russian, who could be facilitators in this integration.”

		Org. J: “nobody is obliged to know Portuguese. But for those who want to know Portuguese, we give Portuguese classes.”
	Mental health support (1)	Org. I: “we give free psychological support to all employees. Because those who come from these situations often have some mental health problems that can impact their lives and, therefore, we have a free psychologist's office with all employees.”
		Org. J: “We have a very well-integrated mental health project in which people have free psychological support, if they want it”
		Org. C: “We changed the working hours so that people could get home earlier and communicate with their families at a more reasonable time. Besides, there were also cases of people who on certain nights couldn't sleep because that night the city was being bombed and there was that family member there Or other situations where from one hour to the next people had to leave to go get relatives and they were clear because the company never objected to any kind of action in this regard. We are more flexible at this time, we have to be. We can't just receive; we have to give as well. We have to create conditions for people to work in a good mood and feel good. This is our philosophy.”
	Bureaucracy support (1)	Org. J: “Whenever someone needs to go to the SEF, we have a team, and, if the person feels more comfortable, they ask a member of this team to accompany them to the SEF to help with the language issue and everything else. So, this is also another positive point that we have, which is to be able to accompany each case.”
		Org. F: “Yes, yes. Here we have the facility of having our accountant who is available to support them in this part (documental bureaucracy) - she makes the requests and

		<p>everything. Because if we said to the refugees "you're the ones who have to get it, and now you'll manage because without the NIF we can't get the SS" I think that they would find it very difficult on their own."</p>
		<p>Org. J: "Whenever someone needs to go to the SEF, we have a team, and, if the person feels more comfortable, they ask a member of this team to accompany them to the SEF to help with the language issue and everything else. So, this is also another positive point that we have, which is to be able to accompany each case."</p>
	Clarification and information sessions (1)	<p>Org. H: "And then there was also an employability session with the scope of letting them know how they can build a CV, present themselves in an interview, and all that. We made all this available in order to facilitate not only their integration here, but also extra-here, so that people can look for jobs in other areas of interest or even try to complement the part-time jobs they have with us. We also want to be facilitating agents in this process as well."</p>
		<p>Org. I: "Another barrier that we understood existed is that people arrive in Portugal, many times with families, and don't understand how the access to health and education works. (...) What we did to combat this, once again in a perspective of internal social responsibility (...) was the creation of a document translated into 7 languages with information about access to information and access to health - what people's rights are, what their duties are. (...) This document is inserted in the practical social guide called "Gps Social" that is made by us.</p>
	On the job follow-up (1)	<p>Org. H: "The buddy was undoubtedly a strategy that facilitates this process a lot because it is someone who is present not only to support the insertion process in the</p>

At job accompaniment level		company, but also extra what is the day-to-day work. We had people who made themselves available to accompany them in other contexts, in order to have a more personal contact.”
		Org. G: “we will define tutors, who are experienced colleagues in the area who will be formally responsible for accompanying the refugee. I will also be in very close contact
At the level of social inclusion	Awareness actions for the rest of the organization (1)	Org. H: “In this case, we had more awareness practices because of the context. We were making more frequent moments and bridges of contact and we ended up getting some questions and demystifying some preconceived ideas that might exist.”/ “So, after we understood a little bit of the situation of the people we had, and after we had a context explained by the ACM about the context of this issue in Portugal, we also did a framing and awareness action with the people who were going to interview them in the next phase. In terms of internal communication, we had an awareness-raising action for the people who were going to be part of the program. We passed on the message about what the ambitions and main difficulties of this public might be...
		Org. A: HR department made a special welcome to the refugees: they presented the company to the refugees, passed the message to people, managers and even to the restaurant where they usually have lunch that a different group was coming. It was natural, but at the same time accompanied with this integration process of was much more careful than in other situations.
		Org. K: “We have done many actions in this sense of raising awareness. I can't even tell you all the initiatives that are happening internally because of this issue. From videos with our managers of the positive impact areas, with the general manager,

		communications on our communication platform, to weekly meetings with all the managers of the organization, not only to share information about this particular employee, but also to disseminate the entire program and the solidarity fund that is happening throughout our group.”
	Support with cultural differences (2)	Org. J: “To give you an idea, we have rooms here where people can go to do their prayers - we are talking about the Muslim religion in times like Ramadan, when people can take a break from their work schedule to go to these rooms to pray. We embrace these cultures and we don't force them to be Portuguese”
		Org. H: “we also had a socio-cultural training with a focus on employability for the people who were with us in partnership with CRESCER, which has this strong community component. It was a training course to make them better acquainted with Portugal: the issue of legislation; issues more related to rights and duties in the labor market, which can sometimes be very distant notions from those in the country of origin; what a contract is and what it isn't; what SS discounts are and what this means in terms of return for them - because we noticed that this was one of their doubts and challenges.”

Note: All the codes from the a priori list are marked with an asterisk (*)

(1): Important and recurrent

(2): Important but not recurrent

Annex G – Recommendations for the Organizations

Recommendations for the Organizations	
Barrier	Practical Implication – Facilitator
<p>Language proficiency</p> <p>“I think that we could have a small initial course to learn Portuguese - a one-month course on the language and vocabulary of the job. For example: how do you call this hammer, how do you call this kind of wood.” (R5)</p>	<ul style="list-style-type: none"> • Be open to proposals from refugees to bring an interpreter or facilitator for the job interview. • Provide Portuguese language courses (more oriented to vocabulary related to their function) according to the proficiency level. • Engage with CPR or Speak that provide presential and online innovative teaching courses through community engagement methodologies • Allocate the refugee worker near another one who speaks the same or similar language, or near another one who has the mission to support him/her with the Portuguese language.
<p>Documental and legislation bureaucracy</p> <p>“I think there's a lot of bureaucracy here for documentation, and for migrants it's very complicated (...) for someone who doesn't know the system... yes, I think it would be important to have a tutor to support.” (R2)</p>	<ul style="list-style-type: none"> • Provide support in the documentation issue and follow-up on the processes of document requests. Have a responsible person who can accompany the worker to SEF if necessary. • Socio-cultural training with a focus on employability where different topics are discussed: legislation, rights and duties in the LM, what a contract is, what SS discounts are, etc. • Provide a document with important Portuguese legislation and instructions translated into different languages. • Engage with external stakeholders, such as the ACM, in order to have access to a detailed acquaintance of the legal and practical requirements of employing refugees (Hirst et al., 2021) and to the working rights of refugees.
<p>Get comfortable with the job function</p> <p>“I myself, for example, feel that my only problem is that I don't really know the food that I serve in the restaurant.</p>	<ul style="list-style-type: none"> • Provide short induction sessions and written induction materials in the native language of the refugee where workplace expectations, rules and procedures are clearly described.

<p>They're Portuguese foods and I often don't know how they're made, or with what ingredients, and it would be good to have some training in this aspect” (R13)</p>	<ul style="list-style-type: none"> • Make Job Tours in which applicants are presented with the possible areas of work in order to make it easier for refugees to understand what they will do in each of the possibilities. • Implement practical work skills development through on-the-job training (Fossati & Liechti, 2020). • Provide training in the company’s communication channels. Define a tutor or buddy (a more experienced employee) who will be formally responsible for accompanying the refugee worker and will be attentive to his/her doubts and needs.
<p>Level of skills and qualifications</p> <p>“We will never be able to show our experience if we are not given the opportunity to work. It is about putting each person in their places and giving them a chance to show what they are worth.” (R17)</p>	<ul style="list-style-type: none"> • Adapt the recruitment process: adjust the job offer to the candidate's profile – facilitate better matching of available job opportunities with refugee skills. • Use the free of charge “EU-Skills Profile Tool” that is available in different languages and that helps to map the skills and experience of the refugee and in providing of customized guidance on the next stages of their pathway: requesting recognition of diplomas and validation of skills for example. • Carry out internship programs that allow to validate and demonstrate their credential and professional expertise (Hirst et al., 2021). • Make a job-readiness assessment to see if the candidates have the skills and ability to work within a short span of time and develop the most suitable type of training according to what was assessed (Arendt, 2019). HR professionals should consider schemes that involve other private or public actors to deliver cost-effective training. • Assess informal skills through computer-based testing – e.g.: the German public employment service has developed computer-based skills identification tests ("MYSKILLS") to ensure compatibility with job requirements. The tests (available in six languages) use videos showing people performing standard tasks in the respective occupation.

	<p>Candidates must then identify errors or put tasks into the right order.</p> <ul style="list-style-type: none"> • Support additional training and upskilling measures for refugees including through more flexible work schedules when necessary (OECD & UNHCR, 2018).
<p>Mental health</p> <p>“They have a huge track record behind them, as you can imagine, a huge burden. And working can be hard in these situations.” (Org.G)</p> <p>“I think there is a lack of support on the emotional issue. (...) we as a company have no talent available to identify certain behaviors that people show that might signal that the person is not well.” (Org.J)</p>	<ul style="list-style-type: none"> • Have a well-integrated mental health project that provides free psychological support. • Help refugees to familiarize with the health system, show them how it works, refer them to the services they might need. • Be more flexible regarding work productivity in the adaptation period given the potential complicated background. • Create initiatives that encourage workers to play sports - as an essential tool that creates unity and improves, in addition to physical health, mental health. • Engage with institutions that follow refugees in order to get information on how to best deal with persons benefiting from international protection (ask for guidance and individually tailored support, e.g.: through telephone hotlines) (OECD & UNHCR, 2018)
<p>Social network</p> <p>“Then another thing I felt is that here in Portugal when you are looking for work, if you don't know someone who works there it is very difficult. I saw many times how people who knew others within the company were favored.” (R15)</p> <p>And Lack of self-confidence</p> <p>“other difficulty that I find is connected to our level of confidence, as foreigner, as immigrants. As a refugee, as a</p>	<ul style="list-style-type: none"> • Implement mentoring programs – as an instrument that fosters connections between refugees and host communities (Hirst et al., 2021). Mentees can meet with mentors one or twice a week to discuss career objectives and build professional networks. • Engage with CPR that provides online job search and personal skills courses that aims to empower refugees with skills and knowledge to act more proactively in the LM (see: https://e-cpr.pt/e-cpr/) • Provide soft and hard skills training (Arendt, 2019). • Provide vocational and job-search sessions on "how to look for a job", "how to build my CV", "how to present myself

<p>migrant, we are foreigners, and it is hard to get the confidence to go talk to people and to go look for a job.” (R6)</p>	<p>in an interview”, in order to help them prepare for labor insertion.</p>
<p>Cultural differences</p> <p>“there is a big cultural difference: the way work is seen in the other countries they came from is different from how it is seen here and this creates some differences and some adaptation problems.” (Org.E)</p>	<ul style="list-style-type: none"> • Introduction to the Portuguese people and culture through a city tour with a guide who teaches basic vocabulary and instructs about the main features of this country and local history or through formal socio-cultural session/training. • Promote initiatives that incite cultural curiosity and nurture diverse team members’ general motivation to work across cultures (Butler et al., 2018). • Pay attention to cultural issues – e.g.: what people cannot eat (have menu options that respect all types of cultural restrictions); what is the worker's religion and whether there are any schedules that should be adapted to give the opportunity to pray or celebrate any special events (have a space in the company where the worker can go and do his/her prayers). • Create days from time to time to celebrate different cultures - for example through a join meal typical from a certain culture. • When dealing with Arabic women – be more sensitive and careful not to disrespect the traditions (e.g.: no mixing women and men in the same training room).
<p>Sense of belonging</p> <p>“What I would like is to have more activities such as football matches between employees to help them get to know each other.” (R12)</p> <p>“In the beginning we need more patience and more attention to our difficulties with the language and with the fact that we are just starting a new job. (R7)</p>	<ul style="list-style-type: none"> • Provide a Refugee Welcome Kit (available in different languages) providing a set of useful tools for the first phase of integration: welcome messages, explanations about Portugal, duties and rights, useful contacts and frequently asked questions, reference to basic rights, a dictionary tool and a basic dictionary, practical information on social protections, useful phonelines, a USB drive with different elements of the kit, among others (see: globalcompactrefugees.org and https://www.acm.gov.pt/kitrefugiados).

	<ul style="list-style-type: none"> ● Implement a policy of respect and tolerance for the adaptation time of someone new who is still settling in. ● Provide activities of teambuilding – initiatives such as sports or artistic activities encourage socializing and increase the network of contacts. These activities stimulate inter-help and take the refugee out of his comfort zone, which leads him to develop soft skills and create co-help among peers. ● The Buddy program also helps in this issue since it assures the refugee someone he can always count on. ● Strengthen meaningful participation of refugees by providing evaluation and feedback tools. For example: hold monthly meetings with the refugee worker(s) in order to take stock of the integration process, ask for feedback on company's initiatives and assess possible future steps for improvement.
<p>Potential prejudice/Social exclusion</p> <p>“I think that the negative perception that society still has of the word "refugee" may be the main obstacle” (Org.K)</p>	<ul style="list-style-type: none"> ● Encourage the importance of workforce diversity and inclusion in the strategic plan and include them in workforce planning activities. ● Offer diversity training – as an intervention that addresses bias, discrimination, xenophobia, conscious and unconscious stereotyping, and improves diversity attitudes, facilitating workplace relationships (Roberson, 2019). ● Engage with CPR and ACNUR who provide training on asylum and refugee issues based on their field experience (see: https://e-cpr.pt/e-cpr/) ● Implement a zero-tolerance policy towards discrimination in the workplace (OECD & UNHCR, 2018). ● Deploy internal awareness actions in organizations – explain the motivations of the integration plan, always leaving space for questions from the inside in order to counter some concerns and demystify preconceived ideas that might exist. These actions can be directed to the organization in general or more targeted, namely to those

	<p>in contact with the refugee worker (the recruiters, the chief, the buddy, the colleagues, etc.) – give them material with awareness raising content on the topic so they can assimilate and disseminate.</p> <ul style="list-style-type: none"> ● Conceptualize a communication plan materialized in regular newsletters that comprise content such as important legislation, new decisions, organizational cultures, director’s message with a motivational intuit, and a space for comments and suggestions. ● Provide easily accessible recourse mechanisms for applicants who experience discrimination.
<p>Transportation</p> <p>“Another support could be in terms of transport, I live in Oeiras and it was difficult to find my way here and the best transport.” (R12)</p>	<ul style="list-style-type: none"> ● Put refugees in contact with co-workers through different dynamics such as carpools, in order to commute to work together (OECD & UNHCR, 2018) – it also eases social integration. ● Give workers a guide to all possible means of access between their place of residence and the workplace in the worker's native language.
<p>Lack of job opportunities</p> <p>“I think that companies should give more job opportunities to refugees. Because when we get here, we really need it.” (R15)</p> <p>“Right now, many companies want to take in refugees, but it's difficult because they don't have positions available or the ability to make such an exception for someone who doesn't speak Portuguese well.” (Org. I)</p>	<ul style="list-style-type: none"> ● Make an internal diagnosis on the theme of inclusion and diversity in the organization; outline an action plan (e.g.: set the goal of achieving the APPDI and ACM Diversity Seal) ● Create an online matching tool for refugees and the organization – e.g.: the NGO initiative “Action Emploi Réfugies” in France has set up an online portal where employers can post job openings, allowing refugee candidates to apply directly. (See: https://actionemploirefugies.com) ● Reach out refugee by going beyond the traditional forms of recruiting – for example: contacting civil society organizations working with refugees and work more closely with public authorities as well as public and private employment services to better identify and maximize suitable work opportunities for refugees (OECD & UNHCR, 2018).

	<ul style="list-style-type: none"> ● Improve information exchange by joining significant networks and initiatives such as the European Commission's "Employers together for Integration" that gives visibility to what employers are doing to support the LM integration of refugees. (See: https://bit.ly/2q5FC6l) ● Implement targeted diversity recruiting initiatives – reach potential candidates from different recruitment pools and create incentives for the recruiter to support recruitment of diverse workers (Kollen, 2019). ● Use the APPDI'S Inclusive Recruitment Guide that intends to inspire and provide tools that can be useful in building a more diverse and inclusive workplace. Follow the phases of the guide (Phase 0: prepare the recruitment process; Phase 1: recruitment; Phase 2: onboarding; Phase 3: follow-up; Phase 4: exit) ● HR professionals may consider volunteering their time to build partnerships with refugee communities and not-for-profit organizations that help them build stronger connections with such communities (Hirst et al., 2021).
<p>Housing and other personal life matters</p> <p>"We have at least two refugees from Fundão; as for the others, if we didn't provide them with housing, they wouldn't be able to afford it." (Org.F)</p>	<ul style="list-style-type: none"> ● Help in the housing search process and assure that the worker is capable of supporting him/herself (water, electricity, food costs). ● Partner with stakeholders that gather legal instruments and draft advice on housing and land and property (HLP) rights; and participatory assessment of the post-naturalization process to understand challenges encountered (UNHCRb, 2020). ● Create a "Social Gps" in several languages – a guide with relevant information about access to the Portuguese healthcare system, access to education, workers' rights and duties, etc. (Org. I). ● Be flexible with the work schedule in case there is a family setback or some emergency situation.

Annex H – Spontaneous feedback from the interviewees

Org. A: This project is very good, you should recognize that. It is great to see someone who appreciate studying these issues and I think that this study that you are developing is going to be very useful.

Org. C: “I would just like to congratulate you because it is a very pertinent theme, and even more so at the present moment with the war. It has an even greater impact, worldwide. I wish you the greatest success, I think you are in a very cute and important area. The world needs new people and new ideas and I think you are doing a very commendable, even urgent, job.”

Org. D: “Look, I really liked the theme of the dissertation, I think it's a current issue and more and more I think that there should be no borders, we should be citizens of the world and that's it. There should be no need for so much bureaucracy because they put barriers to people that don't make sense.”

Org. H: “Thank you for this topic, I think it's really good and pertinent. It has to be talked about, because only when we start talking about it and proposing improvements do we really know which path we are following. it is in fact sad that there is this reality and we have to talk about it, but not denying that it exists it is important to work and talk about this issue.”

R6: “These issues are hard to speak about. You chose a hard subject, but congratulations for that.”

R16: “You have to keep smiling, keep life easy. When we speak about refugees, you need to put yourself in the shoes of that people. Imagine that you had to leave your country: you have a different language, different culture, different people. You leave your life back: your family, your friends, your god, your job, your home and car. It's not easy. But if you have a goal, you need to force yourself to pass this, to move on.”