



ZOOM on 2021

Insights, data,
stories and more.

PLACE



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THIS IS THE PLACE MANIFESTO

European societies need more and stronger voices with a recent history of migration to make contributions in key sectors. This will enable the perception of migration to evolve from burden to asset for the renewal of Europe.

Since 2016, PLACE has set out to bring emerging leaders with migrant and refugee backgrounds to the following sectors:

PUBLIC LEADERSHIP

Creating capacity & room for influence by newcomers in the public sphere

MEDIA & THE ARTS

Bold proposals to challenge mainstream views of migration and leadership

NEW TALENT

ENTREPRENEURSHIP

An entrepreneurial mindset to leap forward

MIGRANT-LED FACILITATION

Enabling new voices to moderate learning spaces and public events

BUSINESS

Upskilling for meaningful employment in a shifting economy

WHAT WE SEEK

Empowered leaders

Concrete collaboration on new points of view in different sectors

Ideas, data and narratives that can reach people at scale

Leading The Change In 2021

In a year of continued crisis and unpredictability, 2021 meant further rooting our operations in order to find the best model for us to grow. As solutions started to emerge to bring on the end of the health crisis, slowly leading the world out of its cocoon, PLACE also spread its wings once more: a new program, **Fast Forward**, was born; **Emerging Leaders** gathered Catalysts from all over Europe and can now claim the title of **award-winning program**; the PLACE team grew and now operates from Paris, Nairobi but also Eindhoven and Barcelona... The ways of working we adopted during our year of lock-in were perfected and have allowed us to imagine ways to dream and implement our vision even bigger.

Innovation at work - what about gender?

According to the 2022 World Migration report, the female migrant worker population is growing. This means that the need for pathways into meaningful employment for them is more important than ever. Over the past five years, we've searched for ways to create these pipelines for empowerment:

-Safe and adapted learning spaces online and offline, including having babysitters at events or holding training sessions after business hours to accommodate all schedules

-Women role-models brought in as experts, coaches, facilitators and within program teams in order to introduce new paradigms and embodiments of professional culture

-Gender-balanced cohorts that foster collaboration and break down stereotypes

-Specific gender sensitivity training for our hosts and facilitators to materialize new types of interactions

But we need more. In 2021, we launched a special women-focused program to accelerate women's entry into the workforce. That is why women made up 64% of the PLACE 2021 cohort.

#fightgenderstereotypes

#womeninscience

#equalopportunities



Innovation at work - why migrant-led facilitation?

PLACE develops bold proposals with diverse voices who speak for themselves, to challenge mainstream views of migration and leadership and launch other conversations wanting to be born. Knowing how to facilitate a group and lead collaboration online and offline is a form of power. When trained in facilitation, participants are empowered to find their own voice and own new spaces as conversation starters, moderators and leaders. As they lead groups, they guide others through transformation, self-expression and their own empowerment in turn.

Innovation at work - using technology for scale and access

The 2022 World Migration report called COVID-19 the “Great Disrupter” of the year. While this comes with its challenges, it’s also been a stepping stone for PLACE as a project. Until 2019, scale was achieved by the PLACE team moving physically across European cities to bring innovation tools to newcomers. In 2021, with learning experiences taking place remotely 100%, PLACE reached new territories and new profiles of learners. This year, Catalysts joined the fellowships from 12 different countries across Europe. In France, more than 50% of the Catalysts were based outside the Paris region. Yet, disparities in access to technology and internet are undeniable. To ensure that the learning wouldn’t be hindered by access to this necessary technology for our increasingly digital workforce, PLACE made sure to lend computers and contribute to learners’ internet costs in order to reduce this inequality.



OUR WORK IN 2021

76%

of the Catalysts achieved certification. Certifying partners included Ecole des Ponts Business School, L'Oréal, Ben & Jerry's, Wow!Labs

105

Catalysts earned fellowships with PLACE in 2021.

Fellowships are run in public leadership, business and entrepreneurship, and last from 4 to 9 months.

997

hours of self-directed learning to prepare ahead of live online learning events

44%

Achieved certification with "outstanding" mention by industry experts

26

experts mobilized to give industry-relevant live feedback

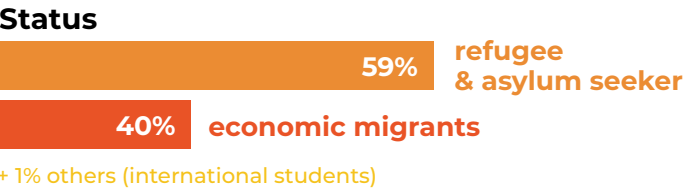
2411

hours of immersive live online learning events with peers by PLACE team and PLACE-trained migrant facilitators

1:5

ratio of expert to Catalyst, to ensure an interactive and personalised learning experience

Who did PLACE work with in 2021?



SPOTLIGHT ON KEY MOMENTS IN 2021

#InternationalRecognition

PLACE receives the Intercultural Innovation Award for its "Emerging Leaders" program, awarded by the United Nations Alliance of Civilizations and BMW Group

Watch the video here

#CelebratingTalent

Newcomer public leaders shine bright during Lead The Change, an event with attendees from all across Europe

Watch the video here

#JoyfulExperimentation

Premiering our new event, Right Where We Belong with responsible leaders all over the world

Meaningful conversations about identity and belonging can also be fun and entertaining!

#JoyfulExperimentation

Looking to an inclusive future when kicking off our newest business fellowship program, Fast Forward

Our challenge is how to make #FastForward Catalysts more attractive to corporates today but in five years, those corporates will be trying to make themselves more attractive to diverse profiles!

- Alon Rozen

#CelebratingTalent

Ice Academy Catalysts pitched their projects, showing us the many paths to innovation and what entrepreneurship means to them

Innovation Audacity
Creativity Motivation
Adventure Strength

#TogetherAgain

Reuniting once more in person in Paris around Not So Fragile, our interactive photo exhibition.

Hear some reactions to the expo!



SECTOR OVERVIEW





PUBLIC LEADERSHIP

WHO	PARTNERS	RESULTS
 27 Catalysts from 16 countries in Europe	 Herbert Quandt 	74% certification rate Matches with Obama Scholars, Responsible Leaders network
 22 Catalysts	 	68% certification rate

BUSINESS

WHO	PARTNERS	RESULTS
 29 Catalysts in France	 Liberté Égalité Fraternité  	86% certification rate Matches with Google, L'Oréal 80 women impacted through empowerment workshops

ENTREPRENEURSHIP

WHO	PARTNERS	RESULTS
 25 Catalysts in France		52 % certification rate 13 projects, including 2 launched 1 match with Jardin d'Acclimatation
 8 European organizations		Phase 1 complete: Mapping incubation practices in France, The Netherlands and Italy

MEDIA & THE ARTS

WHO	PARTNERS	RESULTS
 60 participants 5 migrant facilitators		A gamified, interactive experience to tackle the mechanics of belonging
 A public exhibition from July to September		An interactive experience for Paris park goes to reflect on strength and fragility

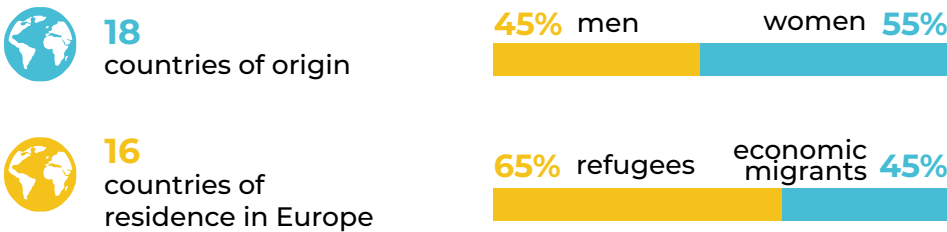


PUBLIC LEADERSHIP EMERGING LEADERS



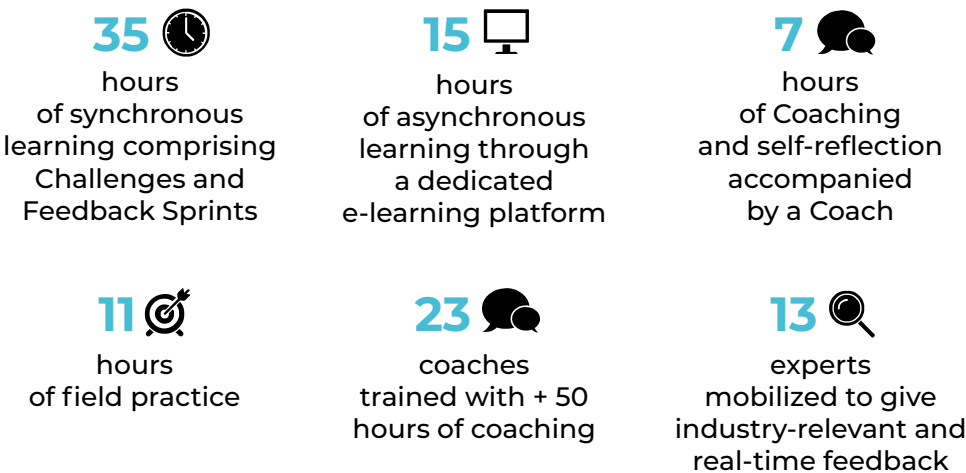
Who are the people we impacted?

27 Catalysts underwent intensive training in public leadership over 8 months. Out of them, 20 Catalysts were certified as Emerging Leaders 2021 by BMW Foundation Herbert Quandt.

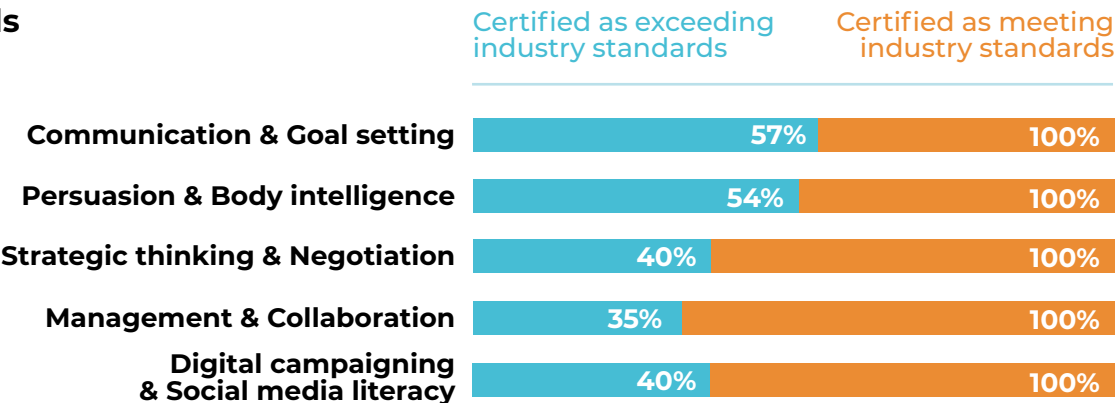


How did we make it happen?

Each Catalyst had access to 68 hours of immersive, hands-on learning:



Catalysts getting Future of Work skills - today



Disrupting the sector through innovation

Emerging Leaders was the recipient of the United Nations Alliance of Civilizations and BMW Group's 2021 Intercultural Innovation Award in recognition of its two successful pilot programs run respectively in France in 2020 with the German Marshall Fund and at European scale in 2021 with the BMW Foundation. This award is a recognition of the impact of our methodology in fostering new leadership profiles and of the crucial nature of representation in European public leadership. The Emerging Leaders program has sown the seed for a public leadership incubator for newcomer voices through an innovative model of collective impact.



Things are shifting

This year, through Field experiences, Catalysts were encouraged to develop their leadership muscles in "the real world". By proactively attending sessions in networks, pitching, talking, and networking, they learned to actively nourish their networks and own their space. A real success! Catalysts created their space in both virtual (34%) and physical (66%) events, often as key organizers (20%) or speakers (17%). All in all, 49% felt that they had demonstrated leadership during the event. This is truly public leadership in action!



Abdulhamid Kwieder
#ITforSociety



Jala El Jazairi
#WomenInSociety



Fernando Chironda
#Advocacy&Campaigning
has been selected for Obama Foundation Europe 2022



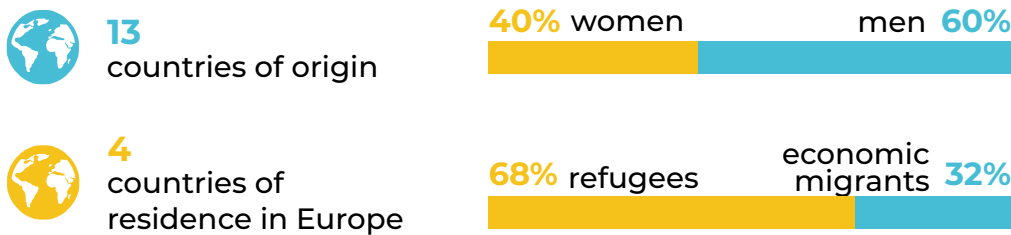
PUBLIC LEADERSHIP FACILITATORS PROGRAM

FACILITATORS PROGRAM

Who are the people we impacted?

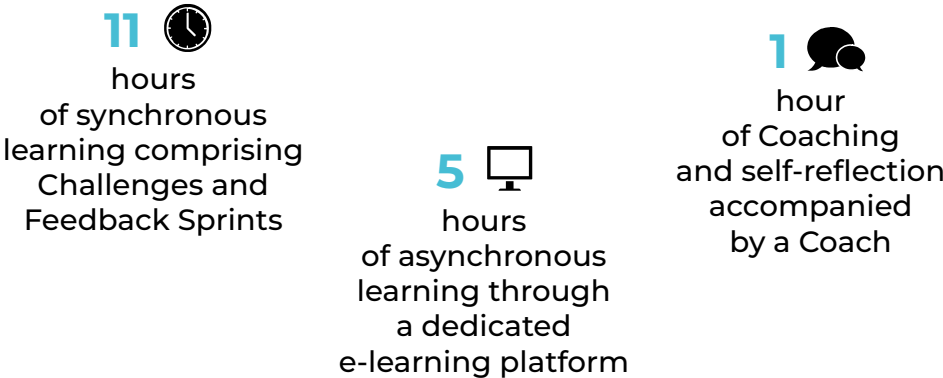
22 Catalysts underwent the Facilitators' program in 2021 and out of them **15 Catalysts** have been certified by Wow! Labs.

- Level 1** 10 junior Facilitators
- Level 2** 7 Intermediate Facilitators
- Level 3** 5 senior Facilitators



How did we make it happen?

Each Catalyst had access to **17 hours** of immersive, hands-on learning:



Results

Facilitators practicing and delivering workshops for diverse clients. Each facilitator practiced **23 hours** of facilitation through **4 programs**, which adds up to **111 hours** in total.



Disrupting the sector through innovation

Migrant-led facilitation is a new territory to tackle, in terms of learning methodology as well as future opportunities. We have built a **new model of facilitation targeting newcomers** through learning and practice, providing close to 40 hours of experimentation and practice for each Facilitator. Having these new profiles of trained facilitators also opens **new doors for empowerment**: facilitation in newcomers' native languages will help entrepreneurs, public leaders, business newcomers accelerate their skills without being held back by language.



Things are shifting

More and more civil society organizations and large conferences look to hire diverse facilitators in order to represent the different people who are part of their consortiums and communities. Migrant-led facilitation has been one of the core values on which we have built all our products over the last 5 years - innovation labs, workshops, challenges and mingles. Leading brands have trusted in our work and put their brand behind it. London School of economics, Meridiam were one of our first clients for PLACE Facilitators.

So where are we now?

- **2** Catalysts have been PLACE Facilitators for more than **3 years**, **5** for more than **1 year**!
- **90%** wish to stay in the PLACE facilitator pool for future missions
- **50%** are staying to facilitate a second program, **25%** a third program
- **2 Senior Facilitators** have delivered trainings for external events



Razan Ismail
#FightingGenderStigmas has joined the PLACE team and is working as Catalyst coordinator for Fast Forward. She has been matched with external actors for event facilitation.



Ebtehal Mansur
#BusinessDevelopment will be facilitating for external events and trainings. She has also been matched with the transnational project, DAWN.

Meet some of the people behind Public Leadership in PLACE in 2021

A snapshot of the Catalysts, experts, coaches & Facilitators - members who all played a role in bringing new representation & points of view to the Public Leadership space in Europe.

CATALYSTS



Nadia
from Morocco
#ActiveCitizens



Mark
from Kenya
#CivilRights



Diana
from Mexico
#WomenInPolitics



Ha
from Vietnam
#Technology
#PositiveLeadership
#SelfDiscipline

FACILITATORS



Karam
from Sudan
#Developer
#TechStartups
#LifelongLearning



Jean-Philippe
from France
Impact Dealer



Boran
from Korea
Global Education
Advocacy Specialist
- EAA Foundation

EXPERTS



Ashish
from India
#LocalGovernance



Maia
from Poland
#ActiveCommunication

COACHES



Among the most important things I learned:

- I learned how to use my leadership voice as a refugee. [...]
- The importance of setting goals relatively and numerically, whether they are small or big.
- The joy of receiving feedback as constructive criticism for self-development.
- The value of managerial skills for the socio-political environment.

Ebtehal - Catalyst

BUSINESS FAST FORWARD

FAST
FORWARD

Who are the people we impacted?

29 Catalysts underwent intensive training in innovation and leadership. Out of them, **25 Catalysts are up for certification** by L'Oréal and Ecole des Ponts Business School.



20
countries of origin
100% based in France
50% outside Paris

100% women

21% refugees economic migrants **79%**

How did we make it happen?

Each Catalyst had access to **75 hours** of immersive, hands-on learning over a period of 9 months, in a complete remote setup.

35 🕒

hours of synchronous learning comprising Challenges and Feedback Sprints

15 💻

hours of asynchronous learning through a dedicated e-learning platform

9 🎯

hours of field practice

14 🗣️

hours of Coaching and self-reflection accompanied by a Coach and team

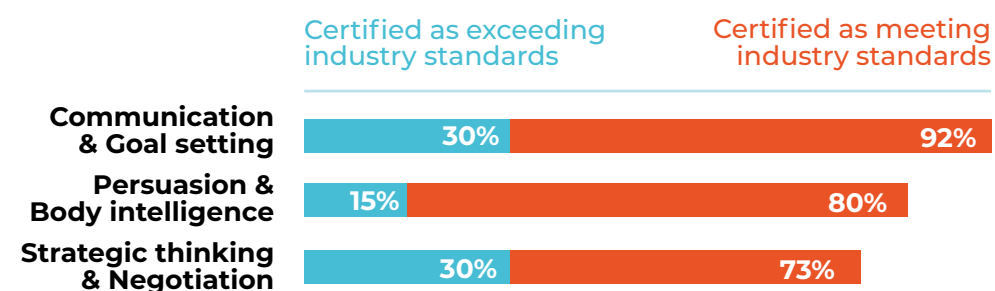
29 🗣️

Coaches trained with + 50 hours of coaching

13 🔍

experts were mobilized to give industry-relevant and real-time feedback

Catalysts getting Future of Work skills - today



Disrupting the sector through innovation

Fast Forward, an advanced course in innovation and leadership, is a game changing proposal for newcomer women to access meaningful employment and accelerate the evolution of private sector companies.

17 Catalysts have organised... **15** workshops which have impacted... **80** women until February, 2021.

We hope to impact **150 women** through these professional empowerment workshops and build their confidence as they enter the private sector workforce. These workshops, facilitated by the Catalysts, allow them to apply the learnings they gained in PLACE Challenges and to empower other newly arrived women who are further removed from the job market with the same tools that have fostered their own growth.

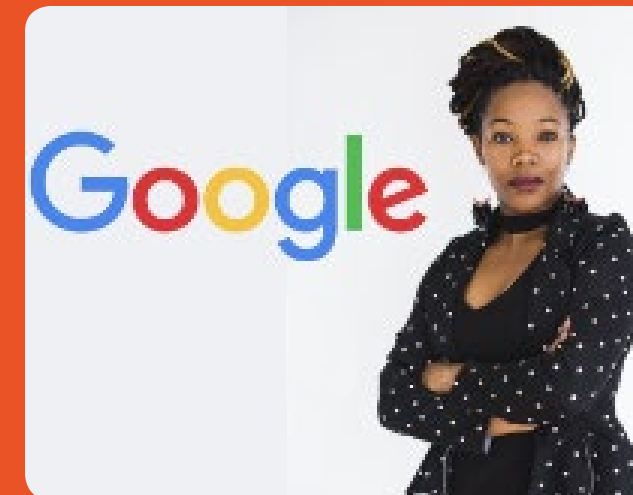
I got to learn, unlearn and relearn some factors necessary for acing it in an interview. I will make you proud by practicing and putting in all intentionality into delivery of all you taught us today.

- Feedback from one of the participants in the workshop to a Catalyst

Things are shifting

Mahadi Granier landed a long term (CDI) contract with Google during the Fast Forward program.

2 Catalysts matched with internships with L'Oréal



Mariana
#AccountManagement
#Coach
#WomenEmpowerment



Tosin
#DigitalMarketing
#ExpertInProgress
#KnowledgeAcquisition



More matches are expected for the summer 2022 internship season with L'Oréal and other companies

Meet some of the people behind Business in PLACE in 2021

A snapshot of the Catalysts, experts & coaches who all played a role in bringing new representation & points of view to the Business space in Europe.

CATALYSTS



Darya
from Ukraine
#EnergySector
#RenewableEnergy
#BiasForAction



Ly
from Vietnam
#BiochemicalEngineering
#WorkingTowardsADream



Mariana
from Uruguay
#AccountManagement
#WomenEmpowerment
#Coach



Surbhi
from India
#ProductDesign
#Collaboration
#Storyteller

Karen
from The Netherlands
Marketing | Communications |
Recruitment | Events at EdPBS



Stéphane
from France
Consultant | Market-
ing strategy | Innova-
tion and design

EXPERTS



Kaumundi
from India
People,
Leadership &
Culture Strategist
| Diversity
& Inclusion
Consultant

“
I was asked to participate in the Expert Feedback Sprint. During this sprint I had the honour of giving feedback on the application videos of women from all over the world, willing to start a career in France. I had a wonderful experience interacting with these talented individuals, and working with PLACE. PLACE was really professional in their communication and planning, which is lovely when you are willing to help others but don't have much time.
Karen Rentschler



Tamara
from Sri Lanka
#Banking
#TeamWork
#Driven



Matteo
from Italy
Leadership
and Team Coach

COACHES

ENTREPRENEURSHIP ICE ACADEMY



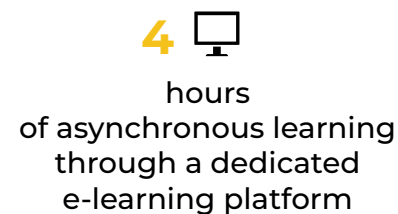
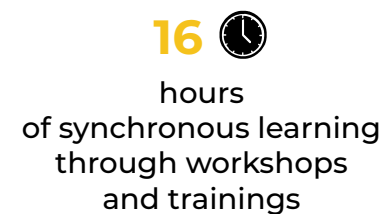
Who are the people we impacted?

25 Catalysts underwent an intensive training in entrepreneurship for 6 months in a complete remote setup.

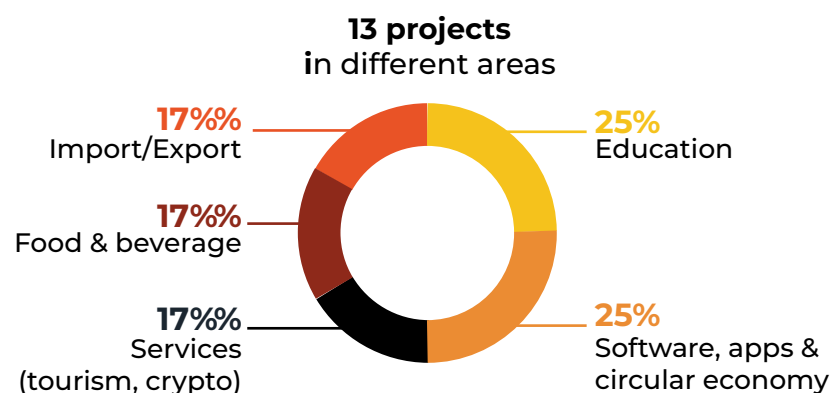


How did we make it happen?

Each Catalyst had access to **60 hours** of learning



Catalysts getting Future of Work skills - today



1 job match



Nasirin Abusrih
has been selected
for a professional
integration contract
as an IT recycling agent

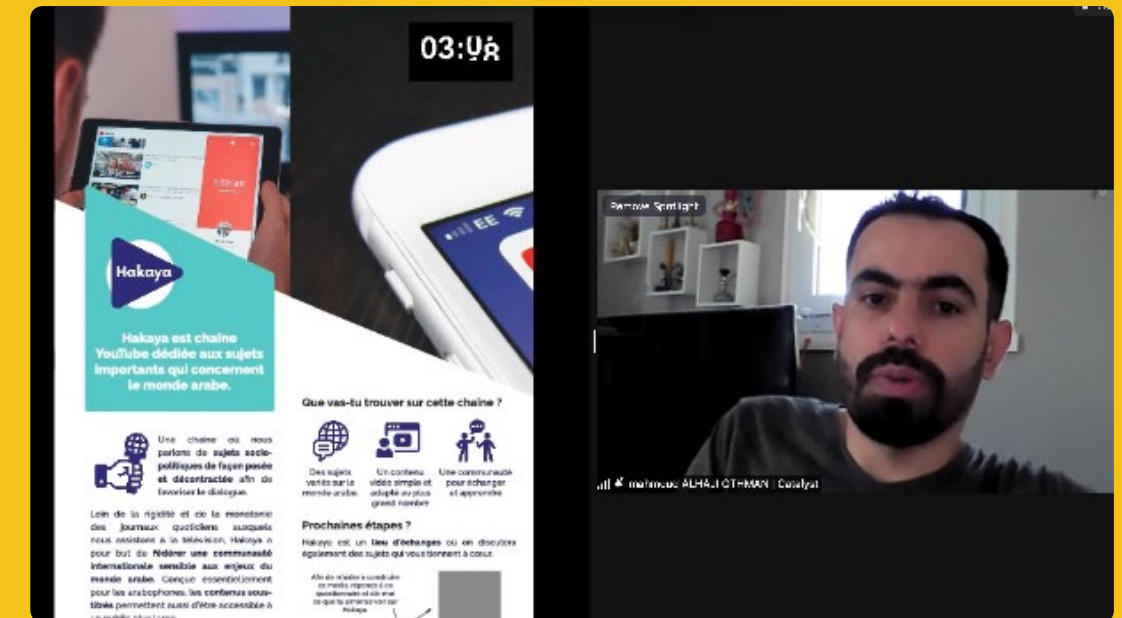


8 entrepreneurs
ready for incubation

Disrupting the sector through innovation

User testing is a key ingredient for any entrepreneur to test their products and understand their feasibility. In the case of a migrant entrepreneur, it offers other opportunities to change the power dynamic and create new ways of engaging with host society members.

Over the years, PLACE has experimented with User testing in playful setups in surprising places; however this dynamic was greatly affected by the pandemic. In 2021, we brought user testing to our digital experiences so that migrant entrepreneurs can continue to hone their projects in these new scenarios.



Things are shifting

PLACE partners with the European project MIG.EN.CUBE to diversify incubators in Europe.

MIG.EN.CUBE is a European interdisciplinary project that aims to create a bridge between incubation professionals and the diverse needs of migrant entrepreneurs. In 2021, the program focused on research to map incubation practices and key players.

Results showed that in France, Italy and the Netherlands, 39,8% of incubators are focused on serving exclusively migrant entrepreneurs. Training provided by migrant-focused incubators emphasizes specific areas of personal development, such as confidence-building, or working on increasing proactivity and autonomy, in order to improve self-representation and personal leadership.

On the business side, training focuses on getting migrants to understand their customers' needs. Based on these research results published in 2021, MIG.EN.CUBE will develop, for February 2023, a first version of a MOOC and a Guidebook to answer incubation professionals' training needs in regards to migrant entrepreneurs and pilot them with interested incubation professionals and policy-makers.





Meet some of the people behind Entrepreneurship in PLACE in 2021

A snapshot of the Catalysts, experts & coaches who all played a role in bringing new representation & points of view to the Entrepreneurship space in Europe.

CATALYSTS



Mahmoud
from Syria
#SocialCulture



Leila
from Iran
#travel



Thuong
from Vietnam
#VietnameseCommerce



Mowaffaq
from Syria
#eCommerce



Amin
from Iran
Founder of
Nesty (by Nameh)



Sandra
from France
Marketing Leader
Deodorants and
Male portfolio
at Unilever

COACHES



Hélène
from France
Senior Brand
Manager Axe,
Brut Williams
at Unilever



Jérôme
from France
Ice Cream Category Director
Unilever France Board Member



Suhrab
from Afghanistan
#music

“
We believe your talents will make a difference in the consumers and communities that will be served by your ideas. The world is starting to pay attention to what newcomers can create and how to collaborate with you so we're excited to be supporting Catalysts!
Fred Kastner
Co-founder and Director
of Social Innovation TERN



MEDIA & THE ARTS

Leading new conversations in 2021

Innovation at work - Events that challenge mainstream views of migration and leadership

Our complex societies need new conversations and forms of dialogue that only new voices can catalyze. PLACE has developed two projects that aim to challenge mainstream views of migration, leadership and start conversations about identity. In 2021, Not So Fragile was presented for a three-month run in the summer of 2021 at Les Halles Civiques in the Belleville Park, after a first presentation in 2020 at la Maison des Métallos.

A touring exhibition created by Wow!Labs using image and text to link migration with personal strength, and hence capacity for resilience, adaptation and inspired leadership, it was curated to ensure high-quality interaction between people of different backgrounds, languages and generations: bilingual mediation formats in French and English to suit all visitors, QR codes associated with each portrait to encourage visitors to reflect in writing on their perceptions of strength and fragility and in-person audio interviews about these same themes conducted during the opening event to enrich future runs of the exhibition.



Read the Not So Fragile e-book here



The second project, **Right Where We Belong** is a 90-minute workshop exploring, through games, words and movement, what it means to belong and what is needed to create welcoming spaces. Though conducted online, this event is designed to get participants moving and exploring their surroundings and beliefs with a new eye.

Embodiment challenges and talking circles create a surprising experience, hosted by trained facilitators with personal histories of migration. In this innovative, highly interactive workshop particularly suited for mixed audiences or corporate settings, participants explore what it is to belong - for each of us - in a trusting, experimental space.



PLACEmakers

Since 2016, PLACE has been leading pilot projects all over Europe to accelerate and match the talent of refugees and migrants to host societies' key economic and public actors. PLACE has built know-how, tools and a vibrant multinational team, backed by sustainable public-private partnerships. Join us and work with us to foster change in your industry.



PLACE works directly towards the following Sustainable Development Goals:

- 4 QUALITY EDUCATION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 10 REDUCED INEQUALITIES
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS

PLACE has an indirect influence on more SDGs as Catalysts develop and access circles of power on a variety of topics.



WHAT'S NEXT FOR PLACE

2021

was the year PLACE turned 5. In five years, this project has gone through the first key steps of innovation.

2017

1 idea

The desire to show that recent migration phenomenon in Europe is an opportunity, leading to two years of experiments

2019

1 concept

The Catalyst Academy, made for newcomer talents to acquire future facing skills, develop projects, access economic opportunities, navigate professional networks and emerge as the new faces of diverse leadership that Europe needs, empowering other newcomers along the way

2020

1 modeled solution

The certified fellowship model, bridging newcomer's needs for formal skills recognition to access meaningful opportunities that match their skill profiles and the job market's need to create a secure pipeline to welcome new, diverse talent.

2022

Time to scale! What does it entail

Deepening and strengthening partnerships to promote change across sectors through alliances of engaged stakeholders in the public and private realms.

Launch of the **Emerging Leaders consortium**

Recognizing **Business & entrepreneurship's symbiotic** relationship to treat them as communicating pipelines

Creating the opportunities for Catalysts to explore within programs their capacity to empower others by leading workshops for others in their circles.

Fellowships include a module for Catalysts to lead their own **Professional Empowerment Workshops** for their network

Creating a market for migrant-led facilitation

PLACE-trained facilitators working in external events leading learning experiences and starting discussions through the events and experiences we offer in Media & the Arts

We're excited to see where this next phase will lead.

If you feel the same way, join us now to invest in new talent.

A photograph of two men in conversation. The man in the foreground is seen from the back, wearing a dark grey t-shirt and glasses. The man in the background is a Black man with glasses, wearing a black t-shirt, and is gesturing with his hand while speaking. The background is slightly blurred, showing a colorful abstract wall.

**This is what five
years of migrant-led
innovation look like.**

welcome@place-network.org
www.place-network.org