INTRODUCTION

In 2017, Refugee Company helped 58 people find employment or start education or training, and we supported more than 150 people through our programmes. It was a busy year that was wonderful in many ways, and as an organisation we have grown considerably. We experimented with creating our own brand of dress shirts for men. We opened up a restaurant called A Beautiful Mess in the Bijlmerbajes former prison, that was also home to 500 refugees.

We have grown from a budget of € 110,000 in 2016 to € 1.1 million in 2017, and nearly half of it was generated by our own restaurant, events and commercial assignments. In late November 2017, Queen Máxima came to visit our projects, and that same week our restaurant won an Entree Award.

In the period following the mass media attention around refugees from 2015, countless new initiatives saw the light and many volunteers and companies sprung into action from a desire to “do something”. Now, two years on, we have found that “doing something” is not always easy. The people we met while they were in emergency accommodation are now realising: “This is it; I need to build a life for myself right here”. The adrenaline rush that still had a hold on them in the initial months after arrival and their will to make something of their lives now they had reached safety gradually faded, and homesickness, depression, and a sense of hopelessness took over. “The life I had, with my friends, my nice house, my own business... I’m not getting it back.” Family reunification invariably takes longer than expected, and learning to speak Dutch properly is no easy feat. It is in this daily reality that Refugee Company operates, to support people who have come to the Netherlands as refugees and help them build their new lives. And it is with this aim in mind that a passionate team of professionals have been organising on-the-job training programmes, communal meals, workshops, meetings and memorable encounters at the asylum seekers’ centre housed in the former Bijlmerbajes, all throughout last year. We are very grateful to all our partners, sponsors and volunteers, and want to thank them for their support of Refugee Company in 2017.

Fleur Bakker
Amsterdam, may 2018
WHY WE DO WHAT WE DO

ECONOMIC INTEGRATION

65% of status holders still depend on social welfare for their income after 15 years of being here, which of course has all kinds of consequences. In a project commissioned by the Instituut Gak foundation, Tesseltje De Lange, a researcher and assistant professor of Administrative and Migration Law at the University of Amsterdam, studied the state of economic integration among refugees in the Netherlands and how barriers to economic integration can be overcome. Refugee Company is one of a number of social businesses that started out in 2015 with the aim of helping refugees achieve economic independence. The aforementioned study recommends working towards economic integration from very early on, even while awaiting the outcome of asylum application procedures. In 2017, Refugee Company was able to experience first-hand that getting people involved in on-the-job training programmes from day one really works. Through these, people have the opportunity to grow a network, get some work experience and build a portfolio. Doing nothing in those early stages puts people’s lives on hold. In the programmes set up by Refugee Company, we see people growing to hold their heads up high again, and feeling they can contribute to Dutch society. With the right connections, people have less difficulty finding employment or training opportunities that match their skill set and ambitions for the future. → Link to the explanatory video

ONE IN TEN STATUS HOLDERS ARE CURRENTLY IN EMPLOYMENT

A year and a half after obtaining a residence permit in 2014, an average of 4 percent of 18- to 65-year-old asylum seekers had found employment. A year later, that figure had risen to 11 percent. Many status holders are still going through the integration procedure at that stage. That is according to new figures by Statistics Netherlands (CBS), which was commissioned by the various relevant ministries to collect information on the situation of asylum seekers who have arrived in the Netherlands since 2014.

In 2014, 20,000 asylum seekers were given a residence permit. Nearly three-quarters of these status holders are from Syria (ten thousand) or Eritrea (four thousand). After obtaining said permit, status holders are required to pass the integration examination within three years. By 1 October 2016, only an average of 6 percent had managed to do so. Among status holders from Syria and Eritrea the number was even a bit lower, at 5 and 4 percent respectively.

Two and a half years after obtaining a residence permit in 2014, an average of 11 percent of 18- to 65-year-old asylum seekers had found employment, or become self-employed. There are clear differences by country of origin, ranging from 6 percent for Eritreans to 29 percent for the (relatively small group of) Afghans. Among the group of refugees who came to the Netherlands in the 1990s, Afghans, again, had found employment relatively more often than groups of other origins.

Source: Statistics Netherlands (CBS)

“I WANT TO WORK, I’VE GOT NOTHING TO DO ALL DAY. I’D HAPPILY BE HERE EVERY DAY.”
OUR APPROACH

LEADING PRINCIPLES: S.T.A.R.T.

SAFE SPACE
A haven where refugees can be true to themselves and feel secure in a time that can be distressful and dysfunctional. A space where they can have emotional protection as they breathe in their new circumstances. A place that is judgment-free and provides a sense of community as they take their first steps in building a meaningful life in the Netherlands.

A place where you can be true to yourself; where you can feel at ease, so you can settle into the new situation. A place that facilitates collaboration and provides a sense of community, right from the moment you walk through the door. A place where you have the space and time to figure out the next step in building a meaningful life in the Netherlands.

TALENT NOURISHMENT
We don’t define refugees by their status, but by their talents and skills. They are not just refugees—they’re carpenters, designers, photographers, engineers and more. We bring together their strengths with our resources to empower them to believe in their ability again. We want to enable them to build a portfolio so they can seek a job that gives them economic independence and consequently, gratification.

You didn’t use to be a refugee, but a carpenter, engineer or designer. At Refugee Company, we focus on people’s strengths. We allow people to put their talent to work again and offer the necessary support to get you the right job. You can also call on us if you would like to gain work experience and grow your portfolio.

A TOUCH OF LOVE
We aim to influence the asylum and welfare system through positive storytelling. As a safe space for refugees, everything we do, we do it with great care and love. We’re not just there to “help.” We’re there for every step in their new journey—the questions and the doubts, the tears and the laughter.

By placing love at the forefront of all our enterprises, we result in positive examples that influence public perception.

We would very much like to get to know you better. Sometimes it even feels as if we are all part of a large, growing family. In which you’re allowed to ask questions, share your doubts and ask more experienced members for advice. We bring great dedication and passion into our work. By sharing positive examples and by means of storytelling, we try to introduce positive changes to the system.

RE-CREATE
As refugees are uprooted from their homes, schools, neighbourhoods and homelands, we want to give them the space to feel it’s possible to re-invent themselves. From re-creating new memories to re-creating traditions to re-creating products, we hope to create beautiful things out of the mess, inspired by the stories of all refugees.

In sharing special experiences, we create new memories. Anyone who has had to leave behind everything that was of value to them ends up having to re-invent themselves, somehow. With us, you can recreate those glorious dishes according to your grandmother’s recipes, reliving all your favourite flavours and fragrances. We also create beautiful designs inspired by people’s stories and the pictures they evoke.

TRUE CONNECTIONS
For anyone starting from scratch, it’s essential to have a network. We want to connect refugees to those who are willing to open their world to the benefit of others. We want to introduce and help newcomers through the process of integration through true human connections that will result in a variety of positive connections—from friendships to job opportunities to education.

We believe that a network is the first thing anyone needs. We can get you in touch with people we think you should meet: people who can introduce you to Dutch habits as well as people and who are willing to open up their network to you. They can help you build up your own network of valuable connections, which makes all those next steps towards employment, suitable education or training and sound advice less daunting.
IN PRACTICE

IT TAKES TIME TO BUILD UP A NEW LIFE

We met Omar (Syria) at the emergency shelter. He would take on all manner of tasks every day. After 1.5 years, Omar met Ahmed at the mosque. Omar only speaks Arabic and is a carpenter by trade; he came here with his wife and four children. Ahmed is Dutch, speaks Arabic and works for a housing corporation as a construction engineer. They started up a business together. Omar is rarely at home. In 2.5 years, his command of the language has not improved. He just cannot bring himself to do it. He throws himself into his work. It is very clear that it is the only thing that still gives him a little satisfaction. Ahmed helps him in any way he can. Several volunteers have tried to help Omar learn Dutch. Every now and then, we will get a cry for help from the family. What Omar would like most is to get back to his old life. With the time he’s got to complete the integration procedure quickly running out, there are serious doubts whether he will pass the exam. He falls under the “Bescheiden Schaal Regeling” and as such is allowed to operate his own small business. Many lives that we’ve been able to witness up close are similar to Omar’s. In Omar’s case, we are pleased that he seems to be succeeding at running his business. In other areas, for instance when it comes to the language, we are slowly making progress. We are not letting Omar out of our sights just yet.

ABOUT CONFIDENCE

Through our projects, we meet a lot of disheartened people. Especially the young male refugees who have come here by themselves and who are adults officially, but very much still children inside. These young men, or boys, have built up immense frustrations through their traumatic experiences and lack of a stable home environment. What they need is a patient approach and counselling. An independent (meaning government-independent) organisation can help restore some of their confidence in the future, using “bite-sized” milestones to slowly rebuild it and regain a sense of hope. It is clear that approaches aiming to quickly channel these people into employment and putting them under pressure are counter-productive. They need more time and less pressure. From our experience, people may end up in higher-level jobs, if only they are allowed to take that bit more time (and that’s sometimes a mere three extra months). People are often misassessed initially, their abilities underestimated.

A VULNERABLE GROUP

Women by themselves are a particularly vulnerable group. We have noticed that the barista training (learning to make coffee professionally) we offer in our restaurant A Beautiful Mess can work well for this group. It is important to set up projects that women can participate in by themselves. We have often seen people in asylum seekers’ centres experience great difficulties within their families. We come across domestic violence and stress, and that calls for a combined approach. You need therapists on your team to be able to correctly identify a situation and refer people at an early stage. The relationship of trust we have established with people ensures that our opinions are generally highly valued. It is very moving to see that these women can regain their strength and grow and blossom into the cornerstones of our community.

FAMILY

Amad, a status holder living in Amsterdam Nieuw West, opposite the Willinklaan asylum seekers’ centre: “I walked by the centre today. It feels good to have Refugee Company close, based in my neighbourhood. Back when I was lonely and had only just arrived in the Netherlands, your place basically felt like my family. I signed up as a volunteer and, starting next week, I will be working on the new project to support others through that initial stage.

“MY DREAM CAME TRUE. THIS IS WHERE I GOT MY FIRST DUTCH CONTRACT.”
WHAT WE DID
PROJECTS AND ACTIVITIES 2017
In July 2016, Refugee Company settled into the former Bijlmerbajes and set up a textile workshop there, in close collaboration with the residents of the asylum seekers’ centre. Throughout 2017, Refugee Company further professionalised the workshop. In consultation with a network of tailors and designers, we were able to create a line of t-shirts and custom-fitted men’s dress shirts. Unfortunately, there wasn’t enough of a budget for sales and marketing to really market the collection professionally.

The Bijlmerbajes workshop served as a meeting place and it attracted various clients interested in sustainable and local production. As a general trend, textile manufacturing has moved away from the Netherlands – minimum wages in for instance Portugal being much lower than in the Netherlands – and that makes it very difficult for Refugee Company to run a viable workshop in the Netherlands. What has been accomplished through this project is that a small group of tailors found employment with the Suit Supply chain.

In 2018, we will continue to update our plans on the basis of the experiments carried out in 2016 and 2017. Sales and marketing will be outsourced to brands we aim to establish a long-term relationship with. We are synonymous with local and sustainable production and our focus is on adding value. We can build upon the A Beautiful Mess brand, of restaurant fame, which is getting its first bit of publicity. We will focus more on incorporating literacy and empowerment into our programmes and team up with other organisations like Makers Unite.
In March, Refugee Company embarked on a collaborative effort with coffee brand Bocca and started up coffee bar Kahwa. The bar was designed and decorated by architects Michael Barchini and Mary Farwy, who themselves had only just arrived in the Netherlands a few months ago when they came to us as volunteers. The baristas were trained by Bocca’s passionate training staff, which allowed us to tie in with the huge demand for staff within Amsterdam’s hospitality sector. Meanwhile, with the help of residents from the asylum seekers’ centre as well as status holders who were already settled in Amsterdam, the prison’s former laundry was transformed into a restaurant. Now, months later, people still feel they are “co-owners”. Their great commitment meant they frequently returned for visits, even if they had already found a job elsewhere. Creating this kind of safe space or home base has always been one of Refugee Company’s key objectives. In November, A Beautiful Mess won the Entree Award.
JOB MATCHING & NETWORKING

- Connectors programme
- Job matching
- Workshops at the asylum seekers’ centre
- Solar panel project
JOB MATCHING & NETWORKING

We know from our own experience and research that it is very difficult to find jobs for this vulnerable group. The absence of a network and a lack of knowledge of the Dutch labour market are an important detrimental factor. Refugee Company currently runs three programmes that offer support during the job search: the connectors programme, the job matching programme and workshops at the asylum seekers’ centre.

PSYCHOSOCIAL SUPPORT

Moreover, the need for psychosocial support was dire. We have a therapist in our team who has developed a referral system. We were joined by Equator and the Zorg Café, organised by Dokters van de Wereld, who came to our facility every week to attend to all care-related issues within our community.
CONNECTORS PROGRAMME

From April 2017 onwards, Refugee Company has been organising its connectors programme. We met a large amount of people in 2016 across the various asylum seekers’ centres and emergency shelters we frequented, and we put this network to use in 2017.

Our activities were designed to allow newcomers to participate and put their talents in action, in order to gain the work experience and build the network they need to succeed in the Netherlands. On top of that, we also met with people who, thanks to our network, we were able to match with jobs, training programmes, internships or freelance assignments straight away. People we initially didn’t have opportunities for in our restaurant we have now been able to link up through our connectors programme.

In 2017, 40 people with a refugee background were matched with 40 well-connected locals. There were seven sessions in total, taking place at the Stedelijk Museum, the FOAM museum, Studio Yalla and our restaurant, A Beautiful Mess. This network was mainly set up as a support network for newcomers, to help them get through the challenges involved in building a new life. It’s about simple practical tasks like going through a letter together, making a phone call or attending an open day for a course. And arranging things like internships, work experience placements, excursions to a company or even actual jobs.

What connectors were mainly tasked with, was sitting down with someone and eating together, getting to know one another, opening up their network to the other person and allowing them to follow their own path. That wasn’t necessarily easy for everyone; there are all kinds of possible setbacks. Having to accept that building a new life takes more than just a few months. That at times, people just can’t, or won’t. That not everything can be resolved. But there are also beautiful moments to be shared, when families are reunited. Stories that can be touching, beautiful, or intensely sad. People who left, others who joined. And then there’s the delicious food that everyone would gather around.

It is difficult to determine the exact impact of this project, but all we know that it is at the heart of what our work is all about. Being human again, feeling a sense of belonging.
**JOB MATCHING**

Refugee Company provides tailor-made “job matching”. This means that we will sit down with every candidate and discuss what could be the best way forward in their individual situation. In case a work experience placement, an internship or paid employment is a suitable next step, Refuge Company will do its best to find that job for the participant. In 2017, Refuge Company helped 58 people find employment or start education or training. In 2018, our goal is to help an additional 60 people reach a next stage in their development, while also continuing to support the 200 participants we worked with in 2017.

**WORKSHOPS AT THE ASYLUM SEEKERS’ CENTRE**

Registration for the connectors programme was an organic process. At the asylum seekers’ centre in the Bijlmerbajes we organised weekly creative workshops and workshops about things like creating a CV. With the help of volunteers, we managed to build up trust and get to know refugees in this informal and interactive setting, and subsequently to find the right programmes and projects to offer them.
SOLAR PANEL PROJECT

In the autumn of 2017, Refugee Company started a pilot project for installers of solar panels alongside Sungevity. In September, the project’s nine participants were given the opportunity to boost their language skills in this specific subject area. In October, Installatiewerk Amsterdam led three assessment days. After the assessment, we organised an introductory meeting with employers, and matched the participants with the right roles. Their on-the-job training ran from November till January, during which time the participants received VCA training (the Dutch equivalent of the Safety Certificate for Contractors (SCC)), went on an excursion, worked on their social skills and were given the opportunity to complete a preliminary basic course in electrical engineering. We expect to be able to complete the finished programme in 2018.

THE PARTNERS AND EMPLOYERS INVOLVED
Feenstra, Sungevity, Bos Groep, Weijerseikhout, Metatechnica, Verkeersschool Nelen, IWNH

FACTS

<table>
<thead>
<tr>
<th>Target groups:</th>
<th>Status holders and employers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Throughout the Netherlands</td>
</tr>
<tr>
<td>Staff:</td>
<td>0.2 FTE</td>
</tr>
<tr>
<td>Volunteers:</td>
<td>Committed Refugee Company and Sungevity employees put a lot of additional hours into offering personal support</td>
</tr>
<tr>
<td>Participants:</td>
<td>8</td>
</tr>
<tr>
<td>Programmes/activities:</td>
<td>Basic electrical engineering, VCA training, driving license, social skills training, training to install solar panels, meet and greet with employers</td>
</tr>
<tr>
<td>Learning objectives:</td>
<td>An appropriate job or internship opening in the solar panel sector that is available to the participant long-term</td>
</tr>
<tr>
<td>Funding:</td>
<td>This project was financed by the municipality of Amsterdam</td>
</tr>
</tbody>
</table>
INDEPENDENT PROJECTS

- In the footsteps of a migrant
- Salwa programme
IN THE FOOTSTEPS OF A MIGRANT

In the footsteps of a migrant. On a visit to a local initiative in Berlin, someone said to me:
“If you have never been in my shoes you will never fully understand it. But if you could just experience a tiny bit of the frustration you feel when you are stuck in the bureaucratic procedure, or the exhaustion of the endless waiting, or the courage it costs to fight for your humanity, that would already be an achievement. In the end it is just a stupid paper, your passport, that decides over what privileges you can enjoy. For European citizens to become aware of that is the first step in the direction of real inclusion.”

In 2017, we received European funding through the Erasmus+ programme for an international project in cooperation with four partner countries (Germany, the Netherlands, Italy and Romania) aimed at developing an interactive and educational role-playing game about the European migration procedure. Having been granted funding in summer, we had our first partner meeting in October, in Berlin, which allowed for the organisations to become better acquainted. During the meeting we discussed our plans for the next three years for the development of a new methodology for political education around the theme of migration in Europe. The meeting was mainly about exploring and outlining our ideas and plans for the project. Since meeting up, we have progressed into an investigative phase focused on developing the actual game and writing the scripts. This investigative phase will continue through to 2018. The partner organisations also regularly stay in touch through Skype conferences.
SALWA PROGRAMME

The Salwa programme supports artists and creatives on their way to professional practice in the Netherlands. As its mission, the Salwa programme invites and inspires newcomers to further develop their creative talents. To this aim, we offer them a safe place from which they can explore the new society they now find themselves living in. The target group for this programme is an exciting blend of newcomers, local artists and miscellaneous creative minds – like architects, designers, or art directors.

Participants in the Salwa programme get to know each other “by doing”: making art together. By stimulating collaborative effort, the Salwa programme builds a joint cultural library to which anyone can contribute. Participants are also given all the space and support they need to enhance and enlarge their portfolios. We also introduce people within the creative field and help them grow their network.

The Salwa programme is about developing and organising:

- Workshops around themes such as “How can I present myself?”
- Events where artists and designers can meet
- A website with a platform on which newcomers can present their work
CONCLUSION

IN NUMBERS, REFUGEE COMPANY...

- supported 150 refugees through its programmes, helped 58 people find employment or training opportunities, and had a total of 500 refugees participate in workshops or meetings
- ran a textile workshop with 1 full-time tailor and 10 part-time volunteer tailors, 10 freelance artists and designers and 6 part-time marketing and sales staff
- in a collaborative effort with Sungevity, set up a pilot scheme around solar panels, which had 9 participants
- developed a connectors programme, through which 40 people with a refugee background were able to grow their networks and team up with 40 people who are well established in the Netherlands
- opened up a coffee bar in April and a restaurant in June
- welcomed 13,000 visitors (with and without refugee backgrounds) at events and as dinner guests in restaurant A Beautiful Mess, next to the Bijlmerbajes asylum seekers’ centre
- welcomed 50 expert meetings, city delegations and visitor groups and spoke in front of 3,000 people
- organised 58 workshops and meet-ups, both at the asylum seekers’ centre and elsewhere
- got 100 volunteers involved
- was able to help 500 people with a refugee background take valuable steps towards building a new life

WHAT HAS WORKED

The holistic approach, a tailored approach. Our programmes can be considered a three-month assessment in a practical setting. We can use them to build a talent inventory based on real-life experience. Learning by doing, and working together. By approaching people based on their talents, not on what they’re lacking. The three-month assessment allows enough time for a tailored approach.

- Investing in expertise within our team with regard to psychosocial problems and refugee work.
- Close collaboration with the municipality, public authorities and industry partners.
- Saying no to the things we think are not going to work.
- Concentrating on long-term support and continued regular contact.
- Working in small groups with a buddy system, making personal contact a priority. A peer-to-peer approach, while at the same time involving employers at an early stage, and focusing on personal coaching and training.
- Boosting linguistic ability in a work setting, and learning by doing.
- Paying attention to soft skills, values and standards, laws and regulations.
- Approaching people with a refugee background with a focus on their expertise, and putting them in charge in our projects.

COSTS

For an on-the-job training programme, Refugee Company charged 3,000 euros per participant. This amount was always supplemented by an additional 2,000 euros from own sales and fundraising in order to cover the programme costs. This way, civil society has made a serious contribution to this project. The costs that had to be borne by the municipality in the end were equal to the costs of 2.4 months of social welfare benefits. And they represent an investment, which allows the municipality to recover those costs very quickly. For the future, we want to review our income-generating activities (what will we keep/cut) in the light of our focus on training opportunities as well as their cost-effectiveness. We want to look into different financial models, including Social Impact Bonds, no-cure-no-pay with reasonable time frames and compensation (if pre-financing the costs is financially feasible for us) and/or a combination with municipal subsidies.
ORGANISATION

THE TEAM

Starting out from scratch in 2015, Refugee Company has become what it is today – a home base, from which people who have come to the Netherlands seeking refuge can rebuild their (professional) lives – due to the efforts put in by a great many people. Our team throughout this stage has been large and diverse. We have always put the needs of the residents of the asylum seekers’ centre, and of the people in the networks that we had built by 2016, first. Many people from those networks have since moved on to independent housing. Our methods have become more straightforward and our message more powerful. From our own experience, we know what works and what doesn’t, and we can inform others. In fact, we are increasingly being approached by others to act as experts. For us as a team, ensuring our core principles always remain our point of focus is an ongoing challenge. In the brief period of time that people have spent in the Netherlands, they have often had to move, and at asylum seekers’ centres people lead a very uncertain existence, living day by day. This requires flexibility, creativity, a lot of love and attention, in order to be able to offer people one-of-a-kind experiences. And to take those moments and use them to build a stronger network. The move of the asylum seekers’ centre, Lola Lik next door coming to an end, the ever-changing regulations and working on project grant after project grant – it's the reality that, as a young organisation, we simply have to deal with. And considering our limited size and amount of people, there is always too much work to do. Half of our team is made up of people who have only been in the Netherlands for a short period of time, and that sometimes requires extra support from the other team members.

BELOW, WE WANT TO GIVE A MENTION TO ALL THE PEOPLE WHO HAVE WORKED FOR REFUGEE COMPANY IN 2017:

OUR BOARD AND ORGANISATIONAL STRUCTURE

Refugee Company is a social enterprise that consists of a foundation with its own management board and a private limited company, or B.V. In 2018, we will assess whether this structure still fits the organisation. The board of the Foundation consists of Michiel Lensink (chair), Corrie Both (secretary) and Leon Sonnenschein (treasurer). Jaap Stelwagen and Fleur Bakker co-own the B.V.
OUR COLLABORATIVE PARTNERS

MUNICIPALITY OF AMSTERDAM

Refugee Company has had the opportunity to work with the municipality of Amsterdam. The municipality is investing in initiatives that try new ways of connecting status holders to the job market and is developing an Amsterdam-wide approach. It is important to allow status holders to become active from an early stage, even from before they get independent housing. This early start makes all the difference, just making successful integration in the long run and self-sufficiency that much more likely. Research shows that the sooner the integration process begins, the more effective it is. Our pioneering organisation, small as it may be, has immense ambition – as indeed does the municipality. In our collaborative efforts, we have managed to reach 196 participants with our programmes and find suitable work or training opportunities for 58 people. The municipality contributed 30% towards the costs of the on-the-job training and job matching programmes, 40% was covered from our own productive activities and 30% came from additional funding.

In 2017, Refugee Company has been able to work with a lot of remarkable partner organisations and sponsors:

IN-RESTAURANT TRAINING PROGRAMMES

Bocca – which developed and provided barista training, opened up their network of potential employers, with us benefiting from their expertise in the coffee business and the coffee and the machine they provided
Taarttroevers – making wonderful cakes with women and children and delivering products to our restaurant A Beautiful Mess
BKB – for media, sales and communication training

SOLAR PANEL PROGRAMME

Sungevity – which developed the solar panel installation programme and involved employers

SPECIAL PROJECTS

Favela Painting – who decorated the restaurant, provided workshops and coaching and special projects
Ondertussen – our collaboration on workshops for the women’s group
FOAM – photography workshops at the asylum seekers’ centre and an exhibition at FOAM
Stedelijk Museum – putting together an exhibition about refugees in close collaboration
Akzo Nobel – and 50 HR managers who helped people create their CVs
Stedelijk Museum – which also curated and created an exhibition with Michael Barchini and Mary Farwy
Lola Lik – which allowed us to get residents teamed up with their network of creatives
Booking.com – our loyal client for large events
Stadsboeren – organising a dinner event together
Orchestre Partout – bringing us beautiful music
In Between Time – giving us theatre as it should be
Grachtenfestival – participating as a venue and making music together with residents
**FELLOW ORGANISATIONS**

_Dokters van de Wereld & Zorgcafé_ – who attend to care-related issues within our community every week  
_More Than Les_ – for “taalmaatjes”, language lessons and a language café  
_Bee Collective & Awesome Mums_ – women’s empowerment  
_Movement on the Ground & The Student Hotel_ – providing participants for the hotel, exchanging ideas and know-how, sponsoring  
_Solar Cinema_ – organising film screenings together  
_Tijdelijk Museum_ – organising events together  
_Mindsprings_ – psychosocial training  
_VluchtelingenWerk Nederland, Gezondheidscentrum Asielzoekers (GCA), Centraal Orgaan opvang Asielzoekers (COA)_ – regarding the “buurtregisseur” (community officer) and coordinating security measures and assistance and referrals for our residents  
_Dynamo_ – joint organisation of activities like our Iftar meal, and mutual referrals  
_Makers Unite_ – which connects tailors to professional opportunities and takes on exciting projects  
_COA_ – in fine-tuning the programme for residents and for all manner of practical support  
_Upsmart_  
_Bijlmer Hammam_ – together providing more working opportunities  
_Waarmakers_ – who are great neighbours  
_Studio Yalla_ – for meetings and brainstorming sessions  
_Refugee Talent Hub_ – exchanging ideas and know-how

**SETTING UP THE RESTAURANT**

_Lodewijk Keulen_ – for advice on and hands-on support on all things hospitality  
_Jasper Klinkhamer_ – interior decoration and design  
_Casper Reinders_ – contributing advice and ideas  
_Philips Lighting_ – which donated all LED lighting in the workshop and the restaurant  
_Heineken_ – which donated the bar and as well as draught training  
_Intratuin_ – which donated all the plants  
_EME hospitality_ – for advice regarding the restaurant format  
_Ahold Delhaize_  
_Euroline_  
_Casa 400_, for donating materials for the restaurant  
_APS glaswerk_ – for donating glassware for the restaurant  
_Vascobelo_ – for their know-how, allowing us to use the machine and their network of employers  
_Bar Spek_ – for excursions and exchanging knowledge and ideas  
_Grapedistrict_ – for delicious wines and contributing ideas  
_Stapels Vintage Design_ – for the restaurant’s best furniture  
_53 Graden Noord_ – for printed material and window stickers  
_Harris Gin_ – providing free gin at events  
_OrthoPharma_ – for hands-on advice and contributing all manner of ideas  
_Beuk Horeca_ – kitchen appliances  
_Hanos_ – supplier

**SUPPORT ON ORGANISATIONAL MATTERS**

_The Changery_ – for coaching and training  
_De Sesam academie_ – for organisational consultancy and fundraising  
_De Wolven_ – for communication campaigns  
_PWC_ – for advice on VAT and developing a business plan  
_Meneer de Leeuw_ – for advice in developing a vision and a strategy
LINKS

WEBSITES

www.refugeecompany.com
www.abeautifulmess.nl
www.refugeecompanyshop.com

PRESS LINKS

VOLSKRANT

NRC

COFFEE BAR AND RESTAURANT A BEAUTIFUL MESS

ENTRÉE AWARD 2017, BEST OF THE GRID
www.parool.nl/stadsgids/pop-restaurant-in-wasserette-van-de-bijlmerbaies-a4500428

LITTLE BLACK BOOK
www.yourlittleblackbook.me/nl/a-beautiful-mess-amsterdam

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VISITS

VISIT QUEEN MAXIMA
www.at5.nl/artikelen/175760/vluchtelingen-verrast-door-maxima-misschien-ben-ik-wel-een-beetje-verliefd
www.ad.nl/show/verrassing-menaacute-xima-op-dubbele-espresso-bij-vluchtelingen-aa8dd764
blauwbloed.eo.nl/artikel/2017/11/video-maxima-laat-vluchtelingen-stralen-tijdens-werkbezoek
FUNDING
THANK YOU

#TALENTNOURISHMENT
Balance sheet as at 31 December 2017  
*(after appropriation of profits)*

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>EUR</td>
<td>EUR</td>
</tr>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>24,212</td>
<td>19,674</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stocks and work-in-progress</td>
<td>2,338</td>
<td>2,338</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>130,552</td>
<td>14,396</td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>522,570</td>
<td>23,115</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>679,672</td>
<td>59,523</td>
</tr>
<tr>
<td><strong>Foundations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundation capital</td>
<td>22,450</td>
<td>22,377</td>
</tr>
<tr>
<td>Appropriated reserves</td>
<td>572,500</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>594,950</td>
<td>22,377</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td>84,722</td>
<td>37,146</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>679,672</td>
<td>59,523</td>
</tr>
</tbody>
</table>

Statement of income and expenditure for 2017

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>EUR</td>
<td>EUR</td>
</tr>
<tr>
<td><strong>Net turnover</strong></td>
<td>1,200,797</td>
<td>104,978</td>
</tr>
<tr>
<td><strong>Purchase value of sales</strong></td>
<td>-18,821</td>
<td>-10,188</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td>1,181,976</td>
<td>94,790</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of outsourced work and other external expenses</td>
<td>129,633</td>
<td>19,125</td>
</tr>
<tr>
<td>Personnel-related expenses</td>
<td>286,987</td>
<td>19,873</td>
</tr>
<tr>
<td>Depreciation of tangible fixed assets</td>
<td>5,924</td>
<td>1,107</td>
</tr>
<tr>
<td>Other operating costs</td>
<td>186,859</td>
<td>32,308</td>
</tr>
<tr>
<td><strong>Total operating costs</strong></td>
<td>609,403</td>
<td>72,413</td>
</tr>
<tr>
<td><strong>Net results</strong></td>
<td>572,573</td>
<td>22,377</td>
</tr>
<tr>
<td><strong>Appropriation of the results</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Addition to appropriated reserves</td>
<td>572,500</td>
<td>-</td>
</tr>
<tr>
<td>Addition to foundation capital</td>
<td>73</td>
<td>22,377</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>572,573</td>
<td>22,377</td>
</tr>
</tbody>
</table>
Free Food Refugee Company B.V.

Balance sheet as at 31 December 2017
(after proposed appropriation of results)

<table>
<thead>
<tr>
<th></th>
<th>2017 EUR</th>
<th>2017 EUR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>659</td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stocks</td>
<td>2,457</td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>48,581</td>
<td></td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>57,339</td>
<td></td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subscribed capital</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Other reserves</td>
<td>-21,114</td>
<td></td>
</tr>
<tr>
<td>Long-term debts</td>
<td>15,000</td>
<td></td>
</tr>
<tr>
<td>Short-term debts</td>
<td>114,030</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>109,016</td>
<td></td>
</tr>
</tbody>
</table>

Profit-and-loss account
for the period between 11-05-2017 and 31-12-2017

<table>
<thead>
<tr>
<th></th>
<th>11-05-2017 EUR</th>
<th>31-12-2017 EUR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net turnover</strong></td>
<td>368,648</td>
<td></td>
</tr>
<tr>
<td>Purchase value of sales</td>
<td>-238,511</td>
<td></td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td></td>
<td>130,137</td>
</tr>
<tr>
<td>Personnel-related expenses</td>
<td>141,854</td>
<td></td>
</tr>
<tr>
<td>Depreciation of tangible fixed assets</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>Other operating costs</td>
<td>33,337</td>
<td></td>
</tr>
<tr>
<td><strong>Sum of the costs</strong></td>
<td>-20,014</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>-45,114</td>
<td></td>
</tr>
<tr>
<td>Taxes on income from ordinary activities</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Profit after taxes</strong></td>
<td>-45,114</td>
<td></td>
</tr>
<tr>
<td>Extraordinary income</td>
<td>25,000</td>
<td></td>
</tr>
<tr>
<td><strong>Profit after taxes</strong></td>
<td>-20,114</td>
<td></td>
</tr>
</tbody>
</table>