

EMPOWERING WOMEN ENTREPRENEURS

A Study of the Migrant Experience within
Tupperware Brands Germany



TupperwareBrands



GLOBAL FAIRNESS
INITIATIVE

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I: About the Study

This study was developed in response to findings presented in a series of reports produced by the Global Fairness Initiative (GFI) that sought to understand the dynamics and details of the “Empowerment” of women in the Tupperware Brands salesforce in Mexico, Indonesia and Germany. The reports were conducted over four years and included quantitative and qualitative data gathered from nearly 4,000 Tupperware saleswomen through the use of in-person and phone surveys as well as focus groups. Additional data on Tupperware’s Germany salesforce was also collected separate from the GFI reports by the firm COBUS for a separate study commissioned by Tupperware. The combination of findings from these reports form the basis for this study which seeks to look more closely at the specific condition of “Empowerment” for representatives of migrant communities in Tupperware’s German salesforce. The goal of the study is to determine how Tupperware Brands’ unique direct sales model and “Empowerment” dynamics manifest within the context of a migrant workforce in Germany, and to better understand certain conditions and commonalities of the “migrant experience” in that country.

Building off of the previous studies in Mexico and Indonesia, the Germany study conducted by GFI in 2014 detailed a process of personal and professional transformation within Tupperware Germany’s salesforce. Key findings included a clear shift in women’s self-perception, seeing themselves as less shy and more motivated and independent. In addition, Tupperware saleswomen saw themselves as entrepreneurs and businesswomen, rather than employees, and they experienced social gains, expanding their social and professional networks. These core “spheres of impact” that extend from a woman’s work with Tupperware serve as a lens through which this study seeks to understand German saleswomen of a migrant background.

With migration playing a central role in the future economic and social composition of Germany and other OECD economies, this report provides deeper understanding of the links between the migrant experience and the “Tupperware Effect” within Germany’s salesforce.

Key findings include insights on how women from a migrant background experience deeper social and economic barriers when compared with a native population and how Tupperware is particularly well positioned to address the unique challenges of migrant women.

Combined with the three previous country studies, this study on migrant saleswomen adds another layer of context and conclusions on how Tupperware offers a largely unique opportunity for women to overcome entrenched social and economic challenges and maximize their entrepreneurial success. This is the case whether a woman is operating in her country of origin, or as a recent migrant to Germany, as is the context for this study.

II: Methodology

Building on the previous studies conducted by GFI and COBUS, this report focuses on understanding the migrant experience, the challenges migrant communities face, as well as the opportunities Tupperware provides them to overcome these barriers.

GFI began the study with a gap analysis to better frame the migrant experience. Through extensive desk research, GFI compiled key social and economic data on women in Germany with migrant backgrounds, including information on employment and education levels, as well as the most current research related to the challenges faced in Germany's migrant communities.

Continuing from the gap analysis, GFI compared and analyzed previous data collection and reports by GFI and COBUS on women's empowerment within Tupperware Germany to highlight trends and unique characteristics of the migrant experience with Tupperware.

Both phases helped form the basis to build a narrative expansion to interpret and expand upon assumptions and trends related to the migrant experience. With the help of Tupperware Germany, GFI was able to interview over a dozen saleswomen from a migrant background, including a mix of first and second-generation migrants. These women included Party Managers, Team Managers, and Team Leaders. They were conducted in both German and Turkish.

Through the interviews, GFI was able to expand on trends and understand how the "Tupperware Effect" interacts with the migrant experience. In particular, GFI applied its knowledge in the areas of female empowerment and economic development to draw conclusions on how Tupperware's value proposition uniquely fits the migrant context. The report concludes with areas of opportunities based on insights gained from these interviews.

III: Key Findings

- Germany receives the largest number of immigrants in Europe
- Historical and political factors have led to different outcomes and experiences for Germany's migrant communities
- Speaking about these communities requires nuance (i.e. there isn't just one "Turkish community," but rather a series of diverse communities, better described as a diaspora)
- Overall, migrants in Germany face additional social and economic challenges compared to Germans without a migrant background
- Tupperware provides an opportunity to women from a migrant background, particularly those who are first-generation, to overcome some of these challenges
- Women from a migrant background experience the same improvements in their self-confidence and speaking skills, as well as an enlarged social and professional network as their native German counterparts
- Tupperware offers a range of opportunities and inputs that all women can use as tools on their path to empowerment. Each women's path and the "tools" they require may be different, but the outcome is the same
- For migrant women with limited German proficiency, Tupperware provides a platform to earn an income and rise to leadership roles that might not be available to them in other professional settings
- Tupperware gives migrant women the ability to succeed, based on their individual preferences and level of comfort within a linguistic and cultural context
- Tupperware has the opportunity to embrace the unique cultural differences and diversity of saleswomen and customers that a migrant salesforce brings, and less the power of integration that Tupperware potentially offers

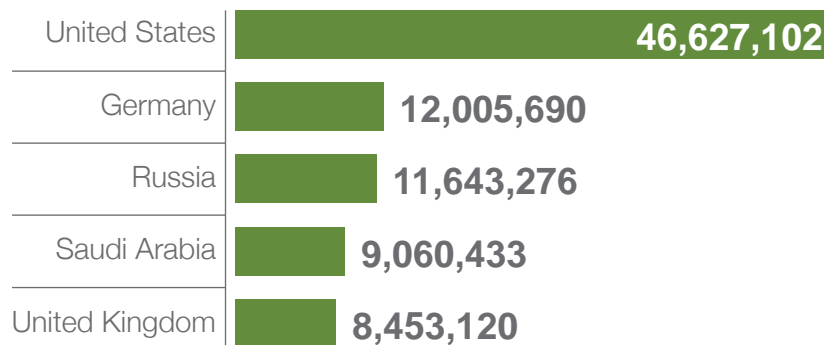
IV: The Migrant Context in Germany

In order to provide a frame of reference to the migrant experience within Tupperware’s salesforce, this section will discuss how migration patterns in Germany compare globally, while also focusing on the local patterns. In addition, a historical background is included to provide context on how key migrant groups became established over time. Finally, demographic data will show how these populations compare nationally within Germany, as well as the challenges faced by migrant communities today.

Global Migration and Germany

With its advanced economy and high standard of living, Germany remains one of the most popular destinations for immigrants globally. Home to over 12 million immigrants, Germany currently hosts Europe’s largest migrant population in absolute terms, with close to 13% of its population being foreign-born. Germany’s rate of foreign-born residents as a percentage of population is similar to that of the United States, though lower than some other OECD economies, such as Switzerland and Canada.

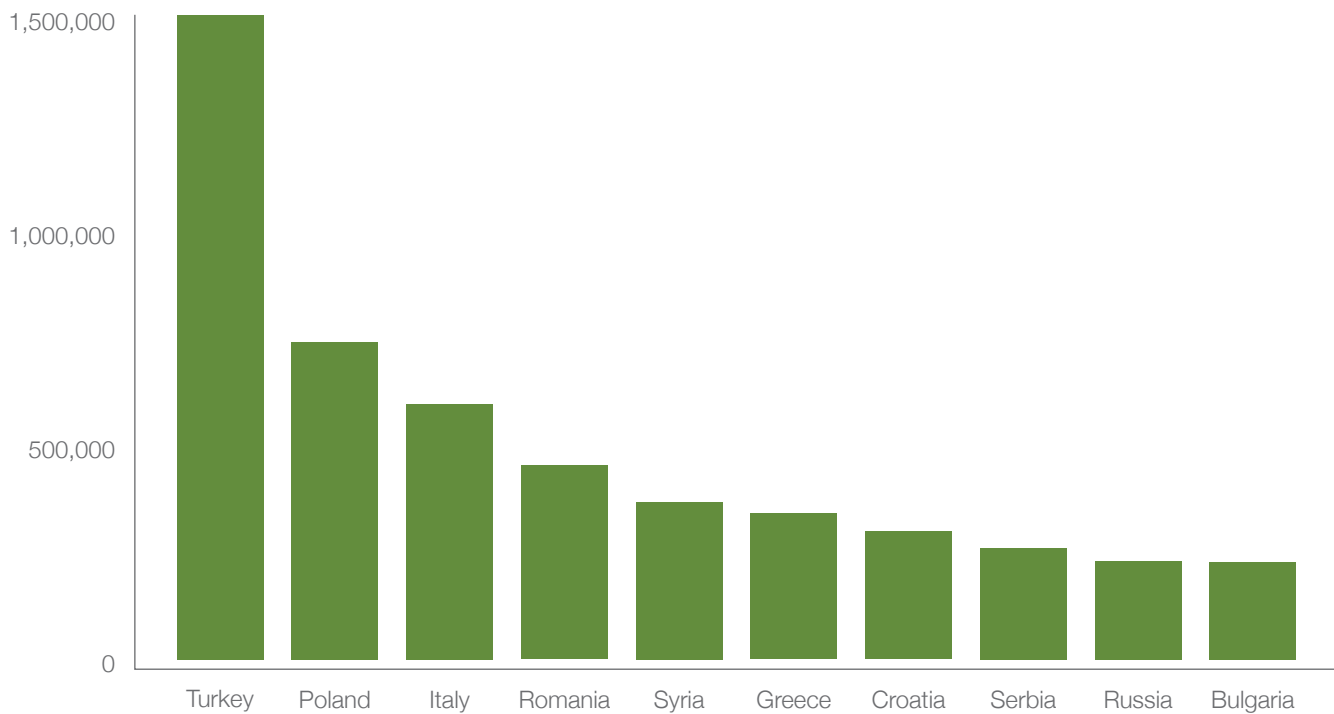
Countries with Highest Number of Immigrants



Source: United Nations: Trends in International Migrant Stock¹

Over 15 million Germans have at least one parent or grandparent who is foreign-born, and thus **roughly one in five Germans have ties outside of the country**. As a result, Germany stands as one of the most relevant countries in terms of the migrant experience in Europe.

Resident Foreign Nationals in Germany by Citizenship—2015



Source: Ausländische Bevölkerung—Fachserie 1 Reihe 2—2015¹

Note: This graphic represents those that claim citizenship in another country. This does not represent different ethnic groups that are German citizens.

A History of Migration in Germany

Following the end of World War II, West Germany experienced labor shortages during its economic recovery.¹ To meet business demand, the West German government signed guest worker agreements with a number of countries between 1955 and 1968. The programs were designed to be temporary, with work rotations as short as two years.

While only 72,000 foreign workers lived in West Germany in 1952, this number soon reached over 2.6 million by 1972, with the largest groups coming from Turkey, the former Yugoslavia, and Italy. Following the first oil crisis of 1973 and the resulting economic recession, West Germany began restricting businesses from recruiting guest workers, essentially halting the net inflow of migrants until the late 1980s. Guest workers already in West Germany at the time faced a difficult decision: remain in Germany to weather the crisis or return home, knowing that the trip would likely be one-way. Many chose to remain and have their spouses and children relocate to Germany. Through the 1970s and 80s, these “guest workers” began establishing more permanent communities.

¹ The history section of the report will refer to West Germany until German reunification in 1990, as migration to East Germany was relatively minor. In Germany today, the vast majority of the countries migrants continue to reside in states belonging to what was once West Germany.

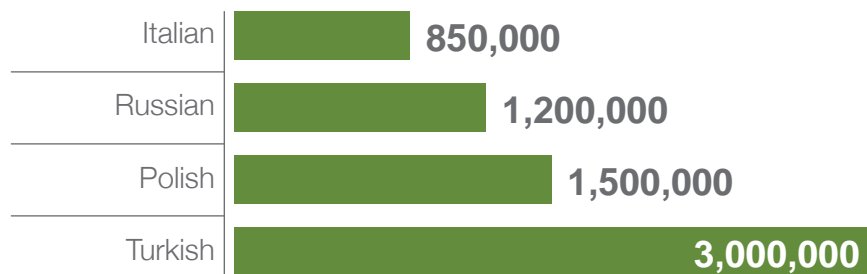
Between the late 1980s and early 1990s, hundreds of thousands of ethnic Germans² began migrating to Germany from Central and Eastern European countries and the USSR, known locally as *Aussiedler*, or “late emigrants.” Unlike guest workers, the *Aussiedler* were legally entitled to substantial benefits upon arrival, such as the ability to acquire German citizenship and access public assistance. Although they could trace their ancestral roots to Germany, few spoke German and most were more culturally and linguistically linked with their countries of origin, speaking Russian as their mother tongue.

Migrant Communities in Germany Today

Under legal requirements and standard practices, Germany does not ask its residents to identify by their ethnicity in its main census data.ⁱⁱⁱ Instead, the government collects data on those with a “migrant background,” which can include first, second or even third-generation residents who have at least one parent or grandparent born outside of Germany.³ Therefore, the basis for understanding migration and migrant communities within Germany is more nuanced than in other countries.

According to the most recent Microcensus conducted by Germany’s Federal Statistical Office, some 16.4 million people in Germany had some type of migrant background in 2014, representing 20.3% of the total population. These numbers include both those who currently possess citizenship from those countries and also those with a parent or grandparent born abroad.

Top Four Migrant Groups in Germany



Source: 2014 Migration Data, Bundesamt für Migration und Flüchtlinge^{iv}

The Refugee Crisis

Although the focus of this report is on migrants, it is worth noting the difference between migrants and refugees given the recent spike in the number of applications for asylum in Germany. In general, migrants chose to move to a new country while refugees are forced to flee their country due to conflict or persecution. Due to ongoing conflict in regions across the Middle East and parts of Africa, especially Syria, Iraq, and Afghanistan, record numbers of refugees have been arriving in Europe, with Germany receiving the largest number by far. Although exact figures are not yet available, projections show that Germany is set to register more than one million refugees, with some estimates showing that numbers will reach 1.5 million by the end of 2016.

² Ethnic Germans refers to people of German descent. Historically speaking, groups of ethnic Germans have lived in communities outside of modern Germany for centuries. Up until the early to mid-twentieth century, these ethnic Germans largely maintained their language and culture, while living amongst other ethnic groups in countries such as the Czech Republic, Poland, Romania, and Russia.

³ This figure does not include the estimated 12 million ethnic Germans residing outside of Germany who moved there, sometimes forcibly, following the end of World War II.

Migrant Communities in the Tupperware's German Salesforce

Based on data collected by COBUS, approximately 10-15% of Tupperware Germany's salesforce come from a migrant background. Of the salesforce identified as having a migrant background, the two largest migrant groups are the Turkish and Russian diasporas. Both due to their representation in the salesforce and the availability of direct and indirect data and information on these groups, this study includes some additional background on these two groups.

The Turkish Diaspora

The Turkish diaspora represents the largest minority group in Germany today, with over 3 million Germans having some ties to Turkey. This highly diverse group encompasses first, second, and third-generation migrants, made up of ethnic Turks, as well as other ethnic minorities, such as Assyrians and Kurds, originating from Turkey.

The Turkish diaspora can be categorized as extremely pluralistic in terms of its social, economic, cultural, and religious characteristics. While a majority identifies as Muslim, only a minority of Turkish Muslim women in Germany wears the headscarf, for example.^v At the same time, some communities, especially those whose migrants come from smaller, rural villages in the Anatolia region of Turkey, adhere to more conservative values and norms, particularly regarding gender. In these communities, traditional values sometimes discourage women from having a full voice in household decision-making, with many fathers and husbands preferring them to stay home or work only amongst other women.

The Russian Diaspora

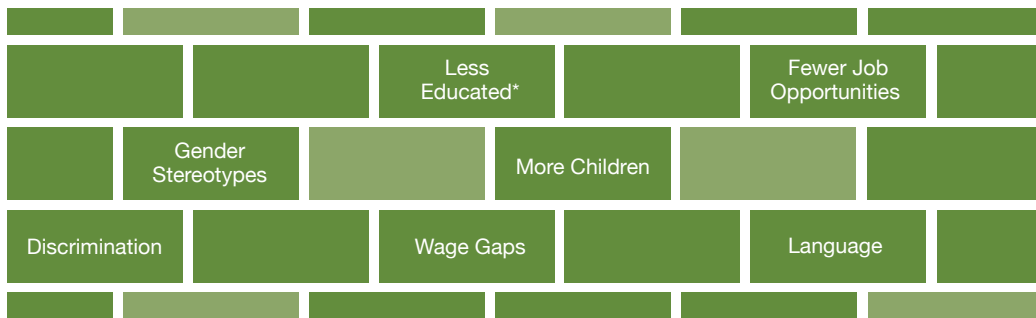
Much like the Turkish diaspora, Germany's Russian diaspora is extremely diverse and includes ethnic Russians, Russian Jews, and Russians with an ethnic German background, known as *Aussiedler*. The latter form the majority of Germany's Russian-speaking community today. There are currently close to 1.3 million Russian migrants residing in Germany today, though this number may be underestimated as many have acquired German citizenship.

Compared to the Turkish diaspora, the *Aussiedler* received a number of advantages, in particular German citizenship, although this right was not immediately extended to spouses who were not from a German ethnic background. As a result, some 85% of Russian immigrants hold a German passport.^{vi} Additionally, they received special assistance in housing, language and general orientation courses, and vocational training, as well as access to German benefit schemes. Legislation passed in 1993 created quotas for ethnic German migrants, as well as language requirements in 1996. Although these measures led to a slight decline in their numbers, the *Aussiedler* continue to make up one of the largest diasporas in Germany today.

V: Challenges for Migrants in Germany

The average migrant woman, particularly first-generation women, must overcome a litany of challenges that her average native-born German peer does not. On a personal level, she must learn to navigate the challenges of living in a foreign country where local customs and language differ, sometimes starkly, from her own. More broadly, she faces distinct challenges in the areas of employment, education, language, as well as cultural attitudes and perceptions. As a result, her life experience may differ markedly from that of her native counterpart.

Barriers for First-Generation Migrant Women

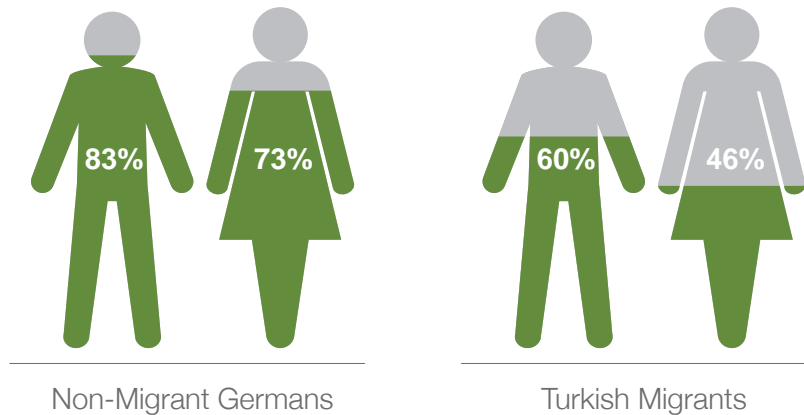


**This is true for Turkish migrants, not Russian migrants in the Tupperware Germany salesforce*

Economic Opportunities

In terms of employment and participation in the economy, migrants within Germany experience rates of unemployment double to that of those who do not have a migrant background.^{vii} Overall, they participate at lower rates in the labor market and experience higher rates of long-term unemployment. Turkish women are most affected, with less than half participating in the German labor market.

Labor Force Participation Rates By Origin and Gender



Source: German Federal Statistical Office^{viii}

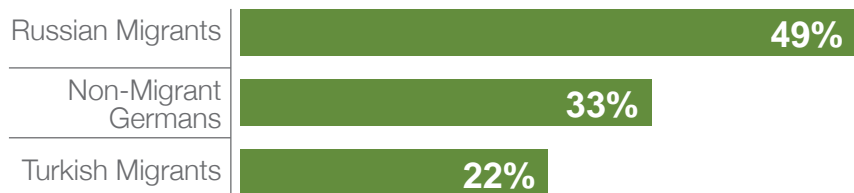
While all women in Germany face a wage gap with men, the wage gap for female immigrants is 50 percent larger than the gap for native German women, suggesting that immigrant women face considerable barriers in the job market.

The wage gap for female immigrants is **50%** larger than that of native-born women

Education

Educational attainment remains a challenge for those from a migrant background. Many first-generation migrants arrive with a lower level of education than the German average, especially Turkish women. They may find it difficult to find work in a competitive job market that values higher education and formal qualifications. Many first-generation migrants from the Turkish diaspora, particularly from more conservative communities, have not received education beyond primary or secondary school.

Percentage of Tupperware Germany’s Salesforce with University or Vocational Degrees



Source: COBUS*

For second and third-generation migrants, however, the statistics are much more similar to their native German peers with roughly 70% completing secondary school and obtaining their school-leaving certificate. Educational barriers persist for second and third-generation migrants at higher levels of education with only 14% of those with a Turkish background go on to achieve the *Arbitur*, Germany’s highest high school graduation certificate that allows students to enter university. At the same time, children of *Aussiedler* origin go on to attend university a higher rate than the Germany population overall, showing that educational attainment among migrants varies significantly between generations and groups.^x

Language

Similarly, a migrant woman’s proficiency in the German language tends to have a strong influence on their ability to find employment and integrate into German society. Recent data shows that the wage gap for those with no German writing skills can be as high as 30%.^{xi}

The wage gap for those with no German writing skills can be as high as **30%**

For first-generation migrants, mastery of the German language has been a challenge for women who arrived in earlier waves. During the 1960s and 1970s, the German government provided few language courses for guest workers. This trend largely continued in the 1980s, as the families and spouses joined these workers once family reunification legislation came into effect. In communities where the women were expected to stay home, opportunities to learn German remained scarce, leading to low levels of fluency. This was especially the case for wives from more traditional communities in Turkey.

Cultural Attitudes

Migrant women must confront discriminatory opinions against their communities, as well as internal cultural dynamics that discourage gender equality.

In Germany, women from a migrant background encounter discrimination on the basis of their national origin. According to one study, job applicants with Turkish surnames received fewer responses than those with German surnames. While a clear majority of Germans approve of immigration from other EU countries, a 2015 poll found that 57% were against immigration from non-EU countries, demonstrating that public opinion towards migrants may provide challenges to these communities.^{xii} At the same time, migrant women in the Turkish diaspora sometimes experience limiting gender stereotypes within their own communities. More conservative communities emphasize traditional gender roles in which men are considered to be the primary decision-makers and women are primarily seen as limited to their roles as mothers and caregivers. As a result, these women have grown up with limited opportunities and autonomy. In these cases, some fathers and husbands actively discourage women from pursuing a career. While this is not true for all Turkish women and may not even be true for the majority of Turkish women, these stereotypes do exist within some Turkish communities.

VI: The Tupperware Woman and the Migrant Experience in Germany

All women, regardless of where they live, experience economic and social barriers related to gender inequality. They encounter difficulties in the job market, from wage gaps to cultural norms that limit the roles of women. As mothers, they face the additional challenge of balancing work with childcare. Migrant women in Germany, as outlined above, face those same challenges, but often in more extreme terms or combined with additional barriers.

Based on an analysis of COBUS' report and GFI's research and interviews on the migrant experience in Germany, it is clear that Tupperware provides migrants in Germany a platform to help overcome not just the challenges they face as women and working mothers, but those which are specific to the migrant experience.

Level Playing Field

Tupperware provides migrant women a unique opportunity to succeed and advance into leadership roles that otherwise might not be available to them in other professional settings within Germany due to the educational and linguistic barriers they face.

As referenced above, many first-generation Turkish women are not as well educated as their peers and have not fully mastered the German language. As a result, they find few job opportunities open to them, mostly low-wage positions in the service industry, such as housekeeping, food sales and preparation, or tailoring. However, within Tupperware, migrant women find a rare opportunity to succeed based on performance, regardless of their education levels.

“At Tupperware, everybody can join even without an education or German language skills.” —TEAM MANAGER, FIRST-GENERATION MIGRANT

Furthermore, because of the independence that Tupperware provides women as entrepreneurs, migrant women have the opportunity to work within their cultural and linguistic communities, according to their level of comfort and preference. For established groups, such as the Turkish and Russian-speaking diasporas, this provides women the opportunity to succeed despite linguistic barriers and limitations. Where migrant women might feel disempowered by lower levels of proficiency in German, Tupperware provides them a unique opportunity to succeed and to advance into leadership roles.

“In no other profession would women be able to advance to leading positions without mastering the language” —TEAM LEADER, FIRST-GENERATION MIGRANT

Finally, while migrant women, including those surveyed for this study, did experience levels of discrimination in Germany, the majority of women did not perceive any biases within their work with Tupperware in Germany and valued that their success and advancement was directly attributable to the level of effort they invested.

“[Tupperware] are not interested if you are German or not. They truly look how successful you are and you get paid for what you have accomplished.”

—TEAM LEADER, FIRST-GENERATION MIGRANT

“When my daughter turned 16 and went to get a passport, she first decided not to take my maiden name because she thought that not having a German name makes everything more difficult in life. At the time, I had just received my Mercedes C Class from Tupperware. My name was on it in big letters. I showed her the car to teach her that I earned it without a German name and that it is not our name that matters, but our accomplishments.” –TEAM LEADER, FIRST-GENERATION MIGRANT

As reported in GFI’s previous study of the salesforce in Germany, Tupperware is seen as a fair company with flat hierarchies and equal opportunities for promotion and success. The ability to succeed based on merit, regardless of education, language, or cultural backgrounds is highly valued by all women in Germany, but is particularly true for women with a migrant background.

Support Family

“Finding a job with more than one child is very, very difficult in Germany”
–TEAM LEADER, FIRST-GENERATION MIGRANT

Tupperware allows women to work when they want, how they want, and where they want, especially those with families. This is particularly important for women from a migrant background who typically have more children than the German average.

Average Number of Children by Migrant Background in Tupperware Germany

Turkish Origin	Russian Origin	Non-Migrant German
2.2	1.8	1.6

Source: COBUS^{xiii}

“At Tupperware nobody was interested in my family situation, I have never been asked how many children I have”
–GOLD TEAM LEADER, FIRST-GENERATION MIGRANT

In addition, in some of the more conservative Turkish communities, cultural and gender stereotypes discourage women from working outside the home and expect women to manage most, if not all, of the household responsibilities themselves. As a result, migrant women sometimes have greater household obligations. During GFI’s interviews, flexibility was the most frequent advantage cited about working with Tupperware. Some migrant women also emphasized that they valued the flexibility in being able to determine their workload and increase or decrease their level of responsibility without penalties.

“All careers are open to everybody to figure out which position you are most comfortable with . . . If you take a step ahead and recognize that you do not like it, you can always take a step back again and continue as a host or party manager”

—GOLD TEAM LEADER, FIRST-GENERATION MIGRANT

Finally, Tupperware’s mostly all women workforce is particularly attractive to migrant women, especially those from the more traditional Turkish communities that place an emphasis on gender-segregated activities. Interviews by GFI showed that several women from a Turkish background were drawn to Tupperware because it provided them an opportunity to work exclusively with women. This conclusion was also highlighted in the COBUS report that stated salespeople from a Turkish background were more likely to cite the ability to work with other women as an advantage to the job.

“Turkish women couldn’t work in many places just because their husbands wouldn’t let them. However, [with Tupperware] more husbands started letting their wives work as this job was between women.”

—TEAM LEADER, FIRST-GENERATION MIGRANT

Community

Contact between migrant and native Germans is common in the more everyday interactions of shopping, visiting the doctor, or other more commercial exchanges, but this engagement often breaks down at the community and professional level. Migrant groups in Germany can be less integrated culturally and, therefore, more isolated within communities representing a similar background. This can also be the case in the workplace where certain jobs, particularly low-skilled ones, are dominated by migrants while positions in the “professional sphere” tend to employ mostly native Germans. This has created a condition in Germany where many migrants are neither neighbors nor peers of native Germans. Tupperware, however, allows women to expand beyond these more everyday interactions through an opportunity to connect as peers based on their shared interests, motivations, and pursuits as entrepreneurs. They value getting to know women from a variety of backgrounds and professional experiences, and the network it provides them.

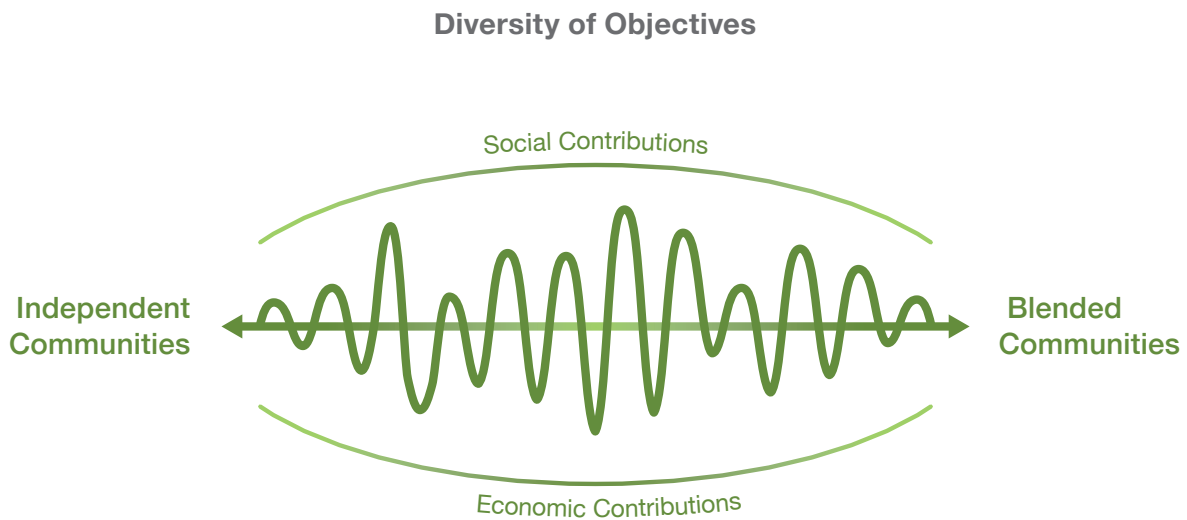
How each Tupperware saleswoman chooses to expand her network, however, depends greatly on personal preferences and often on individual language skills. The majority of first-generation migrant women report initial difficulties learning and mastering the German language, influencing where they find success as individuals and within a team. While some cite that Tupperware provides them an opportunity to practice their German, most first-generation women were more likely to sell within their linguistic communities.

“At a time, for example, where we had lots of Turkish who did not understand German, so we did meetings in Turkish.”

—TEAM LEADER, FIRST-GENERATION MIGRANT

For second and third-generation women, who are more likely to be fluent in both their family’s native language and German, they had a diverse set of motivations and networks. For some, they used their role as Tupperware saleswomen to expand their networks outside of their family’s cultural communities and interact with more native Germans. Others chose to use Tupperware as a way to help their communities and share these opportunities with women of similar backgrounds. While others used their unique bilingual position as a bridge between communities, selling to both of the communities they belong to and opening up markets that might otherwise be closed off to monolingual saleswomen.

Tupperware provides an opportunity for women to expand their networks and interact with others, but how they do so and with whom, is largely an individual choice.



Key Themes

Based on GFI’s research, interviews, and analysis of previous reports, there are several key themes that together elaborate on the migrant experience in Germany and, in particular, within the Tupperware salesforce.

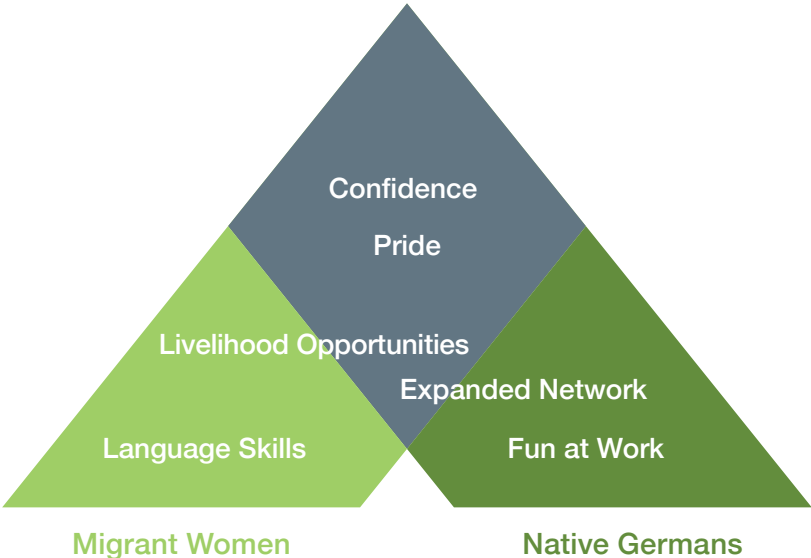
First, when exploring the migrant experience in Germany and Tupperware Germany, it is important to recognize the diversity of and within the migrant communities in Germany. One key difference is the experiences between first-generation and second or third-generation migrants. For example, while a second-generation migrant women might have strong cultural and linguistic ties to her parents’ community, she will also have significantly more ease in engaging and succeeding within her Germany community, having been educated within Germany and, most likely, being fluent in German.

Second, while acknowledging the diversity of the migrant communities in Germany, there are some common challenges that most first-generation migrant women experience. As outlined above, many of the challenges are similar to those faced by German women, but, on the whole, tend to be amplified and are more likely to be compounded with others. For example, while balancing work and childcare is challenging for all women in Germany, migrant women often face additional challenges in lower education levels, lack of Germany fluency, and sometimes more rigid gender stereotypes, providing them with even fewer opportunities to work or engage with others outside of the home. As a result, their motivations for joining Tupperware, the opportunities that Tupperware provides them, and the path to empowerment may be different from that of native German women.

GFI’s previous study of the salesforce in Germany showed that two of the top advantages that Tupperware offered German women were the larger social network and the ability to have fun at work. In comparison, migrant women cite livelihood opportunities, personal independence provided through work, and the ability to improve their language skills—both in terms of confidently speaking in front of others as well as fluency in German. These differences highlight the divergence of experiences and opportunities that these women face on a daily basis. For German women, job opportunities exist, but they are often not identified as rewarding, fulfilling, or fun as Tupperware. In addition, German women tend to have smaller social networks than their migrant counterparts, so they value this aspect of Tupperware more. Migrant women, on the other hand, often have fewer livelihood opportunities than their German counterparts and fewer opportunities to engage with others in a meaningful, professional way. The COBUS report showed similar findings, citing that “Turkish women see their employment with Tupperware as a professional opportunity. In contrast, for the German control group, employment is a primarily an opportunity to combine enjoyment of work and income.”^{xiv}

Despite these differences, however, saleswomen in Tupperware Germany, regardless of background, all experience positive personal changes as a result of their engagement with Tupperware. Most commonly, they report an increase in self-confidence and pride in their accomplishments. This was echoed throughout GFI’s interviews and COBUS’ report. In addition, all women cite flexibility as one of the top advantages of working with Tupperware.

Motivations and Shared Outcomes of Working with Tupperware



VII. Conclusion & Areas of Opportunity

Reflecting on these key themes and the information gathered from GFI's interviews and COBUS' report, there are compelling similarities to GFI's previous studies in Mexico and Indonesia. While care should be taken not to exaggerate similarities between groups and contexts as diverse as Mexico, Indonesia, and migrant communities in Germany, outlined below are some comparisons for further exploration and analysis.

In both Mexico and Indonesia, the impact Tupperware had on a woman extended beyond herself and her family, but also to her community. Women reported a strong culture of giving within Tupperware and GFI found that most women invested in their communities, either by supporting community programs (in Mexico) or charitable programs (in Indonesia). In Germany, however, GFI's report found that the spheres of impact were more individualized and more directly focused on the specific German saleswoman and her family. It is not necessarily that German women do not invest in their communities, but rather that their work with Tupperware did not create an increase in their likelihood to do so. For migrant women, however, there is some indication that they perceive a greater sense of connection with their larger communities. For example, Turkish women were more likely to cite a desire to help other Turkish women and improve the perception of the Turkish community among native Germans. This suggests that some dynamics of the "Tupperware Effect" on a woman's community found in the Mexico and Indonesia studies could offer a lens through which to view the migrant salesforce dynamic.

Another potential similarity, is the core motivations for working with Tupperware. In both the Mexico and Indonesia studies, saleswomen cited the financial benefits and the professional opportunity as top motivating factors. As highlighted previously, German women generally were more likely to cite enjoyment of the work and larger social networks as factors while migrant women in Germany demonstrated a greater affinity with women in Mexico and Indonesia by citing financial and professional motivations. This comparative lens can also be found in the emphasis placed by migrant Turkish women and their counterparts in the Indonesia study on the importance of being able to work with an all women workforce. This is likely explained by similar cultural and religious norms between the groups, but it does speak to the importance of understanding migrant communities in a context beyond just their relationship with their country of emigration.

There are of course important differences between migrant saleswomen in Germany and their native German counterparts or those in Mexico and Indonesia, and it is important to look closely at each groups' unique needs, challenges, desires and contexts to determine how best to engage them. As a starting point to do so, GFI's research, interviews, and analysis of the migrant salesforce in Germany, and the migrant experience in Germany overall, offers some potential opportunities worth consideration.

- **Offer Tupperware trainings and hold meetings in multiple languages.** Women from a migrant background value training programs to help further their skills as entrepreneurs and while some are fluent in German, others are not, and providing trainings in multiple languages will allow more women to take advantage of them.
- **Embrace the unique cultural differences and diversity of saleswomen** and customers that a migrant salesforce brings, and less the power of integration that Tupperware potentially offers. Many migrant women retain strong links to their migrant communities, regardless of their fluency in German, and these networks should be viewed as opportunities. Migrant women do not have a singular goal of integrating fully into German communities, so creating the networks to support an entirely Turkish group or Russian group, could support this expansion.
- **Expand destinations for trips.** Trips to Turkey, Russia, Greece, for example, are more likely to be higher motivators for those from those migrant communities.
- **Offer guidance on how to balance Tupperware with family responsibilities.** In GFI's previous Germany study, only 20% of women reported an increase in family support after joining Tupperware and multiple women surveyed for this study reported a decrease in family support. This is noteworthy because in Mexico and Indonesia the majority of women reported increases in family support—47% and 79%, respectively. Without additional information, it is difficult to draw conclusions on why this would be so different in Germany, both across native and migrant German communities, but it is worth exploring.

NOTES

- i **United Nations.** “Trends in International Migrant Stock: The 2015 Revision”, UN.org. n.d. Web. 26 Aug. 2016, <<http://www.un.org/en/development/desa/population/migration/data/estimates2/estimates15.shtml>>
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