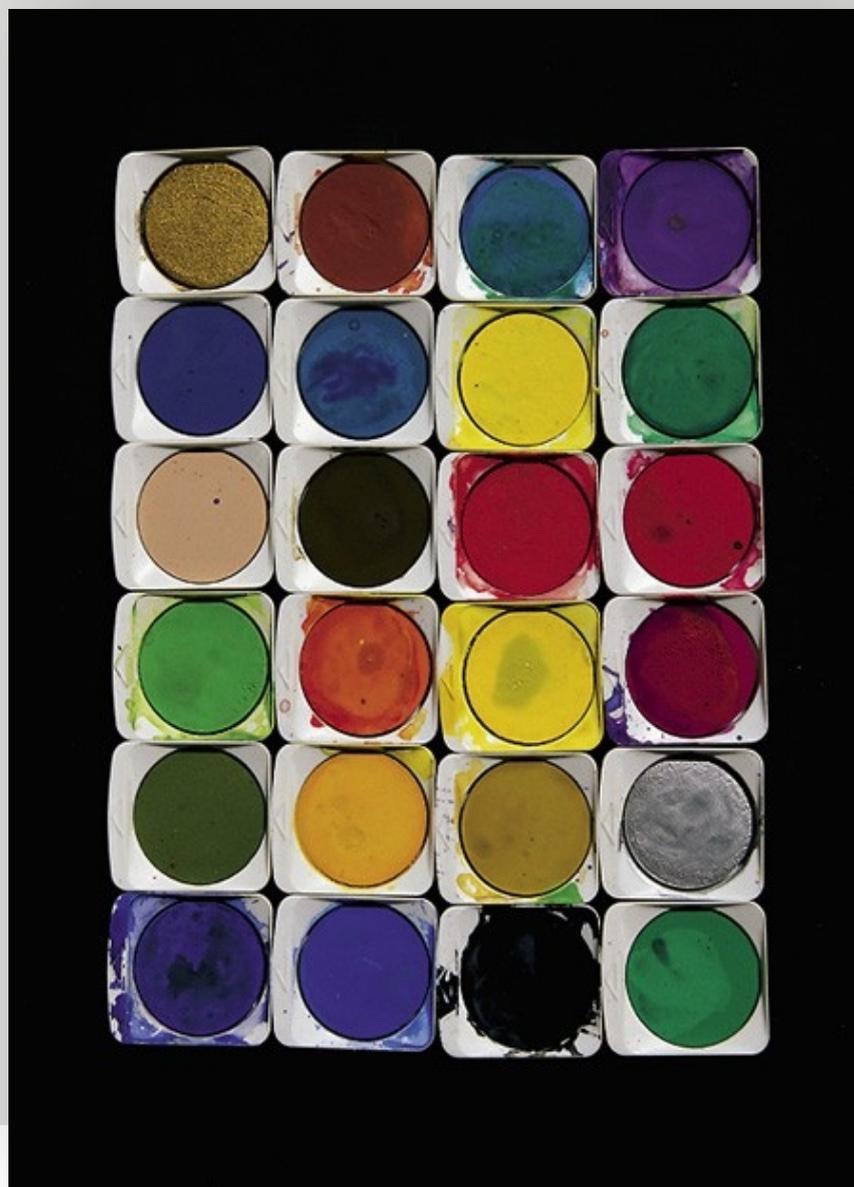


A TOOLKIT FOR EMPLOYERS



PROMOTING EQUALITY IN DIVERSITY
MIGRATION-INTEGRATION

AN AGENDA FOR ACTION





ILO - INTI: PROMOTING EQUALITY IN DIVERSITY: INTEGRATION IN EUROPE

This Employers Toolkit has been prepared by the Irish Business and Employers Confederation (IBEC) as a component of an 'agenda for action' on migration-integration.



Promoting Equality in Diversity An Agenda for Action

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The 'agenda for action' is a package of materials and practical guides intended to support social partners in preventing discrimination and facilitating integration in workplaces.

Materials comprising this package include:

- research and evaluation of integration indicators
- a compilation of practice profiles of measures and activities by employers, unions, government authorities and other actors
- orientation pamphlets and 'tool-kits' for employers, trade unions and church organizations
- a comprehensive practitioners handbook, and
- a practice evaluation methodology.

These materials were elaborated by a multi-partner INTI project "Promoting Equality in Diversity: Integration in Europe," implemented by the International Labour Office and partners with the financial support of the European Union INTI program administered by the EC Directorate General on Justice, Freedom and Security.

The partners in this project are:

- Centre for Social Innovation, Austria;
- Churches Commission for Migrants in Europe (CCME), Brussels;
- Europa-Kontakt, Berlin;
- International and European Forum on Migration Research (FIERI) Turin, Italy;
- Irish Business and Employers Confederation (IBEC); and
- Irish Congress of Trade Unions (ICTU).
- The ILO International Migration Program provided coordination and technical support.

These materials may be freely reproduced with mention of source. Written notification is appreciated. Comments and suggestions for improvements are welcome. All correspondence should be addressed to: Mr. Patrick Taran at taran@ilo.org

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INTRODUCTION



ILO - INTI: PROMOTING EQUALITY IN DIVERSITY: INTEGRATION IN EUROPE

Dear fellow employer representative, employer, manager or entrepreneur,

In today's world, we are all confronted daily with the realities of our changing societies and workforces as well as the worlds and sectors we operate in. One of the elements in many of our workforces is an increasingly diverse workforce; diverse in many ways including individuals cultural backgrounds. This diversity has the capacity to be hugely beneficial for everyone involved, but it does also involve some challenges, and as employers there is a role for us to play and we all have a number of responsibilities.

This toolkit contains a number of materials that we hope will help you to refocus your minds on the issues at stake or perhaps to give you some ideas of possible actions or strategies for your organisation to take. This is certainly not intended to be an exhaustive list, or to put forward the only way of doing things – you are the ones who know your businesses best and are in the best position to realise what is necessary, but hopefully the toolkit will provide some assistance and inspiration.

The toolkit has been prepared to provide general ideas that may be possible Europe-wide, but in using them practitioners should take care that they take into consideration the relevant legislation in the country that they operate in.

IBEC was delighted to participate in this project and I would like to take this opportunity to thank the ILO for the opportunity and their continued support as well as our partners in the 'Promoting Equality in Diversity: Integration in Europe' project.

Finally, none of this would have been possible without the financial support of the European Union and DG Justice and Home Affairs in particular, we thank them for that support.

Yours sincerely,

A handwritten signature in black ink that reads 'Maria Cronin'.

Maria Cronin
Director – European and Social Policy
IBEC



CULTURAL DIVERSITY IN BUSINESS

Guidelines for addressing discrimination and promoting
integration in workplaces

DIVERSE WORLD, DIVERSE BUSINESSES

Regardless of whether you already employ migrant and minority ethnic workers or not, cultural diversity is an issue for your organisation, with all the opportunities and challenges that come with it. Cultural diversity is, of course, only one aspect of diversity within an organisation and within society.

Many organisations are now diverse workplaces and, at the same time, operate in increasingly diverse national and global business environments. Small businesses through to large global corporations face similar issues with regard to diversity, albeit on a different scale.

Migrant and minority ethnic workers are often listed amongst the most vulnerable sections of society. It is important that business takes a lead in ensuring that migrant and minority ethnic workers are supported. The positive aspects of cultural diversity will not be realised where migrant and minority ethnic workers are sidelined.

Discrimination on the grounds of racial or ethnic origin is illegal under EU law. Organisations have a legal obligation not to discriminate. They must comply with the principle of equal treatment. The last page of the pamphlet contains definitions of racism and other relevant terms.

A STEP IN THE RIGHT DIRECTION

Releasing the potential that comes from non-discriminatory environments is not only about non-discrimination against migrant workers in employment, but also about, for example, selling goods and services to migrant communities, and operating in diverse environments.

The information provided here is designed to help organisations to begin to tackle discrimination against migrant and minority ethnic workers, to provide for their inclusion and integration, and perhaps even build diversity into all business activities.

This pamphlet will highlight practices that have been and can be implemented by

businesses in order to tackle discrimination against migrant and minority ethnic workers and to provide for their integration. Small firms and larger employers can implement these practices. Because of different business structures, it is up to you to see who in your organisation would be most appropriate to take charge.

Where there is a legal requirement not to discriminate, i.e. based on the principle of equal treatment, this will be highlighted. In all other cases, the actions are suggestions of best practice for how to effectively tackle discrimination and promote integration.

Some actions may be more appropriate for your situation than others – equally you do not need to do everything at the same time. The pamphlet will address the key issues in the following order:

- Why should my business take action?
- Whom can I employ?
- How can I tackle discrimination as an employer?
- How can I tackle discrimination as a business or services provider?
- How can business tackle discrimination at national and international level?
- Whom should I contact for assistance?

WHY SHOULD MY BUSINESS TAKE ACTION?

A recent EU survey indicated that 83% of businesses found that diversity initiatives had a positive impact on their business. The business case for embracing diversity with regard to migrant and minority ethnic workers is driven by a combination of ethical reasons, legal obligations and the potential business benefits and opportunities that can accrue:

- Companies must comply with equality and anti-discrimination laws;

- Enhanced employee recruitment and retention from a wider pool of high quality workers;
- Better reflecting your customer base and meeting their needs;
- Opportunity for new products, market openings and customers;
- Source of competitive advantage in a globalised world;
- Improved staff morale;
- Increased commitment and loyalty from staff;
- Greater source of innovation and creativity;
- Improved business image and reputation;
- Companies can avoid litigation;
- Opportunity to become 'best in class' and to take a leading role.
- Society has high expectations about how companies ought to do business – this may help meet them.

WHOM CAN I EMPLOY?

The principle of free movement exists for citizens migrating within the European Economic Area (EEA)¹. This means that EEA nationals can work in any EEA state without the need for an employment permit. Because of transitional measures, free movement is still limited in some cases between the 'old' and the 'new' member states of the European Union.

A 'community preference' rule means that preference should be given to EEA nationals over non-EEA nationals for recruitment purposes. As long as an EU national is capable of doing the job, they should be recruited even though a non-EU candidate may seem 'stronger'.

You should consult national rules regarding the employment of nationals from the new EU states.

Employment permits are required for the employment of nationals from outside of the

¹ The EEA includes all the member states of the European Union plus Iceland, Norway and Liechtenstein. Switzerland has a bilateral agreement with the EU and as a result, Swiss citizens should be treated like EU citizens for the purposes of employment in the EU.

EEA. The employment of non-EEA workers may be limited to certain sectors of an economy where there are certain skills shortages.

You should consult national rules regarding the employment of non-EEA nationals.

HOW CAN I TACKLE DISCRIMINATION AS AN EMPLOYER?

Combat Discrimination in Recruitment and Selection

It is important to make recruitment as fair as possible. **If discrimination were to occur, it would be illegal, as it would breach the principle of equal treatment. You should consult your country-specific equality legislation.**

As a general approach, when advertising a position, organisations should:

- Only include requirements that are necessary for the job. Prepare a job profile and person specification based on these requirements.
- Include a statement on equal opportunities when advertising the position with your organisation.
- Use positive images in advertisements that will show that the organisation welcomes diversity in its workforce.
- Take measures to ensure the visibility of advertisements by also advertising in migrant community media.

Factors other than competence/merit should not influence the recruitment and selection decision. In order to ensure that this is the case, some organisations, when recruiting, have found it useful to:

- Provide a standardised application form so that only relevant information is considered in the recruitment process;

- Train interviewers to be balanced and unbiased and to focus only on questions related to the candidate's ability to do the job in question;
- When using recruitment firms, whether at home or abroad, ensure that their policies and conduct in relation to equality and anti-discrimination reflect the values of your organisation.

Combat Discrimination during period of Employment

It is important that organisations continue to combat discrimination in the workplace after they have recruited their personnel. During the period of employment, organisations must provide for employment equality and equality of opportunity.

It is important for organisations to be aware of the fact that **discrimination on the ground of racial or ethnic origin is illegal in relation to promotion, employment and working conditions, and pay. You should consult your national legislation for details.**

Organisations must ensure that they:

- Pay people equally for like work;
- Provide working conditions that meet required standards and that are equal in standard for employees in similar job roles;
- Promote employees on the basis of equality of opportunity. The focus here should be on merit and competence;
- Afford the same opportunities for training to all relevant employees.

Implement an Equality/Diversity Policy

Taking action at this level will help shape the overall culture and values of an organisation. By implementing a policy on cultural diversity in your organisation, you are helping to promote an intercultural workplace.

While such a policy normally covers activities which happen within an organisation, it may be extended to embed a

diversity approach into all business activities.

An equality policy in an organisation can provide the foundation for your overall equality/diversity strategy. An equality policy is a statement of commitment, identifying areas of activity to be developed to prevent discrimination and to promote equality. It should include reference to:

- Equality of opportunity in recruitment and advertising of jobs;
- Equal opportunities in the interview process;
- Equality of opportunity in job orientation and/or job induction;
- Equality of opportunity in career promotion and progression.

It should be clear that in this area in particular; **it is illegal to discriminate** and employers should be aware of their obligations in this regard.

Raise Awareness and Delegate Responsibility

The equality/ diversity policy, once developed, needs to be implemented. Many organisations have found the input and cooperation of employees useful in this by:

- Communicating company policies throughout the organisation;
- Informing employees as to why you are tackling these issues;
- Appointing an equality committee and/or an equality officer;
- Taking care to include migrant and minority ethnic representation in these roles.;
- Raising awareness about diversity in intercultural workplaces;
- Co-ordinating activities and looking for support and comments from existing employee representatives;

- Raising awareness about the fight against racism and discrimination in the workplace.

Educate and Train your Employees on Equality and Diversity

The attitudes and ultimately the behaviour of employees with regard to racism and discrimination against migrant and minority ethnic employees can begin to be addressed through training. Training also supports any overall equality/diversity policy that you may choose to implement.

- Training and education can provide individuals with the knowledge, skills and values necessary to foster a more positive, open and accommodating working environment;
- Provide formal training to HR managers, line managers and all employees (where possible) on equality and diversity issues in the workplace;
- Managers and all staff should be made aware of situations where issues of discrimination could arise.

Make Cultural and Language Allowances in the Workplace

Positive action is permitted on the ground of racial or ethnic origin. In order to provide for the integration of migrant workers, therefore, organisations may need to go beyond the requirement not to discriminate by proceeding to adapt certain aspects of the workplace to accommodate cultural, religious, and linguistic diversity. Employers need to be aware of the cultural differences that are involved. Many organisations have found the following actions to be beneficial for providing for cultural diversity in an organisation:

- Consult migrant and minority ethnic workers to assess what their cultural requirements are and to identify where tensions might arise.
- Consult representative NGOs on the cultural requirements that specific groups of migrant workers and minority ethnic workers might have.

- Adapt workplace rules and practices to take account of these specific cultural needs.
- Some examples:
 - Provide adequate venue and time for religious observance
 - Accommodate, where possible the religious or cultural dress codes of migrant and ethnic minority workers
 - Allow for the specific dietary requirements of migrant workers
 - Allow for flexibility with regard to annual leave to allow migrant workers to visit their families in their home countries
 - Examine if it would be possible to use the language of the migrant worker in the organisation for some documents, where practical and beneficial.
- Evaluate and review the cultural and language allowances that have been implemented to ensure that they continue to be relevant.

Implement Clear Policies and Procedures

An organisation may adopt and implement a range of policies and procedures, in addition to an employment equality policy, that may contribute to the aim of promoting equality in diversity within the workplace. These practices may help to support compliance with equality legislation.

- Anti-Racism Policy and Procedures
- Anti-Harassment and Sexual Harassment Policy and Procedures
- Grievance Procedures
- Disciplinary Policy and Procedures

The implementation of these policies and procedures shows the commitment of the

organisation to ensuring that the respect for and dignity of the individual is upheld in the workplace.

Integrate with Induction, Training, and Assistance

Having an induction process or orientation training is important for all new employees, but especially for migrant and minority ethnic workers. The provision of induction and orientation training to migrant and minority ethnic workers is a key aspect of their integration and inclusion into your organisation. Organisations could:

- Introduce the organisation thoroughly, its line of business, products and services.
- Describe job/career structures and where employees 'fit in.'
- Inform migrant workers of their terms and conditions of employment: pay, leave etc.
- Describe any training and qualification opportunities available within the organisation.
- Inform workers, especially migrant workers, on the tax and social welfare systems, the contributions being made on their behalf and what benefits they can avail of.
- Provide information on the human resources and industrial relations procedures within the organisation.
- Inform all new employees about the organisation's equality/diversity policies.

Regarding the provision of job training, organisations should:

- Provide job training to migrant workers at least equal to that given to native workers. There may be a need for specific training for migrant workers, conducted in their own language where necessary, to ensure that the material is understood.
- Provide training in occupational health and safety where relevant. This is extremely important, especially for migrant workers, as they may have initial difficulties in

understanding health and safety material. Health and safety training could be conducted in the migrant worker's native language and material could be translated, where resources allow.

Integration may be advanced when employers go further than the minimum requirements, by providing extra assistance to smooth the transition process for migrant workers. Some organisations have found it beneficial to:

- Provide training in the language of the welcoming country.
- Assist with extra language supports where possible. It may be feasible to translate some management communications into the migrant worker's language. Supports such as these should complement rather than replace training in the language of the welcoming country.
- Assist migrant workers in their initial search for accommodation if it is possible and needed.
- Assist migrant workers in going through the required administrative process i.e. registering with the local authority or setting up a bank account.

Monitor and Encourage Integration

In order for real integration to occur, discrimination and harassment must be eliminated between native, migrant, and minority ethnic workers. The attitudes and behaviour of all workers come into play here.

- Highlight and be aware of situations in the workplace where migrant workers may feel particularly vulnerable.
- Consult migrant and native workers on how they feel integration in the workplace is progressing, and what they can do themselves to further integration.

- Identify and remove the barriers to integration where possible. Some examples of barriers to integration at employee level are:
 - Communication difficulties associated with language and accent differences
 - Communication difficulties due to cultural ignorance
 - Isolation, fear, loneliness, resentment

Initiatives that promote integration might include measures that provide for the interaction of native and migrant and minority ethnic workers and for clear procedures and channels of communication that can be relied upon if difficulties arise.

- Equality Role: Give migrant and native workers an appropriate role in any equality committee/sub group.
- Mentoring Programme: many organisations have found a mentoring programme to be a beneficial integration tool.
- Team Building: Activities that focus on team building can facilitate the integration of migrant workers into the workplace.
- Bullying/Harassment and Sexual Harassment policies and procedures support integration at employee level.
- Grievance and disciplinary policies and procedures also support integration at employee level.

Many organisations have found it beneficial to organise events in the workplace to further integration. When organising workplace events, the cultural sensitivities of migrant workers should be taken into account. Examples include cultural exchanges, information campaigns, social events, and sports events.

HOW CAN I TACKLE DISCRIMINATION AS A BUSINESS OR SERVICE PROVIDER?

In addition to tackling discrimination in employment and within an organisation, businesses should also consider extending their action to activities outside of their

organisation. By considering how it interacts with its various stakeholders, an organisation can begin to tackle discrimination in all of its activities. Stakeholders may include suppliers, distributors, local communities, customers etc.

It is illegal to discriminate on the ground or racial or ethnic origin in the provision of services. You should consult your national legislation on this issue for details.

By incorporating an overall strategy and focus on diversity a business can ensure that, in all of its activities, it does not discriminate based on racial or ethnic origin. This is a great opportunity for businesses.

Taking advantage of the opportunities that come from diversity may mean:

- Building a minority-ethnic customer focus into the business strategy
- Taking a lead in developing a customer focus in cultural diversity
- Tailoring products or services to meet the needs of a particular country or culture
- Recruiting employees from diverse backgrounds to provide appropriate services to a diverse customer base.
- Developing new products based on the input and culture-specific insight of diverse personnel.
- Opening up of new markets based on this product development.
- Taking account of cultural diversity when marketing and selling products and services.
- Building equality and diversity standards into your supply chain to ensure that intermediaries adhere to your standards.

These, and similar initiatives, will help to ensure that migrant and minority ethnic workers are not discriminated against in your provision of goods and

services, and that all of the activities of a business incorporate anti-discriminatory elements.

HOW CAN BUSINESS TACKLE DISCRIMINATION AT NATIONAL AND INTERNATIONAL LEVEL?

As we have seen, organisations have a role to play in tackling discrimination against migrant and minority ethnic workers inside their structures but also outside of the organisation, in the provision of services, and in interaction with the migrant and minority ethnic community. Depending on the size of the organisation, it may be appropriate for it to liaise at regional, national and/or international level on issues concerning discrimination against migrant and minority ethnic workers or best practice in developing diversity management.

In practice, for employers and/or employer representative organisations, this may mean:

- Working through national employers' federations and with other employers at local, regional, and national level to tackle discrimination and to eradicate racism.
- Working with employees, employee representatives and migrant rights NGOs locally, regionally, nationally and internationally, to tackle discrimination in the workplace and to eradicate racism.
- At European level: working through UEAPME/UNICE/CEEP to ensure that migrant workers are supported in rules coming from the European Union and beyond.
- In an International context: working within the structures of the International Labour Organisation (ILO) support migrant and ethnic minority workers.

WHOM SHOULD I CONTACT FOR ASSISTANCE IN MAKING THESE CHANGES?

- Labour/ Internal Affairs Ministry of the Government
- Immigration/ Integration service

- National body responsible for enforcement of equality legislation
- Employers' federation(s) or other employers that are active on the issues of cultural diversity in business
- Organisations specialising in Management Techniques
- NGO's or migrant groups or associations

For more detailed information on the issues contained in this pamphlet, please consult the handbook 'Equality in Diversity,' prepared by the International Labour Organisation (ILO) and partners as part of the 'Promoting Equality in Diversity: Integration in Europe' project.

SOME DEFINITIONS

What is Racism?

Racism exists where cultural and ethnic minorities face discrimination because of their racial or ethnic origin, colour or descent.

What is Discrimination?

Direct discrimination, in the workplace, occurs where one person is treated less favourably than another is, has been, or would be treated on grounds of racial or ethnic origin.

Indirect discrimination generally occurs when a rule or condition, which is applied equally to everyone, can be met by a considerably smaller proportion of people from a particular group, the rule is to their disadvantage, and it cannot be justified on other grounds.

What is interculturalism?

Interculturalism refers to the exchange between diverse cultures. It is based on sharing and understanding between cultures and focuses on interaction, inclusion, integration and equality of opportunity.

SAMPLE PRESS RELEASES

Press Releases

While press releases can be issued at any time, they are more likely to be picked up by the press if they refer to an event. Occasions when employers and their representatives might issue such releases might include:

- To tie in with culturally important days;
- On internationally designated days to mark the role of migrants;
- To accompany company announcements of change;
- On the occasion of new legislation or procedures being introduced;
- On anniversaries of relevant events;
- When an organisation wishes to share their experience of new structures.

A couple of examples are included here.

Press Release
Embargo: 00.01 Monday 1 May 2006

Move to allow free movement of EU citizens vindicated

Two years after the ten new Member States were welcomed into the European Union during the Irish EU Presidency, ABC's Director Ms H. said: 'The decision to allow free movement of workers from day one has been fully vindicated. The contribution of migrant workers from the new EU member states to both Irish society and the economy has been enormous.'

Ms H. highlighted the positive impact that citizens from Central and Eastern Europe have had on Irish society and the economy. 'The political, economic and social contribution of the ten countries and their people to the EU over the past two years has been enormous. The integration of ten new countries has represented a significant challenge for the EU, but that challenge is being addressed, and business is confident that Enlargement is leading to a stronger Union,' she added.

'Following the recent successful outcome to the 2007-13 EU budget negotiations, the next challenge facing the Union, during the period of reflection on the EU Constitutional Treaty, is to find a way to finally deliver more prosperity and jobs to Europe's citizens,' said Ms H.. 'Europe must get back to doing what it does best – promoting free trade and fair competition.'

ENDS

Further information: Director Ms H.

Press Release

Employers and trade unions meet in Dublin to discuss ways to eliminate workplace discrimination

Representatives from employer and trade union organisations are meeting today (xyz) at a forum to discuss practical ways to eliminate workplace discrimination and to promote diversity and integration at work.

A number of positive case studies will be showcased as examples for other companies, and employers and unions will try to develop ways to address workplace discrimination against migrants.

‘There is no room for racism or discrimination in the workplace and trade unions values dictate that we must be to the fore in ensuring this. Diversity enriches us all, intolerance diminishes us. But in order to succeed in this we proceed on the basis that all who work in our economy will have their legal and human rights upheld and enforced – regardless of race or ethnic origin,’ said the union General Secretary in advance of the meeting.

‘Migrant workers have been a vital part of our continued economic success. But their presence in and contribution has been about so much more than just increasing the numbers of the workforce. They have added a quality to our labour force bringing with them many skills and talents. This has benefited the companies they are working for, their colleagues who are learning from them, the communities they are participating in, the schools their children are attending and the country as a whole,’ said the employer Director General.

ENDS

Press Releases

Embargo: 00.01 Thursday 25th May 200x

100 Years in operation – ABC benefits from diversity

100 years after ABC first opened its doors and started looking after the money of the citizens of XYZ, the bank celebrated its centenary in style. With the mayor launching the party, the staff and customers were entertained by a local band whilst enjoying the food in the bank on main street – the location of the first office.

“It is a tribute to all of the employees of ABC over the years that this organisation is not only still around, but has gone from strength to strength and now operates over 50 local banks” said Mr ELF, the current CEO. “We are currently stronger than ever, as a result of our dedicated customer service, our consistently good offers in terms of lending arrangements and the dedication of our staff over the year’.

Highlighting the role of its non-native workers, Mr ELF went on to say “our current situation and market success is partly as a result of the diversity of our team. We now have over 35 nationalities working in our offices and these individuals have brought with them incredible skills and insights. As a result we are now offering a greater variety of packages, and our services can be provided in a number of languages.”

Reflecting on the changes, Mr ELF continued “This organisation now reflects the society in which it operates, a society that is very different than our original customers and we are ready to continue to move forward and to be around to celebrate 200 years in existence”.

ENDS

Note to Editors

ABC will be 100 years in operation on the 25th May 200x. The first bank was opened by Mr G in the town of XYZ. After a number of difficult years, the organisation is now successful with an annual turnover of €Z a year. ABC employs 700 staff employed across its main office and 50 local retail banks.

SAMPLE SPEECH

Conference, Anti-Racist Event

Address by Director General

Minister, Ladies and Gentlemen, I would like to begin by welcoming you all here today.

Whenever any of us take the opportunity to look around us we perhaps notice that we are visibly a more diverse, more complicated, a more multi-cultural society. There is a greater variety of foods being eaten in our restaurants, different festivals being celebrated in our communities and numerous languages being spoken in our homes. This is neither to belittle the changes that have happened and continue to happen, nor to reduce them to superficialities. But we have seen that change happen gradually until we are here today.

Our last Census, noted around xyz,000 migrants living here – around m% of the total population, although we know that these figures may have grown since then. The largest group are from country G and region H, although there were people from all corners of the world. This increase in people coming was particularly marked over the 1980's and most recently, since the enlargement of the EU in 2004, citizens from the ten newest of the European Union member states have come to join us in large numbers.

Those coming here are working, studying and taking care of their families and with the existing workforce – migrant workers have been a vital part of our continued economic success.

But their presence in and contribution has been about so much more than just increasing the numbers of the workforce. They have added quality to our labour force bringing with them many skills and talents. This has benefited the companies they are

working for, their colleagues who are learning from them, the communities they are participating in, the schools their children are attending and the country as a whole.

It would be disingenuous of me to paint a completely rosy picture – and it would leave you wondering why we need to do anything at all. Although I wish this were not the case, there have been some unacceptable abuses of migrant workers here. Thankfully these have been far from the norm, constituting only a small number of cases. Most companies abhor such activities and many are working hard through diversity policies to find ways to better accommodate individuals and integrate their workforces. This is work that we must all encourage and support.

Nonetheless, we cannot all rest until these few cases of racism and discrimination are nothing but a sad part of our past.

As the main business and employer representative body, we have tried to stay ahead of developments and to learn from experience elsewhere. Our main purpose in this is to be able to help our member companies in developing best practice to maximise the potential of their increasingly multicultural workforces.

We have done this in a number of ways, we are involved in projects, we have produced guidelines for companies and we regularly run training for companies.

WE need to keep taking the opportunity to celebrate any successes and to listen to suggested improvements and new practices.

We have had successful economic growth over the last few years for a number of reasons. But we are also affected by its challenges. One of these is an ongoing debate on where this country's future should be. This is not easy for anyone, and certainly not when it interacts with debates around immigration.

But whatever happens, we need to make a clear statement that racism is not acceptable and that migrants who come to our shores deserve to be allowed to live and work in a dignified and supportive environment.

This morning I share a platform with the trade union leader and we speak with one voice when we state that workplaces must be free of racism. But this clarity of purpose is only the first step.

The next steps all involve concrete actions and I hope that this seminar will assist us to achieve a truly equal society with workplaces free of racism, prejudice and discrimination.

I join wish you well in your endeavours and I look forward to seeing the results.

**SAMPLE TRAINING
PROGRAMME**
Including Trainer's Notes
and Slides

Before you start...

At the planning stages

This programme was designed as a very short and basic introduction to owners or leaders of SMEs or senior/frontline managers within a larger organisation who have no or little experience with theories of diversity management.

This short programme could be run alone, or inserted into existing or newly developed training. This or similar presentations have been successfully run alongside detailed presentations on the relevant equality legislation, immigration legislation, overview of relevant case-law in the area within the jurisdiction, facilitated discussions around challenges of intercultural workplaces and how this issue fits in to best practice in managing people. We have also found that inviting companies with experiences in to present as a case-study helps others organisations to see how it might work in reality.

When planning the session the facilitator should consider the target audience on each occasion and decide which format would suit the group best.

The facilitator should then 'localise' the session as much as possible, or as much as is necessary by including references or sections to national or regional obligations in this area and rights that individual employees have.

Whilst every effort was made to ensure that the information contained in this manual is up to date when it was prepared and printed facilitators are advised to verify if any fundamental changes have emerged in the meantime.

Session - Welcome and Introduction

Suggested Time **10 minutes**

Objectives

- To explain the structure of the programme
- To explain the expected outcomes for the day/presentation
- To get to know each other

Materials

- INTI – Cultural Diversity in Business pamphlet
- INTI – Handbook [Insert final title]
- Appropriate national reports by Government, Employers' representative groups, National Equality organisations, Non-governmental organisations, ILO, EU, etc

Method

- Facilitator Introduction
 - Group introduction
 - Slides 1-3
-

Unit 1 Introduce facilitators

Introduce yourself as the Facilitator for the day. If there is more than one facilitator/presenter one person should take the lead and introduce all of you including people who are not present but will join later.

Explain why you are taking the session and how this issue relates to the rest of your job. For example:

- Member of staff in ABC company dealing with Human Resources or working on equality/integration issues for employer representative group; or
- Consultant who regularly does work with companies on issues such as equality, diversity, managing on intercultural workplace concentrating on training.

Unit 2 What's going to happen over the programme

Introduce the programme for the day and the different methods of work that will take place. Clarify planned break times and "housekeeping issues" including:

- Time and venue for lunch (if programme running that long)
- Expected finish time
- Fire exits
- Ask the group to turn their mobile phones off

Invite the participants to be open and to participate over the day. Get the group to agree to confidentiality on issues/details mentioned.

Invite the participants to interrupt the presenter/s with any questions or comments that they might have but to hold back and allow other participants to finish with any comments they might have.

Stress that much of the learning that could be gained from the day could come from the honest exchange of experiences by the participants.

Unit 3 Learning Outcomes

Ask the participants to talk about what they hope to gain from the day and why they have chosen to do this training programme. If the group is small enough, go around the group - if not pick out a few candidates.

Briefly describe what the programme organisers hope to cover and where you hope the participants should end up. For example with a better understanding of company responsibility and what organisations could do in terms of best practice, or to leave with a basic understand of the theory of diversity management and what role employers and individual managers can play.

Unit 4 Introduction of participants

Ask participants to introduce themselves by name and by function- if they are all in the same company they may all know each other but many may not. If there are participants from different programmes ask participants to state which organisation they work for and if it is not immediately obvious to state what sector the organisation operates in.

It may be worth them giving the rest of the group some feel for their organisation's history of diversity and employment of migrant workers. Many organisations will have a history of mixed workforces, others will not or it may be very recent.

Session 1

Setting the Context

Suggested Time **60-90 minutes**

Objectives

- To understand the difference between the different terms and concepts currently in use; in particular, equality/ diversity/ racism
- [We would recommend reviewing the relevant equality legislation and legal requirements placed on employers – this needs to be added in]
- To review labour market developments in the numbers of non-nationals working and a brief look at migration trends [– details of demographic trends for the area need to be sourced and inserted]
- [We would recommend making reference to immigration rules so that : To understand immigration procedures and schemes from an employers point of view and requirements]
- To understand the business case for Diversity measures
- An introduction to the principles of Diversity Management

Materials

- Slides 1 to 40
- Flip chart

Optional

- Copies of the relevant national Equality legislation
- Copies of relevant national immigration legislation

Method

- Facilitator Presentation
 - Some group interaction
-

Unit 1

Equality/Diversity/Racism

Slides 5-7

It may be useful, especially if the programme is going to last a half-day or full-day, to start with some type of ice-breaker exercise. This can allow participants to relax with one another, so that they are more prepared to join in, share experiences and ask questions. There are a number of different types of exercises and facilitators should pick an appropriate one.

It may be worth trying to get the group to start thinking of the issues in question immediately. This could be done by some form of ice-breaking exercise which would assist in showing the participants of their own views around equality/diversity/racism.

This should be followed by an exploration of the groups together of the terms. If you have flip charts available, you could write the words Equality – Diversity and Racism up on different charts. The group should then be asked how then would define the terms. All answers put forward are acceptable and should be written up, if suggestions are not clear, participants should be asked to clarify them. Encourage all the members to join in the discussion.

When discussion is winding down, change slides and explain that for many academics and businesses, they have accepted certain differences between theories of equal opportunities and diversity. You should follow on by using the slide to describe the different contrasting aspects of the two theories and the whole range of slides that can be used. Make clear that different actions will be needed at different times for different companies and organisations.

Unit 2

Legal Implications

Slides 8-15

This section will need to be inserted with the appropriate and relevant information from your jurisdiction.

Introduce the legal implications section by making clear that in this area there are many actions that companies can take, some are good practice, but there is also a ‘core’ that obligatory and companies should be aware of their obligations and of the rights that their employees have.

You will need to prepare in advance some slides detailing employers’ obligations under the appropriate legislation in your country, to insert into this presentation. The types of issues that you might like to cover could include:

- An overview of which legislation exists – name it and explain you will be going through the main points;
- Look at which groups of individuals are protected by equality legislation in your country;
- Look at definitions of discrimination under your legislation;
- If there are any exceptions to the rules, mention them briefly;
- Describe the manner if which cases can be taken against employers, how that process would work and what penalties exist for breaking the law;
- If there are any significant cases that have been heard over the previous few years, mention these and explain what employer did wrong to lose the case (or what was done that meant employer won the case).

This section will need to be inserted with the appropriate and relevant information from your jurisdiction.

This section gives you an opportunity to pull back from company or organisation specific situation and look at the issues facing the country or region as a whole.

If you wish to include something like this, you will have to prepare in advance some slides detailing the issues and trends visible at national/regional level. The types of issues that you might like to cover could include:

- Demographics : population numbers, birth rate, largest group in population, older population, any other particular features of your area;
- General comment about how the economy is doing (ie growing, stable...) and a look at where traditional sources of labour are found: unemployed and economically inactive people, new entrants to the market, underemployed sections (in your country they may be women, those with a disability, particular minorities...);
- Current participation rates – either nationally or by sector, breaking down by age, region, gender or any other particularity of your area;
- It might be interesting to detail new developments in types of work whether it is new sectors, or telework or part-time work...;
- A look at the current numbers of students and average entry age to the labour market (in order to have some idea of when they can be expected to join labour market);
- It might be important to look at the skills/qualifications that individuals are developing – and skills sets that are currently missing and needed;
- A look at your country's history of migration, in particular years of substantial migration and a breakdown in terms of where individuals came from; Reference to emigration might also be important;
- It might be interesting to close this section with a reflection of what the trends indicate the workplace in country will look like in 5/10 years: maybe increased levels of education, family trends with regard to both partners working, indication of where the largest group of the population is (for example, are they working or retired), how much a feature will immigration be?

This section will need to be inserted with the appropriate and relevant information from your jurisdiction.

The use of labour external to the European Union tends to be heavily regulated within Member States. A session on this issue can provide employers with an overview of the basis of immigration policy. The session is heavily focused on rights and possibilities of people working as needs to be understood by employers who are/may be recruiting.

If you wish to include something like this, you will have to prepare in advance some slides detailing the different procedures in your area. The types of issues that you might like to cover could include:

- Explaining the rules and procedures that are relevant – a list of relevant legislation could be provided;
- Explaining the principle of ‘Community Preference’ for EU nationals, and explaining how this should work in an organisation;
- Reminding people of the transitional measures (if any) in place for citizens of eight of the newest Member States of the European Union;
- Reminding participants of registration that EU nationals or their families need to go through in your country;
- Explaining procedures for other categories of individuals, in many countries there are different schemes for types of work permits, seasonal permits, long-term residency, transfers within a company,....;

Unit 5

Business Case

This section should introduce participants to the business case for Diversity Management. It is up to facilitators, but it may be useful for the group to make this an interactive session. Depending on the experience that individuals have with this kind of approach, there may be different levels of initial acceptance, people may be dubious. This is perfectly fine, and you should support them in their beliefs, probably based on their experiences. But try to encourage people to keep an open mind and stress that other organisations are convinced of the benefits of acting in this area.

It may be useful not to use too many slides in this area, but to simply present the issue and refer people to the products for further information.

In the first instance, you need to begin by pulling together the issues that have been dealt with and linking up the issues. Participants need to be reminded that there are a whole variety of actions that companies can take and that depending on their size, structure of organisation and so forth, different things will work in different places. It must also be made clear that there is a legal imperative for certain things, (and if you have just done legislative sections, you can explain that is why so much emphasis was placed on these areas) – and under no circumstances can these be ignored.

In many cases, the second major reason for action in this area, is the demographic situation, which you may have just dealt with.

The third set of reasons why companies and organisations are taking this seriously, is a pure business rationale.

In introducing whether such reasons are based on reality [Slide 31] you can explain that academic research in the area is divided on whether there is a proven case. You should be honest and explain that on the balance of things, probably more research supports it than not, but taken by itself it might not be overwhelmingly convincing. But that is not the only reason to accept or not accept something. The second point is that there are a number of well-known (and not so well known) company case studies. If these cases, the companies believe that it has helped their businesses and could be considered dedicated 'champions' on the issue. [If you have arranged for a company to present afterwards, it is useful to suggest that maybe they will explain their thinking]. It is worth pointing out, that generally this approach is becoming more and more accepted and supported.

It is worth being up front in saying that there is certainly no way of predicting that by taking specific measures, the bottom line of the organisation will improve by x% or y%. Whilst companies that have pursued this strategy do believe that they have made significant gains by it, as there are too many issues that come into play at the same time, it is impossible to attribute specific gains simply to this approach.

The gains that other employers and organisations have reported being affected include:

- Enhanced employee recruitment and retention
- Improved company culture
- Increased commitment from employees as well as morale
- Better understanding of the business by employees
- Opportunities for new products or customers
- Potentially greater source of innovation and creativity

Some organisations therefore, do see it as a competitive advantage, as contributing to their public image.

Looking at the potential disadvantages of acting, the issues to explore include the fact that, depending on what actions organisations take, it can come at a financial cost in terms of HR staff time or in re-organisation. In some cases, it may be difficult to introduce because of the complexity or because there is resistance to the ideas by others in the organisation. An issue which is often raised is that managers, and employees get very excited about the idea of what they are about to do and then expect it to change everything. It may be wise to advise participants that they need to be realistic in what they hope to achieve as more can be lost by inflated expectations not being met, than by starting off with lower, but more realistic goals. The issue of how issue affect other members of staff needs to be taken into account. Whilst business can take additional steps to help their non-native staff, some native staff may feel that others are being given additional benefits that they are not receiving. HR managers need to be ready to explain what actions are being taken to all staff so that everyone can see the benefits for the organisation, for others and for themselves.

Looking at the different types of actions that can be taken, be clear that anything is possible and then go through a number of examples. It may be useful to use the Cultural Diversity in Business Guidelines to give you some ideas.

In closing the session, remind participants of the main case that has been made and open it up to whether this was just an interesting (hopefully) session for them and whether they should go back to their places of work and do something.

Some of them may already have problems, or their current system may be straining – suggest that they look at the possible causes and see if this might offer a way of moving forward. Some organisations will have no perceivable problems at the moment, suggest that they need to be careful that this remains the case, but that they might also like to consider going beyond that for some of the reasons discussed earlier. Review the possible actions and leave it open for people to consider how they need to move forward themselves. Contrast this with how they can continue to meet their legal obligations whilst not going further, by dealing with issues as they arise.

It is always useful to ask people for feedback at the end to see if the session was useful/interesting and if they learnt anything.

Cultural Diversity in Business

Managing an Intercultural Workplace



WELCOME



- Programme for today
- Learning Outcomes



SETTING THE CONTEXT



Terms in Use



EQUALITY

DIVERSITY

RACISM

Equal Opportunity v Diversity



- | | |
|-------------------------|------------------------|
| • Equal Opportunities | • Diversity Management |
| • Group focused | • Individual |
| • Specific nine grounds | • All differences |
| • Legal compliance | • Want to |
| • Have to | • Inclusion |
| • Integration | • Nurturing potential |
| • Removing barriers | |

Equality - Diversity



• Equality → Diversity

• Spectrum of Actions

Equality Legislation

A Brief Overview



Overview



• *Insert list of appropriate national/regional legislation*

Name the principal piece of legislation



Scope



- *List the groups that are protected by your legislation*
- Gender
- Age
- Race
- Etc...

Employment Equality Act, 1998

Discrimination



- *Describe main points of legislation*

EXEMPTIONS



- *List exemptions, if there are any.*

Compensation Levels



- *Explain how a case could be taken against an employer who is not compliant*
- *Detail the penalties*

Changes



- *Make participants aware of any changes that are expected in national/regional legislation or procedures*

LABOUR MARKET ISSUES



Demographics



- Population xyz million
- Birth Rate
- Largest Group in Population
- Older Population

Traditional Sources



- Economy is ...:
 - + x% for 2004
 - + y% for 2005
- Sources which can be drawn on to boost size of workforce:
 - unemployed and economically inactive
 - new entrants/graduates coming on stream
 - underemployed female workforce
 - older workforce

Participation Rates



- Total in Employment
 - abc people
- a% male participation
- b% female participation
- Other features

Flexible Work



- Constant increase

Students + married females



- 369,000 students in Ireland (CSO 2003)
 - 4,500 decrease in male students
 - 1,000 decrease in female students
- 16.1% of students have a job
- Participation rates of married females continuously on increase- 48.3%
- For 25-34 year olds- 65.8%
 - and for 35-44 year olds - 62.4%

Skills / Qualifications level



Migration - Immigrants



- relied on Immigration in ...
- Levels of immigration –comment on trends
- Net migration levels in last few years
- Age Profile:

Immigration - where from?



- ABD Country
- EFG Country
- EU
- REST OF WORLD

- TOTAL

Workplace of the Future?



- Increase in skilled labour - Education levels
- Both partners in a couple working
- abc group dominates: year olds
- Female participation is
- Immigration...

Immigration Procedures



European Union



Procedures for entry



Business Case for Diversity



Business Case



- Drivers:
 - Legal Impetus
 - Demographic trends
 - Business environment
- Potential benefits of adopting a Diversity Management Strategy

Is there a business case?



- Does it affect bottom line?
 - Academic research
 - Case studies
 - Becoming generally accepted...?
 - Can we prove exactly how much it will impact upon organisation ?

Potential Gains



- Staff recruitment and culture
- Enhanced employee recruitment and retention
- Improved company culture
- Increased commitment from employees as well as morale
- Better understanding of the business by employees

Potential Gains



- Source of competitive advantage?
- Increased globalisation
 - Broader customer base: nationally, internationally
- Greater interaction with foreign colleagues
- Public image - FTSE4Good Index
- Opportunities for new products or customers
- Potentially greater source of innovation and creativity

Disadvantages?



- Cost - nothing comes cheap
- Difficult to introduce - more work
- Confusion/contradiction within sections of organisation
- Mismatch between expectations and capacity to deliver
- Backlash
- Is it worth it?

Possible Actions



- Combat discrimination in recruitment and promotion
- Put in place an equality/diversity policy
- Undertake some equality/diversity training
- Make cultural allowances
- Take advanced steps to assist integration and encourage it
- Take steps outside the organisation as a provider or supplier
- Network with other employers and see what you can do together

Organisational
Framework



Where are we at?



- Know why organisations should act
 - Best practice
 - Long-term vision/ business case
 - Threat of legal cases
- Looked at companies that have tried to 'manage diversity'
- So now what?

If it ain't broke...



Problem for organisation

- Cause
- Solution
- No problem...for now
- Equal opportunities employer - embrace concept of diversity

Do Nothing



- Respond to issues as they arise
- Deal with each one individually
- Find solutions for issue at stake

What action?



- Do nothing - respond to individual problems
- Equality/Equal Opportunities policy
- Series of initiatives
- Adapt the minority/minorities
- Make cultural allowances
- Change majority attitudes - behaviour
- Look at procedures
- Diversity Strategy?
- Actively recruit and promote
- Mainstream - integral part of decision making