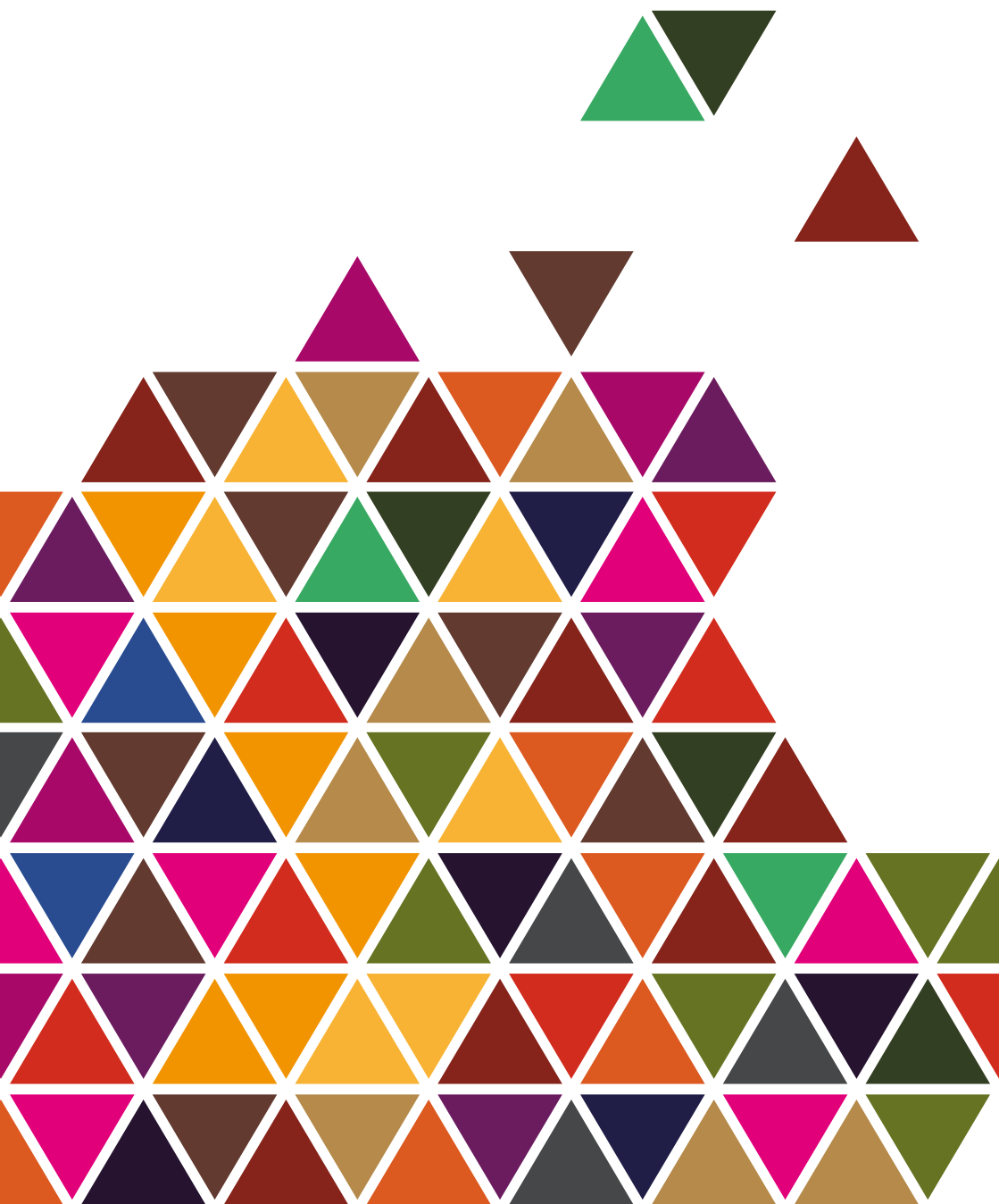


Business in the

Community

www.bitcni.org.uk

Best Practice Case Studies for Employing Migrant Workers



Why is an inclusive workplace crucial to business success?

Recruiting and employing migrant workers can be beneficial for both employers and employees in terms of broadening skills, expertise and knowledge and creating a diverse workforce. Evidence shows that ethnic, linguistic and cultural diversity offers many business benefits - not least in providing fresh ideas, perspectives and business solutions.

Foreword

It is estimated that up to 41,000 people born outside the UK and Republic of Ireland were in employment in Northern Ireland in 2008 (approx 5% of the workforce), many employed in the hospitality and manufacturing sectors. Overall this added approximately £1.7 billion to the Northern Ireland economy and one third of employers surveyed for the research claimed that international employees had helped their organisation to survive in recent years¹.

Whilst the economic downturn has changed the needs of both employers and employees, Northern Ireland still attracts a significant number of migrant workers every year and key local industries still rely on the skills and additional labour that migrant workers can provide. Attracting and retaining talent is vital to business success and skilled labour from overseas can add a competitive edge.

The businesses showcased in this publication highlight some of the ideas and practical solutions they have undertaken to help create an inclusive workplace which welcomes and fully integrates migrant workers.

Through these case studies, we aim to encourage and inspire more businesses to develop their own innovative ways of attracting a diverse workforce and creating a harmonious working environment.

Business in the Community has developed a Charter for Employing Migrant Workers in Northern Ireland that provides a way for businesses to visibly show their commitment to workplace inclusion to both their employees and the wider community. The Charter is not about legal obligations towards migrant workers. It is about promoting full workforce engagement, addressing more than basic employment needs and supporting employees to help them achieve and sustain successful workforce integration.

Organisations signing up to the Charter demonstrate that they value the contribution made by migrant workers and are fully committed to going beyond compliance. This is about helping to ensure that all of your employees feel fully integrated into the organisation, both professionally and socially, and appreciating that some issues can be more difficult for those who are trying to integrate into a new country and a new community, as well as a new organisation.

For more information on the guidelines and how to sign up to the Charter go to:

www.migrantworkersni.com

¹ 'The Economic, Labour Market and Skills Impacts of Migrant Workers in Northern Ireland', Department for Employment and Learning, 2009.

Northern Ireland case study examples

01 Allstate Northern Ireland

IT | Belfast | 1,500 employees

02 Belfast City Council

Public Sector | Various locations across the city | 2,800 employees

03 Belfast Health and Social Care Trust

Health | Belfast | c20,000 employees

04 Dunbia

Food Manufacturing | Dungannon | c1,240 employees (including contractors)

05 Finnebrogue

Food Manufacturing | Downpatrick | 100 employees

06 Gem

Outsourcing | Belfast | 600 employees

07 Genesis Breads

Food Manufacturing | Magherafelt | 127 employees

National case study examples

08 The Co-operative Farms

Agriculture/Farming | England and Scotland | 200+ employees

09 Dalehead Foods (A division of Tulip Ltd)

Food Manufacturing | Cambridge | 1,300 employees

10 Veolia Environmental Services

Recycling & waste management | Worldwide, inc. UK | 12,000 employees in UK

Sample Employers' Charter



01: Allstate Northern Ireland

Sector: IT

Location: Belfast

Size: 1,500 employees

About Allstate Northern Ireland:

Allstate Northern Ireland employs over 1,500 staff in its IT business, from 18 different countries. A number of these have joined the company via organised recruitment campaigns in specific countries.

What Allstate Northern Ireland does:

In order to address specific recruitment needs, Allstate NI organised a successful recruitment campaign in India in 2010. This involved some of its Indian employees assisting with the establishment of the campaign, identifying suitable media options and key locations for IT skills and assisting with the recruitment process. The company established a month-long recruitment campaign on one of India's most successful recruitment websites to post the vacancies.

Invest NI provided assistance with its Indian contacts to coordinate suitable newspapers to post vacancies as well as promoting an 'Open Day' event. Held in Bangalore, southern India, interviews were scheduled at the same location with over 80 interviews arranged over four days, ending with the 'Open day' on the fifth day. Interviewees were screened and shortlisted in Northern Ireland, interview invitations issued and expenses offered to any applicants travelling to their interview from outside Bangalore. The recruitment campaign was very successful with over 40 applicants offered full-time positions. The 'Open Day' event helped to promote the company in one of India's IT hubs and hence attract other applicants for subsequent opportunities in the latter half of 2010.

Successful candidates were flown to Belfast and assistance given in sourcing and securing a range of suitable accommodation options. Some existing employees offered accommodation and many of the company's Indian employees provided rooms and short-term options for new arrivals. Allstate NI provided a Migrant Workers handbook for all new employees giving information on a range of services along with advice and guidance for those relocating to Northern Ireland.

The business impact:

A positive experience with employees successfully integrated and a very high retention rate for migrant workers. Similar campaigns in Hungary, Poland and South Africa have also been successful. Allstate NI continues to consider overseas recruitment where the skills cannot be sourced locally.

- ▶ Currently employs 330 migrant workers = 22% of the workforce
- ▶ In 2010 over 1,000 overseas applications received following overseas recruitment campaign

"Allstate has been able to successfully respond to business needs in terms of skills and growth through the inclusion of overseas recruitment as part of the company's overall recruitment strategy".

Jim Norris, Senior Human Resources Manager, Allstate Northern Ireland

Contact: Jim Norris at jnorrj@allstate.com



02: Belfast City Council

Sector: Public

Location: Various locations across the city

Size: 2,800 employees



About Belfast City Council:

Belfast City Council is one of the city's largest employers and is committed to the promotion of equality and good relations both within the Council workforce and across the city.

What Belfast City Council does:

To help attract and retain migrant workers in its workforce the Council:

- ▶ E-mails job vacancies to a number of minority ethnic organisations
- ▶ Has set up job kiosks in the city centre office where applicants can use the computers and have space to complete application forms and speak to HR staff
- ▶ Translates application forms and associated documentation where appropriate
- ▶ Recognises relevant foreign qualifications
- ▶ Offers an interpreter at job interviews and translation of references and other documents submitted in languages other than English

Once in employment, the Council recognises the need to support migrant staff and provides practical information for all staff in relation to migration awareness. The Council provides the following:

- ▶ Language for work classes, offered through the Council's "Assistance to Study" scheme
- ▶ Good Relations and Equal Opportunities training which is mandatory for all staff
- ▶ Migrant worker awareness training available to employees and the wider community
- ▶ Flexible working to allow employees time off to observe faith-based festivals
- ▶ Diversity events for employees including workshops with ethnic groups

An Equality Reference Guide has been developed to provide general equality-related information and is aimed at helping employees respond appropriately to people with a variety of different needs and from different ethnic, cultural and religious groups.

In addition to this, the Council's Good Relations Unit, in partnership with other agencies, has produced a guide for people who have migrated, or are new, to Belfast. This guide aims to raise awareness and provide information about the range of support services available to migrant communities in Belfast.

The business impact:

- ▶ Increased awareness for all Council employees and the wider community
- ▶ An increasingly diverse workforce
- ▶ Improved customer focus and service

"To really understand people's needs we must be able to demonstrate that the Council is broadly representative of the community it serves. A diverse workforce and inclusive practices are vital to allow us to connect meaningfully with our increasingly diverse customer base and deliver quality services. We therefore recognise the value and benefits that migrant workers can bring to the Council."

*Jill Minne, Head of Human Resources, Belfast City Council
Contact: Jill Minne at headofhr@belfastcity.gov.uk*



03: Belfast Health and Social Care Trust

Sector: Health

Location: Belfast

Size: c20,000 employees

About the Belfast Health and Social Care Trust:

The Trust is the largest public sector employer in Northern Ireland, providing health and social care to the population of Belfast and Castlereagh and regional services throughout Northern Ireland.

What Belfast Health and Social Care Trust does:

Diversity is treated with sincerity and action is taken at all levels to ensure the Trust works in harmony with its diversity aims, including:

- ▶ Differences to be viewed as a source of strength
- ▶ Each employee, patient, client and member of the public treated with fairness, dignity and respect
- ▶ Diversity encouraged by promoting and maintaining an inclusive, supportive work environment, providing opportunities for all to achieve personal and professional goals

The Trust's Diversity Statement and Dignity at Work Policy, endorsed by management, clearly identify the rights and responsibilities of all employees and its commitment to take reasonable and practical steps to prevent the occurrence of any form of unwanted conduct.

Innovative steps undertaken include:

- ▶ Multi-Cultural Nursing Group, consisting of representatives from UNISON and RCN who raise concerns that overseas nursing staff might encounter
- ▶ Dedicated helpline for staff to report any incidences of racial abuse
- ▶ Key person available to help migrant staff
- ▶ Welcome pack developed for migrant staff
- ▶ Cultural Diversity training developed and made available to all staff

- ▶ Staff Diversity team set up to look at issues affecting Ethnic Minority staff
- ▶ Cultural Awareness events
- ▶ Equal Opportunities, Harmonious Working Environment & Working Well Together policies
- ▶ Provision of a Regional Interpreting Service with over 300 interpreters

A working group develops, communicates and helps implement an action plan of key initiatives. It consists of representatives from Patient and Client Support Services, Nursing, Recruitment and Selection, Health and Social Inequalities, a Trade Union representative and also has input from migrant workers. It is chaired by the Senior Human Resources Manager.

The business impact:

Commitment to promoting full workforce engagement helps staff achieve and sustain successful integration. Benefits include:

- ▶ Increased employee satisfaction & retention
- ▶ Reduced costs from excessive staff turnover and absenteeism
- ▶ A highly motivated workforce
- ▶ A diverse workforce providing fresh ideas and perspectives, expertise and knowledge

"We recognise and value the contribution that migrant workers have made to the Trust in the past and indeed the contribution they continue to make today. It is for this reason the Trust has recently signed up to the Employers' Charter for Employing Migrant Workers as a sign of our commitment to promoting full workforce engagement."

*Mrs Alison Kerr, Senior Human Resources Manager, Belfast Health and Social Care Trust
Contact: Alison Kerr at alison.kerr@belfasttrust.hscni.net*



04: Dunbia

Sector: Food Manufacturing
Location: Dungannon
Size: c1,200 employees (inc. contractors)



Barbara pictured centre receiving her award from Mr Reg Empey and Christine Bleakley

About Dunbia:

An established multinational food company operating across 10 sites in the UK and Ireland with sales offices across Europe. Dunbia produces top quality beef, lamb and pork products for local, national and international retail, commercial and foodservice markets and is reputed for excellence in innovation and new product development.

Headquartered in Dungannon, it employs 3,200 people across a wide range of high-tech and multi-skilled disciplines; 1,240 are employed in Northern Ireland and around 60% at operative level are migrant workers.

What Dunbia does:

Last year over £200,000 was invested in training, demonstrating the importance Dunbia places on continuous development of staff at all levels. 420 employees in the past 12 months have been awarded either a NVQ in Food Manufacture or an ILM Qualification (Institute of Leadership and Management).

Dunbia is committed to promoting equality of opportunity and ensuring all employees are effectively trained. Training is delivered in up to five different languages. Such is its effectiveness, some migrant workers are now fully qualified trainers and NVQ assessors. Barbara Kubika, 'Runner Up' in the Northern Ireland Apprentice of the Year in 2007, is a great example.

Dunbia's multi-racial Employee Forum with representatives from local, Polish, Lithuanian, Portuguese and East Timor communities is used to openly communicate any business

changes, announcements or other corporate items which are then disseminated throughout the wider workforce. It offers a neutral platform where employees can bring forward ideas and suggestions for business improvement or raise any problems. Minutes and actions are posted on notice boards and communication screens ensuring everyone is up to date with developments.

Through its 'Charity of the Year Scheme', partnering with Macmillan Cancer Support in NI, a number of events held have successfully brought different migrant communities together and fundraised at the same time. Events have included Family Fun Days, Children's Christmas Party, St Patrick's Irish Stew & Ceilidh Dance and BBQ.

The business impact:

- Dunbia has experienced:
- ▶ Improved communication
 - ▶ Improved skill set
 - ▶ Increased number of migrant workers getting promoted
 - ▶ Increased morale

"We place a strong emphasis on our people and invest heavily in them. Our migrant workers are highly valued and play an important role in our business operations. It is in our interest to ensure they receive the training and development they require. We are committed to ensuring they settle into our community and events such as the St Patrick's Irish Stew and Ceilidh Dance give them the opportunity to experience some of our culture."

*Jonathan Young, Human Resources Director, Dunbia
 Contact: Ashley Stewart at HRenquiries@dunbia.com*



About Finnebrogue:

Family run Finnebrogue specialises in the production of venison and other meat products. It has tripled in size over the last three years and the business had the challenge of integrating all new employees, including migrant workers, whilst maintaining a family-run feel. Migrant workers currently make up almost half of the workforce.

What Finnebrogue does:

Due to its size, Finnebrogue faces some limitations and this means that some support can be ad hoc. However, the family feel works to its advantage as it provides a caring level of support and help for all employees.

Finnebrogue has found its work with migrant workers more straightforward than was first anticipated. The practical assistance established has been beneficial for all employees. Support includes setting up bank accounts for new employees and liaising directly with the bank to iron out any issues. It also seeks to provide assistance for employees registering for National Insurance.

Finnebrogue makes available local information which is invaluable for someone new to the area, including researching local childcare provisions and helping people register with local healthcare providers. Integrating into the wider local community is important and Finnebrogue seeks to involve employees in social and sporting events.

Finnebrogue promotes development opportunities for all employees including



05: Finnebrogue

Sector: Food Manufacturing
Location: Downpatrick
Size: 100 employees

providing free access to ESOL English language classes. This has proved to be of real benefit for employees' overall development and integration and ultimately has a huge benefit to the business and overall productivity.

The business impact:

Through providing this assistance to its migrant workers, Finnebrogue has:

- ▶ Found it easier to recruit skilled employees, allowing the business to grow and develop
- ▶ Helped to identify and encourage improved skills and promotion
- ▶ Two migrant workers have progressed from production through to line manager grades
- ▶ Lower than average attrition rates for employees within the sector
- ▶ A number of migrant workers have accumulated over six years' service
- ▶ 10+ employees have completed an English Language training course in the last year

"As an employer of just under 100 people, some of the extraordinary and motivated, skilled men and women I work with could be considered migrant workers, although we do not use this term. For hundreds of years, people from my own country have emigrated all over the world to find better ways of life for our families. We've been willing to travel far, work hard and contribute to other societies, in the belief that we have the fundamental right to be considered equal. I expect nothing less of how my business, and my country, treats people who weren't born on this piece of land."

*Denis Lynn, Managing Director, Finnebrogue
 Contact: Kerry Lynn
 at info@finnebrogue.com*



06: gem

Sector: Outsourcing
Location: Belfast
Size: 600 employees



About gem:

gem was established in Belfast in 2000 following Philip Cassidy's identification of a global market opportunity for the provision of outsourced email handling services. It is now one of Europe's leading independent providers of outsourced contact centre services across email, telephone, Social Media, SMS, and live chat in 29 languages.

Since its inception, the business has grown to more than 600 employees with three offices - two in Belfast and one in Debrecen, Hungary. gem is recognised nationally and internationally as a leading developer of best practice in contact centres.

What gem does:

gem provides assistance to all its newly relocated employees through practical support measures such as help setting up UK bank accounts, registering with GPs and dentists as well as supporting their development and inclusion in the workplace. This involves ensuring that all employees have equal access to training, coaching and development throughout their time with the company.

One of the ideas developed by gem is its Relocation Pack which it provides for all new starts. The pack includes vital information for anyone moving to Northern Ireland, including regularly updated information on accommodation, child care, the cost of living, health care, social activities and much more. gem goes the extra mile by providing relocation assistance which includes someone to assist with finding accommodation, help with leases and also a follow-up contact to ensure that

everyone is settling in well. If employees are settled in a happy and healthy environment this has a beneficial impact on their work.

The business impact:

By engaging with all employees and ensuring their needs are met, gem has experienced:

- ▶ Increased staff retention and improved employee wellbeing
- ▶ Greater understanding of the culture of its customers

"gem is firmly committed to diversity in all areas of our work. gem believes that we have much to learn and profit from diverse cultures, experiences and perspectives, and that diversity will make our organisation more effective in meeting the needs of our staff, customers and stakeholders."

*Philip Cassidy, CEO, gem
Contact: Helen Todd at info@the-gem.com*



07: Genesis Breads

Sector: Food Manufacturing
Location: Magherafelt
Size: 127 employees



About Genesis Breads:

Genesis Breads is a family owned craft bakery. Established in 1968, it has listings with major multiples and independents in UK, Northern Ireland and the Republic of Ireland. Having invested heavily in production facilities, over £4m spent in recent years, it now has an accredited BRC Grade A facility capable of 400,000 units per week and retail sales circa £12m. Genesis Breads is driven by continuous innovation in line with customer needs - quality and taste, health and indulgence.

What Genesis Breads does:

Genesis Breads employs a large number of highly skilled migrant workers and it undertakes various activities to assist with their integration into the workforce. This includes simple activities from translating all signage and notice boards to ensuring all employees' full skill sets are identified and fully utilised, benefitting both the employee's own development as well as the business.

As a result of reviewing its employee skills base one of Genesis' most effective actions came into operation. Initially interested in a production job, Barbara Gryszkieincz began working in the finance department. Seeing her people qualities, the company asked her to work with HR to develop advice and guidance for employees relating to their wages and contributions, vital information for new migrant workers. This progressed to helping translate various policies, documents and contracts for employees. Soon Barbara became a key point of contact and support for employees. She is now an official liaison officer for all Polish employees and is the first point of contact, including completing

inductions for new employees. Her work helps to engage non-English speaking employees and allows the company to promote the strong company ethos more effectively.

The business impact:

The use of a dedicated liaison officer has resulted in:

- ▶ Continually decreasing levels of employee turnover, especially in production areas which traditionally have higher staff turnover levels
- ▶ Increased loyalty from employees and improved motivation and employee engagement
- ▶ Improved support for managers which has decreased time spent on resolving issues
- ▶ Improved line manager communication
- ▶ Allowed the business to grow smoothly while technical standards from new customers like M&S were introduced

"Migrant workers play a key role in the daily activities within Genesis Breads. Their commitment and positive attitude, aligned with high skill levels have been a perfect fit for the culture in our organisation over the past five to ten years. Given the hands-on, hand-crafted nature of our processes, the efficiency and application of our people is key and there is no doubt in my mind that they have helped Genesis to continue to prosper as a leading craft bakery in the UK."

*Damian McErlain, Operations Manager, Genesis Breads
Contact: Anna-Marie McCusker
at a.mccusker@genesisbreads.com*

08: The Co-operative Farms

Sector: Agriculture/Farming
Location: England and Scotland
Size: 200+ employees



About The Co-operative Farms:

The Co-operative currently farms around 50,000 acres of land in England and Scotland, the equivalent of about 25,000 football pitches! Since its first potato farm in 1896, it now has over 100 years of farming expertise and grows an increasing range of cereals and fresh fruit and vegetables for its Co-operative Food store. It owns three packhouses for potatoes, broccoli and strawberries.

The business requires a large amount of additional labour during the harvest periods on its fruit farms, which it recruits from Europe and a significant proportion of the workforce within its potato packhouses are also of foreign nationality.

What The Co-operative Farms does:

Migrant Workers Project: A graduate from The Co-operative Group's Leadership Programme was tasked to look at how it could improve the management of migrant workers on its farms and packhouses, helping the business understand what difficulties the workers face in the workplace and what more could be done to support them.

From this the following actions were identified:

- ▶ ESOL: English lessons are available for all permanent staff at two sites
- ▶ Translators: Every site that has a significant foreign workforce has employees who earn an additional payment each month for providing a translation service for work related matters. External translation support is used for meetings that are confidential
- ▶ Translation of documents: Health and Safety signs, induction documents and policy

- ▶ and procedure documents are translated into several languages. The annual employee engagement survey is translated into all the languages spoken in the packhouses so everyone has an equal say
- ▶ Welfare Officer: In Perthshire, a returning student is employed as a welfare officer. Many of the students are young, working away from home for the first time, so the welfare officer supports them with personal issues, such as finding a doctor or the nearest post office
- ▶ Accommodation: The accommodation provided for seasonal foreign workers is regularly reviewed and updated, ensuring it remains some of the best in the industry
- ▶ HR Clinics: Feedback revealed that employees were unaware of who to go to for support and advice. It is now advertised when the HR Officer is on site for employees to drop in and seek any advice they require, with the help of the on-site translators
- ▶ Training: A Managing Diversity workshop was run at the Langley Brook packhouse for all levels of Supervisors and Managers

The business impact:

- ▶ A number of foreign workers have been promoted to Line Supervisors and Managers at the packhouses and fruit farms
- ▶ An ever increasing number of returnees for the summer harvests reduces recruitment and training costs
- ▶ Low turnover rates within its packhouses enabling development of the workforce and promotion from within

Contact: Rob Jones
at rob.s.jones@co-operative.coop



About Dalehead Foods:

Dalehead Foods is a division of Tulip Ltd, with four dedicated factories employing around 1,300 people, supplying high quality fresh meat products to a leading premium retailer and associated manufacturing customers.

As a responsible employer, one of its key values is to be recognised as a good company to work for, and one that respects the interests of its workforce. The aim is to be an 'employer of choice', creating an environment where people are treated fairly, feel safe, and are valued and motivated.

What Dalehead Foods does:

Within the manufacturing units, two thirds of the workforce is made up of migrant workers, some with only a basic understanding of English. In order to address the challenges this brings to an organisation, a decision was taken three years ago to create the role of Employee Integration Co-ordinator, which was integrated into the local HR team. This person would act as a liaison for all workers - particularly those for whom English is a foreign language - and ensure employees are fully integrated into the business. Key responsibilities include coordinating and ensuring full understanding of company policies and procedures, providing translation and representation and supporting workers during day to day work activity. All minutes of works committee meetings, advertisements for social events and other staff announcements are translated for migrant workers.



09: Dalehead Foods (A division of Tulip Ltd)

Sector: Food Manufacturing
Location: Cambridge
Size: 1,300 employees

The business impact:

This new role has resulted in measurable impacts such as:

- ▶ The effective integration of migrant workers into the workplace community
- ▶ Improved communication process through translation
- ▶ Point of contact for employees to address work-related issues, concerns or general questions
- ▶ Provision of confidentiality and dignity to the migrant worker population giving them a real sense of belonging and value

"Having an Employee Integration Co-ordinator as part of the HR team has been of significant benefit to the manufacturing units, and ensures that the migrant workforce are fully included and given support within our business. It also results in many questions or concerns being addressed at the earliest opportunity and supports our key value of creating an environment where our workforce feels they are being treated fairly and are valued."

Joanne Collins, Divisional HR Manager, Dalehead Foods

Contact: Joanne Collins
at joanne.collins@dalehead.co.uk

10: Veolia Environmental Services

Sector: Recycling & waste management
 Location: Worldwide, with presence in UK
 Size: 12,000 employees in the UK

About Veolia Environmental Services:
 The leading recycling and waste management company in the UK, Veolia Environmental Services provides its commercial, industrial and local authority customers with sustainable recycling and waste services to minimise their impact on the environment. Veolia values its people, relying on their skills, ingenuity and dedication to help satisfy its customers, protect its environment and promote the success of its business every day. Giving its staff a voice and creating an inclusive workplace is high on its people agenda.

What Veolia Environmental Services does:
 Veolia Environmental Services carries out staff surveys in four different languages and ensures site signage is in Polish where relevant to ease communication. In London, Health and Safety training literature has been developed in pictorial style suitable for any nationality, with introductions in sixteen languages. Monthly health and safety bulletins are produced in English, French, Polish and Portuguese.

Learning and development is highly important and is delivered by Campus Veolia, an in-house development centre. Available to all employees who want to acquire new skills, knowledge and competencies, this empowers employees from all backgrounds to develop and enhance their career prospects.

Veolia, in conjunction with the Trade Unions, offers language skills courses including ESOL which has been used by over 100 members of staff.

The in-house company magazine, Vision, also



highlights that non-UK nationals have a strong place in the company culture, with winners of the Employee of the Quarter from all nationalities.

In striving for maximum integration, the company seeks to reach both to its migrant workers and their families. At its Natural History Museum family days, the Driver of the Year competition, football tournaments and a "Eureka" ideas competition, all members of staff and families are encouraged to participate.

- The business impact:**
- ▶ People feel included and are more willing to complete the staff survey
 - ▶ Improved health and safety compliance; reduced accidents and improved reporting
 - ▶ Language skills training has resulted in better communication and hence improved performance and employee relationships
 - ▶ Improved staff morale and loyalty
 - ▶ In 2009 staff turnover rate was reduced from 20.91% (2008) to 13.4% resulting in a reduction in recruitment expenditure and ongoing improvements in customer service

"We are committed to the welfare and development of all our employees. The improvements in internal communications, which are now more accessible to migrant workers, have contributed to greater inclusiveness and improved health and safety. For the workers themselves the benefits of gaining improved language and literacy skills through work are potentially life changing."
 Martin Curtois, Group Communications Manager, Veolia Environmental Services
 Contact: Simone Looi at Simone.Looi@veolia.co.uk

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Employers' Charter for Employing Migrant Workers in Northern Ireland

Employer Logo to go here

is committed to the development of an inclusive workplace that values the contribution made by migrant workers

We will aim to achieve this by:

Pre-Employment

Having processes and practices in place that are open and accessible in a way that will reach and attract a diverse workforce to our organisation

Starting Employment

Welcoming migrant workers and supporting them in their new role

Continuing Employment

Acknowledging the individual and diverse needs of all employees and promoting a pleasant and harmonious working environment

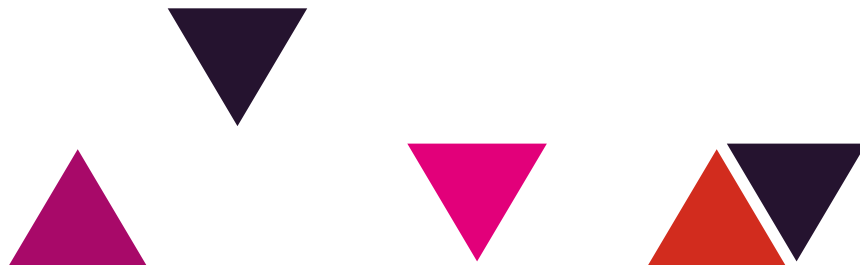
SIGNED for and on behalf of (COMPANY):
 Name, job title _____

SIGNED for and on behalf of Business in the Community:
 Tanya Kennedy, Workplace Director _____



Issue date:

To sign up to the **Business in the Community Employers' Charter**, please telephone: **(028) 9046 0606**, email: **deborah.mcconnell@bitcni.org.uk**



Business in the

Community

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Business in the Community is a unique movement in the UK and Ireland of over 800 member companies (almost 250 of which are in Northern Ireland), with a further 2,000+ engaged through our programmes and campaigns. We operate through a local network of more than 100 business led partnerships and 60 global partners.

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