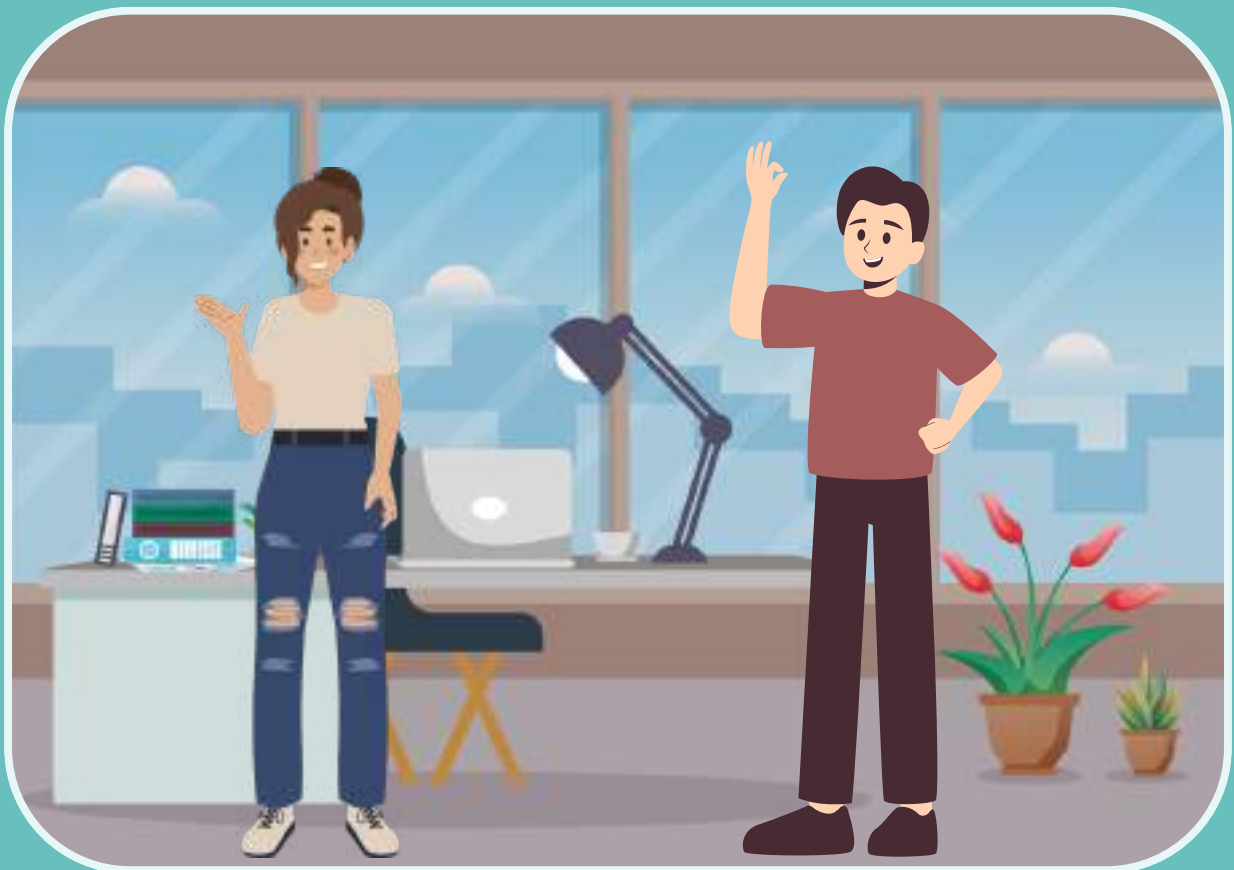


# Onboarding Toolbox

A collection of resources and guidelines to support inclusive hiring practices and workplace integration



**EMPOWER HER - UNLOCKING POTENTIAL,  
BUILDING SKILLS, SHAPING CAREERS**



Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

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# Introduction

## What is the EmpowerHer Onboarding Toolbox?

The EmpowerHer Onboarding Toolbox is a practical collection of activities designed to support inclusive onboarding and workplace integration of migrant women. Developed in response to insights from EmpowerHer research, interviews, and focus groups, the toolbox addresses common challenges related to communication, orientation, team inclusion, mentoring, and organisational culture. It provides concrete, easy-to-use tools that support both new employees and organisations in creating welcoming, respectful, and supportive working environments for all. The toolbox focuses on everyday practices rather than policies, supporting inclusion through simple, realistic actions.

The toolbox is based on a shared responsibility approach. Inclusive onboarding is not the responsibility of one individual or department but a collective effort involving management, HR, team members, mentors, and buddies. Small contributions from different actors create meaningful impact.

## Who is this toolbox for?

The toolbox is intended for employers, HR staff, managers, team leaders, mentors, buddies, and team members involved in onboarding and supporting new employees through inclusive practices. While the activities are designed with the experiences of migrant women in mind, many of them are relevant for onboarding and integrating any new employee. The toolbox is adjustable and supports organisations of different sizes and sectors.



# Introduction

## How to use the EmpowerHer Onboarding Toolbox

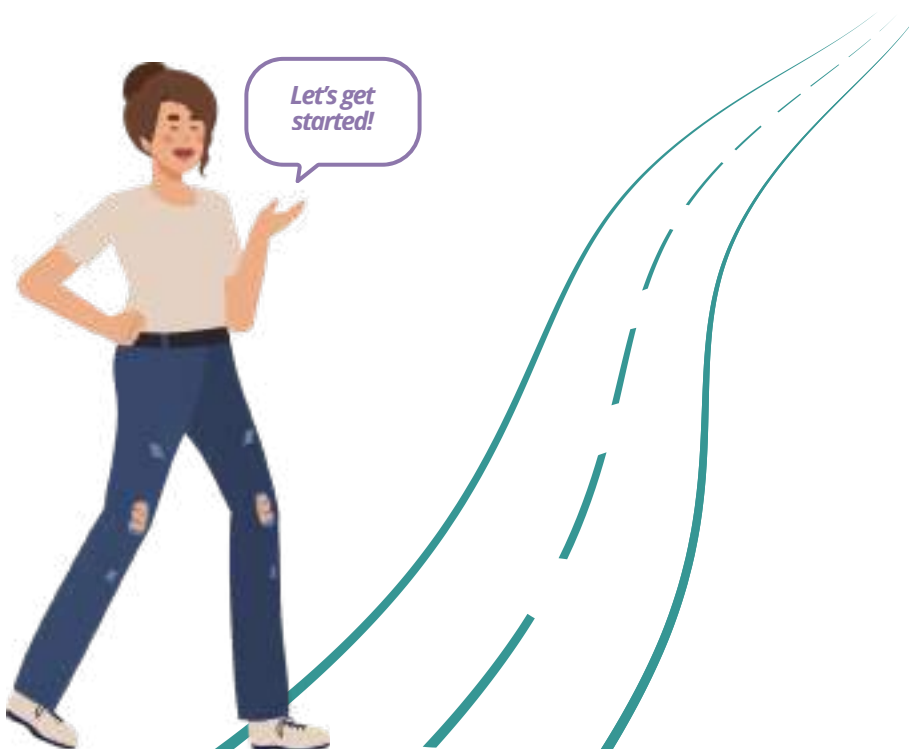
The EmpowerHer Onboarding Toolbox includes a set of standalone activities covering different stages of onboarding and integration, from first-day orientation and early check-ins to mentoring, team connection, and culture-building. Each activity is presented with a clear purpose, a short description, and guidance on how it can be used in practice.

Organisations are encouraged to select and combine the activities that best fit their realities, needs, and resources. The toolbox is not intended to be implemented as a fixed or linear programme. Activities can be used independently, introduced gradually, or adapted to specific organisational contexts. All activities are designed to be flexible and adjustable, and users are encouraged to adapt language, examples, formats, and timing in line with national contexts, organisational culture, and practical constraints, as described in each activity.

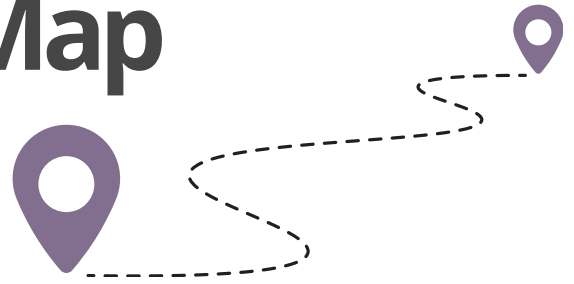
Used together or individually, the activities support a shared responsibility approach to inclusion and help create onboarding processes that are clearer, more supportive, and more inclusive, while remaining manageable and realistic for organisations.

## Scope and Boundaries

This toolbox supports inclusive onboarding and everyday workplace integration practices. It does not replace legal or immigration advice, formal language training, professional counselling, qualification recognition procedures, or existing HR and compliance frameworks. Activities are optional and adaptable, and organisations remain responsible only within their professional and legal remit.



# Journey Map



The EmpowerHer Onboarding Toolbox follows the natural journey of a new employee. Activities can be used flexibly, but the structure below shows how they align across different phases of onboarding and integration.

## **Before Arrival: Activities 1-3**

Preparation and alignment before the first working day.

Focus on understanding the new employee, preparing the team, and ensuring clarity around qualifications and legal status.

## **First Day: Activities 4-6**

Orientation and early clarity.

Welcome, essential safety information, and a first structured conversation to align expectations and support.

## **First Weeks: Activities 7-9**

Everyday support and task understanding.

Buddy support, basic workplace language, and visual task guidance to build confidence and reduce uncertainty.

## **First Months: Activities 10-13**

Structured follow-up and development.

Scheduled check-ins and mentoring to support reflection, confidence, and professional growth.

## **Inclusive Team Culture: Activities 14-20**

Ongoing team connection and shared responsibility.

Values clarification, reflection rounds, team-building moments, and informal networking activities that strengthen trust and collaboration for everyone.



# SECTION 1

## Preparing for Arrival



*Preparation and alignment before the first working day.  
Focus on understanding the new employee, preparing the team,  
and ensuring clarity around qualifications and legal status.*

# 1

## Activity

# Pre-Arrival Questionnaire - Getting to Know the New Employee

- **Type of activity:** Pre-onboarding / Personalisation & inclusion support tool
- **Timing:** Before the first working day (ideally after contract signature)
- **Target users:** HR staff, managers, mentors (to be completed by the new employee, optionally supported by HR or a mentor)
- 
- 

### 1. Purpose of the activity

The *Pre-Arrival Questionnaire* supports an inclusive and personalised onboarding process by allowing organisations to prepare for a new employee **before she starts working**. EmpowerHer field research showed that migrant women are often expected to adapt immediately to new workplaces, teams, languages, and systems, without sufficient opportunity to express their needs, preferences, or background.

This activity helps shift onboarding from a standardised process to a **person-centred approach**, where the organisation takes responsibility for preparing a supportive environment. It also contributes to trust-building, transparency, and early team integration. It builds trust before the first working day, reduces early misunderstandings, and supports smoother integration.

### 2. Description of the activity

This activity consists of a two-part questionnaire shared with the new employee before her first working day. The questionnaire is voluntary and clearly structured into:

- **Section A – Getting to Know You**

A light, informal section that helps colleagues and teams get to know the new employee as a person.

- **Section B – Confidential Information**

A private section, accessible only to HR or the manager, focusing on support needs and practical considerations.

The distinction between the two sections is explained clearly to the employee, ensuring trust, consent, and data protection.

### 3. How to use the activity

The questionnaire should be sent to the new employee including a short explanation of:

- why the information is requested,
- how it will be used,
- which section is shareable and which is confidential,
- and that answering is voluntary.

HR or managers should review responses before the first working day and use them to:

- prepare communication and support,
- brief mentors or buddies where appropriate,
- anticipate practical or language-related needs.

This activity is adaptable to different organisational and national contexts. It can be translated, adjusted to national frameworks, used in digital or paper form, and adapted to local cultural contexts. Sensitive questions should always remain optional.

Completion time for the employee: approximately 10–15 minutes.

### 4. Structure of the questionnaire

**Section A** – Getting to Know You (Shareable with the Team) focuses on supporting team connection and intercultural understanding through information the employee is comfortable sharing, such as preferred name and pronunciation, background, interests, learning preferences, and languages spoken. This information may be shared with the team to support informal introductions, buddy matching, and social integration.

**Section B** – Confidential Information (HR / Manager Only) supports personalised onboarding and early support through optional, confidential information related to language needs, practical arrangements, well-being, and support during the first weeks. This information is used solely to prepare appropriate support and is handled confidentially in line with data protection requirements. All sensitive questions should be kept optional and be stored accordingly, in line with GDPR.



**Combine with Activity 6 (First Meeting) to clarify expectations early.**

# Instructions & How to Use This Questionnaire

This questionnaire helps us prepare for your arrival and welcome you in the best possible way. Answering is voluntary — you may skip any question you do not wish to answer. The questionnaire is divided into two sections:

**A**

## **Section A - Getting to Know You**

*Shareable with the team.*

This section is friendly and informal. The information may be shared with your new colleagues to help them welcome you and connect with you - only with your consent.

**B**

## **Section B - Confidential Information**

*HR / Manager only*

This section is strictly private. Only HR or your manager will see these answers. It is used solely to prepare appropriate support and stored per data protection requirements.



# SECTION A - GETTING TO KNOW YOU

Sharable

*This section is friendly and informal. It may be shared with your team to help them get to know you.*

1

## Name

Preferred name: \_\_\_\_\_

Pronunciation (optional): \_\_\_\_\_

2

## Educational Background

Optional

What is your educational background or field(s) of study?

*For example: school, vocational training, university, professional courses.*

---

---

3

## Places I Have Lived

Optional

If you feel comfortable sharing, which countries or places have you lived in?

*You may include your current country, previous countries, or cities.*

---

---

---

4

## About You

What do you enjoy doing in your free time?

Sports

Reading

Art

Music

Cooking

Other: \_\_\_\_\_

Is there something you are especially interested in or passionate about?

---

5

## How You Like to Work

How do you usually prefer to learn new tasks?

- |   |   |
|---|---|
| <input type="checkbox"/> Watching someone | <input type="checkbox"/> Written instructions |
| <input type="checkbox"/> Trying it myself | <input type="checkbox"/> Visual examples      |

Do you usually prefer to ask questions:

- |                                      |   |                               |
|--------------------------------------|---|-------------------------------|
| <input type="checkbox"/> Immediately | <input type="checkbox"/> After trying first | <input type="checkbox"/> Both |
|--------------------------------------|---|-------------------------------|

6

## Fun Icebreaker

Complete one or more sentences:

Optional

- A place I like or miss is: \_\_\_\_\_
- A food I really like is: \_\_\_\_\_
- One thing people may not know about me: \_\_\_\_\_

7

## Languages

Languages you speak or understand:

Optional

---

---

### Thank you for completing Section A!

The information above may be shared with your team - with your permission - to help them welcome you.

*Strictly confidential. Used only to prepare appropriate support. Stored per data protection requirements. All questions optional.*

1

## Communication & Language Support

Preferred working language (if any): \_\_\_\_\_

Do you feel you may need language support at the beginning?

Yes

No

Not sure

If yes, please explain:

---

---

2

## Practical Needs

Do you have any needs related to:

- Working hours?  Yes  No
- Transport or commuting?  Yes  No
- Childcare or family responsibilities?  Yes  No

If yes, please explain:

---

---

## SECTION B – CONFIDENTIAL

HR / Manager only

*Strictly confidential. Used only to prepare appropriate support. Stored per data protection requirements. All questions optional.*

3

### Health, Accessibility & Well-Being

Do you have any health, accessibility, or well-being needs we should be aware of in order to support you at work?

Yes  No

If yes, please explain:

---

---

4

### Support During the First Weeks

Is there anything that would help you feel more comfortable or supported when you start working?

---

---

---

5

### Additional Comments

Is there anything else you would like to share privately with HR or your manager?

---

---

---

### Thank you

Thank you for taking the time to complete this questionnaire. Your answers will be treated with respect and confidentiality and used only to support your onboarding.

Questions? Contact:

# OPTIONAL - TEAM PROFILES TOOL

*As part of the onboarding process, key contact persons within the organisation (e.g. buddy, mentor, supervisor, team members) are invited to share a short profile about themselves. This allows the new employee to become familiar with the people they will be working with, understand roles and responsibilities, and feel more confident initiating communication from the very beginning.*

## **Each profile should follow a simple and consistent structure:**

### **Basic Information**

*Name, role, and department, providing a clear understanding of the person's position within the organisation.*

### **What I Do (in Practice)**

*A short, practical description of daily tasks and responsibilities, focusing on real activities rather than formal job descriptions.*

### **How We Will Work Together**

*A brief explanation of how this person will interact with or support the new employee (e.g. supervision, collaboration, guidance, informal support).*

### **How to Reach Me**

*Preferred communication channels (e.g. email, phone, Teams/Slack) and general availability.*

### **A Few Things About Me**

*A short personal element (e.g. interests, working style, or a fun fact) to support relationship-building and create a more approachable environment.*

### **Tips for Working with Me (optional)**

*Practical advice on communication or collaboration preferences to facilitate smoother cooperation from the start.*

The profiles can be shared with the new employee before or during their first days (e.g. as part of a welcome pack or onboarding folder). This approach supports faster integration, encourages open communication, and contributes to a more inclusive and human-centred onboarding experience.

# 2 Activity

## Team Preparation Brief - Getting Ready to Welcome a New Colleague

- **Type of activity:** Team preparation / Inclusion and awareness support tool
- **Timing:** Before the new employee's first working day (close to the start date)
- **Target users:** Managers, team leaders, HR staff, team members, mentors, buddies

### 1. Purpose of the activity

The Team Preparation Brief supports inclusive onboarding by ensuring that teams are actively prepared to welcome a new colleague, rather than expecting the new employee to adapt alone. Successful integration depends not only on individual motivation, but on the openness, awareness, and readiness of the team.

### 2. Description of the activity

This activity consists of a short, structured briefing for the team, led by the manager or team leader. It can be delivered as a short meeting, a written brief, or a combination of both. The focus is on setting expectations, addressing potential uncertainties, and reinforcing shared responsibility for a respectful and supportive work environment. The activity does not disclose private information about the new employee.

### 3. How to use the activity

The team preparation brief is delivered shortly before the new employee starts and can take the form of a short team meeting (15–20 minutes), a written briefing shared in advance, or a combination of both. It prepares the team by informing them about the new colleague's role and start date, explaining that onboarding is a shared responsibility, and highlighting how small everyday actions can support inclusion. The brief encourages team members to focus on the new colleague's strengths, skills, and experience, to approach differences in language, communication style, or work habits with openness and patience, and to communicate respectfully. Team members are invited to raise questions or concerns with the manager rather than directing them to the new colleague. The activity requires minimal preparation (around 10 minutes), no additional resources, and can be easily adapted to different team sizes, sectors, workplace cultures, and national contexts, while ensuring that language remains inclusive and that no personal or confidential information is shared.

### 3. How to use the activity

1

#### **Complete the template**

Fill in the new colleague's name, role, and start date. Add only Section A information the employee has consented to share.

2

#### **Choose your format**

Deliver as a short team meeting, a written brief, or both. Allow 15-20 minutes for discussion.

3

#### **Set team expectations**

Reinforce shared responsibility and small inclusive actions. Invite questions — to you, not to the new colleague.

4

#### **Respect confidentiality**

Do not share private information. Do not speculate about background or situation. Keep it professional and positive.



**Combine with Activity 1**

# Team Preparation Brief – Getting Ready to Welcome a New Colleague

For Manager

Complete and share with your team before the new colleague's first working day. Share only information the employee has consented to share.

1

## Basic Information:

A new colleague will be joining our team.

Name: \_\_\_\_\_

Role: \_\_\_\_\_

Start date: \_\_\_\_\_

2

## About the New Colleague

Optional

*Based on information the employee agreed to share*

*The following information comes from the "Getting to Know You" section of the pre-arrival questionnaire and is shared with the employee's consent to help the team prepare and connect (only include information the employee has agreed to share, do not add assumptions or interpretations).*

Preferred name and pronunciation:

\_\_\_\_\_

Educational background or field(s) of study:

\_\_\_\_\_

Places lived / international experience:

\_\_\_\_\_

Languages spoken or understood:

\_\_\_\_\_

Interests or hobbies:

\_\_\_\_\_

Preferred way of learning new tasks:

Watching someone

Trying it myself

Written instructions

Visual examples

# Team Preparation Brief – Getting Ready to Welcome a New Colleague

For Manager

## 3 Why This Matters – Message to the Team

Onboarding works best when the whole team is involved. Each of us plays a role in creating a respectful, supportive, and inclusive working environment.

## 4 What We Expect as a Team

- Be welcoming and respectful
- Be patient and open
- Offer help when needed
- Avoid assumptions or stereotypes
- Focus on strengths and similarities

## 5 Support Roles

Mentor: \_\_\_\_\_

Buddy: \_\_\_\_\_

They will support the new colleague during the first weeks, with help from the whole team.

## 6 Communication Guidelines

- Ask questions respectfully
- If something is unclear or difficult, speak to the manager
- Do not place pressure on the new colleague to “explain” or represent others

## 7 Small Actions That Make a Difference

- Say hello and introduce yourself
- Invite the new colleague to breaks or lunch
- Explain informal rules or routines
- Check in during the first days

# Recognition of Qualifications & Legal Status

- Type of activity:** Internal compliance and guidance tool / Employer support and bridge-building resource
- Timing:** During recruitment and onboarding phases (and when legal or qualification questions arise)
- Target users:** Employers, HR staff, managers involved in recruitment and onboarding
- 

## 1. Purpose of the activity

The purpose of this activity is to support employers and HR staff in understanding and navigating qualification recognition and legal work status when employing migrant women. EmpowerHer field research showed that many employers are willing to hire migrant women but lack a clear overview of qualification recognition processes, work permits, legal status requirements, and what they are legally allowed to ask or require.

At the same time, there is often a wide range of official information and support services available - but employers may not know where to find them or may lack the time to navigate complex systems. This activity aims to bridge that gap by providing a structured starting overview and reducing uncertainty, promoting informed, fair, and lawful practices while preventing unnecessary pressure on employees.

## 2. Description of the activity

This activity consists of a short internal guidance note supported by an initial overview of relevant links and resources prepared by the project partners for each participating country or region. The overview serves as a practical entry point, bringing together key official sources related to qualification recognition, legal work status, and employer obligations.

Employers can then adapt, expand, and update this overview according to their specific national or regional context. The guide is not shared with employees and is used internally as a reference during recruitment and onboarding processes.

### The activity helps employers:

- understand their responsibilities,
- identify reliable and official information sources,
- avoid assumptions or informal practices,
- reduce administrative uncertainty.

### 3. How to use the activity

Project partners provide a first structured overview of key national or regional resources, including links to official authorities and support services. Employers are encouraged to use this overview as a starting point and adapt or update it as needed within their organisational context.

The guidance note should be consulted during recruitment and onboarding processes and shared internally with managers where relevant. Information and links should be reviewed periodically to ensure they remain up to date. When uncertainties arise, employers are encouraged to contact official authorities or recognised advisory services rather than relying on informal interpretations.

By offering a structured entry point, this activity reduces the burden on employers and supports transparent, consistent, and legally compliant employment practices.



**Combine with Activity 6**

*This overview should provide a structured starting point with links to reliable and official sources. It does not replace legal advice but supports informed and transparent decision-making.*

**Add your flag**

## Recognition of Qualifications

- National authority responsible for qualification recognition
- Regulated vs. non-regulated professions
- When formal recognition is required and when it is not
- Official websites or contact points for verification

## Legal Right to Work

- Where and how employers can verify the right to work
- Documentation required by law
- What employers are legally allowed to ask — and what they should avoid
- Official guidance sources or advisory services

## Good Practice Principles

- Use official and verified sources
- Avoid asking employees to “explain the system”
- Communicate requirements transparently
- Allow sufficient time for administrative processes
- Seek clarification from authorities when in doubt



# SECTION 2:

## THE FIRST DAY

*Orientation and early clarity.*

*Welcome, essential safety information, and a first structured conversation to align expectations and support.*

# Welcome to the Organisation – Simplified Onboarding Pack

- **Type of activity:** Onboarding / Induction support tool
- **Timing:** Before the first working day and during the first week of employment
- **Target users:** HR staff, managers, team leaders, mentors, buddies (to be shared directly with the new employee)
- 
- 

## 1. Purpose of the activity

This activity supports a welcoming, inclusive, and transparent start for new employees, with particular attention to migrant women. It introduces the organisation, its values, and ways of working in a simplified and accessible format, helping new employees feel oriented, respected, and supported from the outset. The activity focuses on understanding the organisation and building a sense of belonging, not on operational or safety procedures.

## 2. Description of the activity

The Simplified Onboarding Pack is a short, easy-to-read document that explains who the organisation is, how it works, and who is there to support the new employee. It complements existing HR materials by translating essential information into clear language and, where possible, visual formats.

The pack is designed to be reusable, adaptable, and suitable for all new employees, while being especially supportive for migrant women who may be unfamiliar with local workplace norms.

## 3. How to use the activity

The onboarding pack should be shared before or on the first working day. It should be reviewed together with the employee during an initial meeting and revisited during the first weeks if needed. Mentors or buddies can use it as a reference to support informal conversations and check-ins.



**Combine with Activity 14 for  
values in practice**

#### 4. Content of the onboarding pack – canva template infographic to be added for the mentors to fill out

*The pack should include the following sections:*

- **Welcome message**

A short, friendly message welcoming the new employee to the organisation.

- **About the organisation**

A brief description of what the organisation does and its purpose.

- **Our values and ways of working**

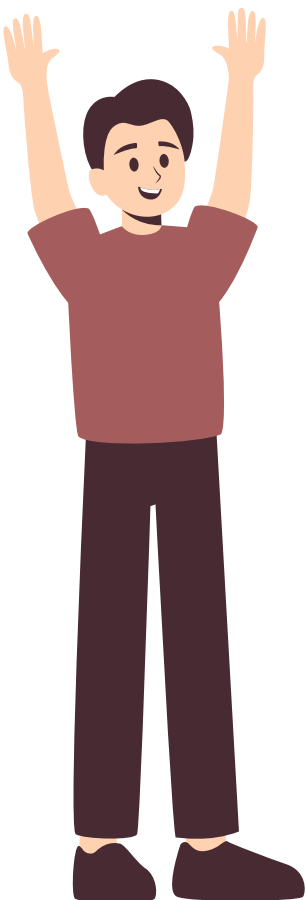
Key values such as respect, equality, teamwork, and responsibility, expressed in simple language.

- **Your role and your team**

Basic information about the employee's role, team, and main contacts.

- **How we support you**

An overview of available support, including the role of managers, HR, mentors, and buddies.



# Welcome to our team!

*[Welcome Message]*

## About the Organisation

*[Text]*

## Our Values & Ways of Working

- *[List of values]*

*[Optional: Add image of values, or team]*



## Your Role & Your Team

Job title:

Department:

Line manager:

## Team members:

-

## Main role:

-

## How We Support You

- **Manager**

*Name + how they support*

- **HR Contact**

*Name + how they support*

- **Buddy**

*Name + how they support*

- **Mentor**

*Name + how they support*

# Welcome to our team!

We are happy to have you with us and look forward to working together. Your ideas, skills, and perspective are valuable to our organisation. If you have questions during your first weeks, your manager, mentor, and buddy are here to support you.

## About the Organisation

Our organisation works to support individuals and communities through training, research, and development activities.

We design and implement projects, educational programmes, and initiatives that promote skills development, innovation, and social inclusion.

Much of our work takes place through collaboration with partners across Europe.

## Our Values & Ways of Working

- **Professionalism** - We work responsibly, respect deadlines, and maintain high standards in our work.
- **Teamwork** - We collaborate, support each other, and share knowledge to achieve common goals.
- **Initiative** - We encourage new ideas, proactive thinking, and problem-solving.
- **Passion** - We care about the work we do and the impact it has on people and communities.
- **Lifelong Learning** - We value curiosity, continuous learning, and personal development.
- **Flexibility** - We adapt to new situations, challenges, and diverse perspectives.



## **Your Role & Your Team**

Job title: Project Assistant

Department: EU Projects Department

Line manager: Maria Smith

### **Team members:**

- Sam Evans- Project Manager
- Elena Clark - Communication Officer

### **Main role:**

Support project coordination, assist with communication activities, and contribute to project reporting and event organisation.

### **How We Support You**

- **Manager**

Maria Smith, responsible for your role, tasks, and professional development.

- **HR Contact**

John Wilson, supports administrative matters and HR-related questions.

- **Buddy**

Elena Clark, your informal point of contact for everyday questions during your first weeks.

- **Mentor**

Sam Evans, available for guidance on professional development and navigating the organisation.

## First Day Essentials Checklist (Safety, Contacts, Practical Information)

- Type of activity:** Onboarding / Orientation support tool
- Timing:** First working day (can also be shared in advance)
- Target users:** HR staff, managers, team leaders, mentors, buddies (to be completed together with the new employee)

### 1. Purpose of the activity

Field research from the EmpowerHer project highlighted that migrant women often miss essential information during their first day due to stress, language barriers, and unfamiliar environments. This can lead to confusion, insecurity, or safety risks. The First Day Essentials Checklist ensures that all critical, day-one information is clearly communicated and understood. It responds to evidence that essential safety and practical details are often missed on the first day, especially when language barriers or stress are present. This activity focuses exclusively on what the employee must know on the first day to work safely and confidently. This activity increases safety, reduces uncertainty, and supports a calm, well-organised first working day for migrant women and all new employees.

### 2. Description of the activity

The activity consists of a short checklist reviewed on the first working day, covering essential workplace orientation, safety and emergency procedures, basic equipment and hygiene rules, and key contacts. It includes a brief tour of the workplace, explanation of safety requirements, confirmation of support contacts, and time at the end of the day for questions and next steps.

### 3. How to use the activity

The checklist should be reviewed together by the HR representative, manager, mentor, or buddy and the new employee on the first working day. It can be completed step by step rather than all at once. The checklist should be completed gradually during the first day. It should be ticked off together and used as a support tool, not a test.



**Combine with Activity 9: reinforce task understanding visually**

# First Day Essentials Checklist

Safety, Contacts & Immediate Orientation

Used only to prepare appropriate support. Stored per data protection requirements.  
All questions optional.

## Employee Information

Employee name: \_\_\_\_\_

Job title: \_\_\_\_\_

Department / Team: \_\_\_\_\_

First working day: \_\_\_\_\_

Person completing the checklist:

Manager

HR

Mentor

Buddy

## Workplace Orientation

- Tour of the workplace completed
- Workstation / main working area shown
- Toilets and washing facilities shown
- Break area / kitchen shown
- Storage for personal belongings explained

## Notes:

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## Equipment & Workplace Rules

*[If applicable]*

- Basic equipment introduced
- Protective equipment explained
- Hygiene rules explained
- Restricted areas explained

## Safety & Emergency Information

- Emergency exits shown
- Fire safety procedures explained
- First aid location explained
- Accident / incident reporting explained

## Key Contacts:

### Line manager

Name: \_\_\_\_\_

Contact: \_\_\_\_\_

### HR contact

Name: \_\_\_\_\_

Contact: \_\_\_\_\_

### Mentor / Buddy

Name: \_\_\_\_\_

Contact: \_\_\_\_\_

## End-of-Day Check

- Employee had the opportunity to ask questions
- Key safety points confirmed
- Next working day / next steps explained

Employee questions or comments: \_\_\_\_\_

\_\_\_\_\_

## Confirmation

Checklist completed on (date): \_\_\_\_\_

Name of person completing checklist: \_\_\_\_\_

Signature (optional): \_\_\_\_\_

# First Meeting Preparation – HR / Manager & Employee



**Type of activity:** Structured onboarding conversation / Inclusion and alignment tool

**Timing:** During the first week of employment

**Target users:** HR staff, line managers, new employees

## 1. Purpose of the activity

This activity supports the first formal meeting between the new employee and HR or the line manager. Its purpose is to clarify expectations, explain support, and create space for questions.

## 2. Description of the activity

This activity provides a simple and structured framework to guide the first formal meeting between the new employee and HR or the line manager. The meeting focuses on clarifying role expectations, explaining organisational processes, confirming support structures, and establishing open communication from the beginning.

Rather than functioning as a performance discussion, the meeting serves as an alignment and orientation moment. It creates a predictable and transparent space where the new employee understands what is expected, who to contact for different matters, and how the onboarding process will continue.

The activity includes a short preparation template to support consistency and ensure that key topics are addressed while allowing flexibility to adapt the conversation to the specific role and organisational context.

## 3. How to use this activity

Use the following template to prepare and guide the meeting. The meeting should take place during the first week of employment and focus on clarity, alignment, and open dialogue rather than evaluation. The conversation should be structured but flexible, allowing space for questions and mutual understanding. Managers or HR staff are encouraged to prepare briefly in advance to ensure expectations, responsibilities, and next steps are communicated clearly and consistently.



**Combine with Activity 10: Set the dates during this meeting**

# First Meeting Preparation Template

Clear expectations & early alignment

Employee: \_\_\_\_\_

Role: \_\_\_\_\_

Meeting date: \_\_\_\_\_

Led by: \_\_\_\_\_

## 1 Purpose of the Meeting

- Welcome the employee
- Explain the purpose of the conversation
- Encourage questions

## 2 Role & Expectations

- Main responsibilities
- Initial priorities
- How work is organised

## 3 Support & Contacts

Confirm:

- Line manager
- HR contact
- Buddy
- Mentor (if applicable)

Explain when and how to contact each.

## 4 Employee Questions

Invite the employee to share:

- Questions
- First impressions
- Anything unclear

## 5 Next Steps

- Immediate tasks or milestones
- Next check-in or meeting

## Closing

Reassure the employee that support is available and thank them for the conversation.



# SECTION 3

## The First Weeks



---

*Everyday support and task understanding.  
Buddy support, basic workplace language, and visual task  
guidance to build confidence and reduce uncertainty.*

# Buddy Scheme Toolkit – Informal Day-to-Day Support



**Type of activity:** Peer support / Informal onboarding support tool

**Timing:** From the first working day (especially relevant during the first weeks/months)

**Target users:** Buddies (colleagues), new employees, managers, HR staff

## 1. Purpose of the activity

The Buddy Scheme provides informal, peer-to-peer support to new employees during their first weeks at work. EmpowerHer field research highlighted that everyday questions, informal rules, and social integration are often best supported by a colleague at the same level rather than through formal structures. This activity helps migrant women feel welcomed and supported in daily work, and also supports managers and HR staff by offering a low-threshold, practical form of support.

## 2. Description of the activity

This activity introduces a buddy scheme to support new employees through informal orientation and everyday integration. A buddy is a colleague at a similar level who acts as a friendly and approachable point of contact, helping the new employee understand daily routines, workplace habits, and social dynamics. The buddy is not a supervisor, manager, or formal mentor, and is not responsible for performance management, conflict resolution, or administrative matters. Clear role boundaries protect both the buddy and the new employee and help keep the role manageable. The activity provides a simple framework for assigning a buddy and clarifying expectations, with the buddy relationship remaining voluntary, time-limited, and flexible to adapt to organisational needs and individual circumstances.



**Combine with Activity 8: for Buddy to practice phrases together**







### 3. How to use the activity

The buddy scheme is introduced at the start of employment and explained clearly to both the buddy and the new employee, including its purpose, limits, and expected duration. Participation is voluntary, and the role is informal and time-limited, typically lasting four to eight weeks, with respect for workload and availability. The buddy is introduced on the first day or during the first week and supports informal orientation by helping with everyday questions, workplace routines, shared spaces, and social integration (e.g. breaks or informal conversations).

Clear boundaries are maintained between the buddy and mentor roles, and buddies are encouraged to offer proactive support while respecting the new employee's pace and preferences. Any issues beyond the buddy role should be referred to the appropriate contact within the organisation.

Organisations should recognise that taking on the buddy role is part of the colleague's contribution to the team and organisation. As it supports overall team cohesion and integration, the role should be acknowledged and valued accordingly, including consideration of workload and appropriate recognition or compensation mechanisms where relevant.

#### What a Buddy Is - and Is Not

- |  |   |
|--|---|
|  Answer everyday questions about the workplace |  Line manager or disciplinary contact                      |
|  Share informal norms and unwritten rules      |  Source of personal advice on immigration or legal matters |
|  Check in regularly and listen                 |  Responsible for the new employee's performance            |

#### Suggestion for Enhancement

In organisations where multiple buddies are involved, it can be beneficial to organise short, regular exchanges (e.g. monthly) among them. These informal meetings create space to share experiences, discuss challenges, and reflect on onboarding practices. Where relevant, inviting experienced staff members from diverse cultural or professional backgrounds (e.g. employees who have transitioned from another country or system) can further enrich these discussions. This helps buddies better understand different training pathways, expectations, and potential adjustment needs, ultimately strengthening the quality and inclusiveness of the onboarding process.

# Buddy Scheme – Informal Day-to-Day Support Guide

*To be shared with buddies and managers*

## 1. Buddy Assignment

New employee: \_\_\_\_\_

Buddy name: \_\_\_\_\_

Role / Team: \_\_\_\_\_

Start date of buddy role: \_\_\_\_\_

Planned end date: \_\_\_\_\_

## 4. If Something Is Beyond Your Role

If a question or issue goes beyond your role:

- Speak with the manager
- Contact HR
- Ask for guidance if you are unsure

## 2. Purpose of the Buddy Role

As a buddy, your **role** is to:

- Be a friendly point of contact
- Help with everyday questions
- Support informal and social integration

You are **not expected** to:

- Act as a supervisor or mentor
- Manage performance or conflicts
- Handle administrative or personal issues

## 5. Suggested Check-Ins

Examples to be adapted to context:

- Welcome on the first day
- Short informal check-ins during the first week
- Weekly check-ins during the first month
- Closing check-in at the end of the buddy period

## 3. What You Can Help With

- Explaining daily routines
- Showing where things are
- Answering small practical questions
- Inviting the new colleague for breaks
- Explaining informal rules or habits

## 6. Support for Buddies

If you have questions about your role, you can contact:

Manager: \_\_\_\_\_

HR contact: \_\_\_\_\_

# Basic Workplace Language & Key Phrases Cards



**Type of activity:** Practical language support tool / Communication inclusion resource

**Timing:** During the first days and weeks of employment

**Target users:** New employees, HR staff, line managers, buddies, mentors

## 1. Purpose of the activity

The purpose of this activity is to support migrant women in communicating confidently in everyday workplace situations, especially during the first weeks of employment. By providing ready-to-use, functional phrases, the activity supports inclusion, reduces anxiety, and builds confidence. The cards are a support tool and are not intended as a language course or assessment.

## 2. Description of the activity

This activity consists of a set of short, visual language cards designed for everyday workplace use. Each card presents a common workplace phrase, a brief explanation of when it can be used, and optional elements such as translation into the local language or pronunciation support. The focus is on practical communication that supports participation in daily routines and interactions rather than formal language learning.

## 3. How to use the activity

The cards are introduced by HR, the employer, or the line manager during the first days or weeks of employment and are given directly to the migrant woman as a personal support tool. They can be kept at the workstation, saved on a phone, or used during conversations with colleagues. Buddies and mentors are encouraged to use the same phrases in daily interactions to reinforce a shared and supportive communication environment. The cards should never be used to assess language ability or work performance. The activity can be adapted by translating the cards into relevant languages or adding sector-specific phrases, while keeping the format simple and accessible.



**Combine with Activity 14: link language to respectful communication**



## Example Card Template



### Asking for Help

Phrase: **"Can you help me, please?"**

When to use: When you need support or clarification.

Translation in local language:

\_\_\_\_\_

Pronunciation (optional):

\_\_\_\_\_



### Asking for Clarification

Phrase: **"Can you explain this again, please?"**

When to use: When something is unclear.

Translation in local language::

\_\_\_\_\_

Pronunciation (optional):

\_\_\_\_\_



### Managing Time

Phrase: **"I need more time to finish this."**

When to use: When a task takes longer than expected.

Translation in local language:

\_\_\_\_\_

Pronunciation (optional):

\_\_\_\_\_



### Everyday Interaction

Phrases

- "Hello / Good morning"
- "Please / Thank you"
- "Sorry / Excuse me"
- "No problem / That's okay"

Translation in local language:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# Visual Task & Process Cards

- **Type of activity:** Visual onboarding support tool / Task clarity and process alignment resource
- **Timing:** During the first weeks of employment (and whenever new tasks are introduced)
- **Target users:** New employees, line managers, HR staff, buddies, supervisors

## 1. Purpose of the activity

The purpose of this activity is to support migrant women in understanding work tasks and processes clearly, especially during the first weeks of employment. Many misunderstandings at work are not caused by lack of skills, but by unclear instructions or unfamiliar routines. By making tasks visible, concrete, and easy to follow, the activity reduces stress, prevents mistakes, and limits the need for repeated explanations.

## 2. Description of the activity

This activity consists of a set of visual cards that explain specific work tasks or processes. Each card typically shows the task or process, the main steps involved, key do's and don'ts, and simple icons, images, or diagrams. The focus is on clarity and accessibility rather than detailed written instructions.

## 3. How to use the activity

The cards are prepared and introduced by HR, the employer, or the line manager and provided to the migrant woman as a practical support tool. While developing the cards requires some initial time and effort, they become a reusable resource that can benefit all new staff members, regardless of background. The cards can be kept at the workstation, used during training or shadowing, or shared digitally (e.g. via phone or tablet). They should be introduced gradually and, where possible, combined with practical demonstration. Employees should be encouraged to ask questions and suggest updates if tasks or processes change over time. Buddies and supervisors are encouraged to use the same cards when explaining tasks, ensuring consistency across the team. The cards are intended solely as support tools and must not be used for evaluation or performance assessment. They can be adapted by translating short labels, simplifying text, incorporating more visuals, or creating photo- or diagram-based versions tailored to different sectors and organisational contexts.



# Card Templates



**Task:** \_\_\_\_\_

What is this task?

*[Short description in simple language]*

Steps:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Important to remember:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Visuals / icons:

*[Insert images, symbols, or diagrams, if applicable]*



**Task:** \_\_\_\_\_

What is this task?

*[Short description in simple language]*

Steps:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Important to remember:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Visuals / icons:

*[Insert images, symbols, or diagrams, if applicable]*



## Example Card Template



### **Task: Preparing and Sending a Client Email**

#### **What is this task?**

Write and send a clear and professional email to a client with the requested information or update.

#### **Steps:**

1. Open your email programme.
2. Check the client's name and email address carefully.
3. Write a short subject line that explains the purpose (e.g. "Project Update – March").
4. Start with a polite greeting (e.g. "Dear Ms. Thomas,").
5. Write your message clearly and briefly.
6. Attach any necessary documents.
7. Read the email again to check spelling and attachments.
8. Click "Send."

#### **Important to remember:**

- Use a polite and professional tone.
- Keep sentences short and clear.
- Always check attachments before sending.
- If unsure, ask your buddy or supervisor before sending.



# SECTION 4

## Structured Support



*Structured follow-up and development.  
Scheduled check-ins and mentoring to support reflection,  
confidence, and professional growth.*

# Scheduled Check-In Meetings

*[Week 1 – Month 1 – Month 3 – Month 6]*



**Type of activity:** Structured onboarding follow-up / Inclusion and retention support tool

**Timing:** Week 1, Month 1, Month 3, and Month 6 of employment

**Target users:** Line managers, HR staff, new employees

## 1. Purpose of the activity

The purpose of this activity is to create regular, safe opportunities for dialogue and reflection during the first months of employment. Scheduled check-in meetings help normalise open communication, identify support needs early, prevent misunderstandings, and ensure that support is proactive rather than reactive.

## 2. Description of the activity

This activity introduces a series of short, structured check-in meetings between the new employee and the line manager or HR. The meetings are planned in advance and focus on well-being, clarity, and integration rather than performance or evaluation. They provide a consistent space for the employee to reflect on their experience, ask questions, and receive support during the early stages of employment.

## 3. How to use the activity

Check-in meetings are scheduled at key moments during the first months of employment (Week 1, Month 1, Month 3, and Month 6) and are led by the line manager or HR. Each meeting typically lasts 15–30 minutes and should be approached as an open and supportive conversation. The focus should be on how the employee is settling in, whether expectations are clear, and whether any additional support is needed, rather than on assessing performance.



**Combine with Activity 13: early preparation for month 6**

# Check-In Meeting Template

[Week 1 – Month 1 –  
Month 3 – Month 6]

Employee: \_\_\_\_\_

Role: \_\_\_\_\_

Meeting date: \_\_\_\_\_

Led by: \_\_\_\_\_

## 1 How Things Are Going

- How are you feeling at work so far?
- What is going well?

## 2 Clarity & Support

- Is your role clear?
- Do you feel supported by the team?
- Are the buddy or mentor arrangements working?

## 3 Challenges or Needs

- Is anything difficult or unclear?
- Is there any support that would help right now?

## 4 Next Steps

Invite the employee to share:

- Any actions to follow up?
- Date of next check-in:

## 5 Closing

Thank the employee for sharing and remind them that support is available between meetings.

*\*Optional micro-reflection: At Month 3, include one short question such as:  
"What has helped you feel part of the team so far?"*

# Mentoring Programme Toolkit – Structured Professional Guidance

- **Type of activity:** Structured mentoring / Professional development and inclusion support tool
- **Timing:** From the first month of employment (typically following or running in parallel with the buddy scheme)
- **Target users:** Mentors, mentees (new employees), managers, HR staff

## 1. Purpose of the activity

The Mentoring Programme Toolkit provides a structured framework for professional mentoring that supports migrant women beyond initial onboarding. While informal support (e.g., Buddy Scheme) helps with day-to-day orientation, longer-term integration, confidence-building, and career development benefit from a more formal mentoring relationship. This activity supports migrant women in navigating workplace expectations, developing confidence, and identifying growth opportunities, while also supporting organisations in fostering inclusive leadership and talent development.

## 2. Description of the activity

This activity introduces a structured mentoring approach to support migrant women beyond initial onboarding. A mentor is a more experienced colleague or professional who provides guidance, perspective, and encouragement and acts as a trusted person for planned reflection and development conversations. Unlike a buddy, whose role is informal and focused on everyday orientation, mentoring provides more structured and professional support.

Depending on the size and structure of the organisation, the mentor may also hold another role (e.g. team leader). In such cases, it is important to clarify when the interaction is part of mentoring and when it relates to other responsibilities. The key distinction is that mentoring conversations focus on development, reflection, and confidence-building rather than administrative or informal support.

The activity provides guidance for setting up a time-bound, goal-oriented mentoring relationship that focuses on professional development, understanding organisational culture, and building confidence. Mentoring sessions are planned and intentional, supporting longer-term integration rather than informal or ad hoc support.

### 3. How to use the activity

The mentoring activity is implemented by identifying and inviting suitable mentors, matching mentors and mentees based on role, experience, or interests, and clearly agreeing on roles, expectations, boundaries, duration, and meeting frequency. Participation is voluntary for both mentors and mentees, and mentoring relationships are kept time-bound (typically three to six months). Mentoring is clearly distinguished from the buddy role, as it provides structured professional support rather than informal everyday guidance. Depending on the size and structure of the organisation, a mentor may also hold another role (e.g. team leader); in such cases, it is important to clarify when conversations are part of mentoring and when they relate to other responsibilities. Mentoring is supported through light guidance rather than heavy procedures and is valued as working time, not an add-on to usual workload.

Mentoring sessions are planned and reflective, focusing on professional development, understanding organisational expectations and career pathways, reflecting on strengths and skills, navigating workplace communication, building confidence and professional identity, and identifying learning or development opportunities, while remaining supportive and non-judgemental. Mentors should have access to HR or management support and a clear contact point if issues arise beyond the mentoring relationship, and organisations are encouraged to recognise mentors' contributions and promote reflection and mutual learning throughout the process.

#### Mentor vs Buddy - Key Distinctions

##### **Mentor**

Structured, planned sessions  
Professional Development focus  
Reflective  
Goal-oriented



##### **Buddy**

Informal, day-to day contact  
Practical orientation focus  
Responsive  
Task-oriented

# How to Set Up the Programme

## Identify and invite mentors

Invite experienced colleagues or professionals. Participation is voluntary for both mentors and mentees.

## Match pairs thoughtfully

Match based on role, experience, interests, or goals. Consider cultural background as a resource, not a barrier.

## Agree on roles and expectations

Use the Mentoring Agreement to set clear boundaries, meeting frequency, duration, and focus areas.

## Run time-bound sessions

Typically 3–6 months. Sessions are planned and reflective — not ad hoc support or supervisory conversations.

## Recognise and support mentors

Mentoring is valued as working time. Ensure mentors have a clear HR or coordinator contact for guidance.

# Mentoring Agreement

To be shared with mentors, mentees, and coordinators

Employee: \_\_\_\_\_

Role: \_\_\_\_\_

Meeting date: \_\_\_\_\_

Led by: \_\_\_\_\_

## 1 Mentoring Pair Information

- Mentee name: \_\_\_\_\_
- Mentor name: \_\_\_\_\_
- Roles / Departments: \_\_\_\_\_

Start date of mentoring: \_\_\_\_\_ Planned end date: \_\_\_\_\_

## 2 Purpose of the Mentoring Relationship

- Support professional development
- Build confidence and self-awareness
- Provide guidance on workplace culture and growth

*This is not a performance evaluation or supervisory relationship.*

## 3 Meeting Structure

Planned frequency (e.g. monthly): \_\_\_\_\_

Preferred format:

In person  Online  Hybrid

## 4 Possible Discussion Topics

Examples include:

- Professional goals and aspirations
- Strengths and skills
- Workplace communication
- Career pathways and opportunities
- Challenges and solutions

### Confidentiality

Mentoring conversations are confidential. Information is shared only by mutual agreement or if serious concerns arise.

### Support and Contact

If questions or concerns arise, mentors or mentees can contact: \_\_\_\_\_

# Mentor Support – Quick Reference Guide

This guide supports mentors working with new employees, including migrant women. It is intended as a quick reference, not a training manual.

## Your role as mentor

### You are

- Support professional confidence and development
- Offer perspective and encourage reflection
- Listen and ask open questions
- Help the mentee navigate the workplace

### You are not

- A supervisor or evaluator
- An HR representative
- Expected to have all the answers
- A substitute for formal support channels

## How to approach mentoring conversations

Effective mentoring is based on:

- Listening more than speaking
- Asking open questions
- Focusing on strengths and goals
- Respecting confidentiality

## Intercultural awareness in practice

- Treat each person as an individual
- Avoid assumptions based on background
- Ask respectfully if something is unclear
- Focus on skills, experience, and potential

*You do not need to be a cultural expert to be a good mentor.*

## When to Ask for Support

Please contact HR or the mentoring coordinator if:

- Personal or sensitive issues arise
- You feel unsure how to proceed
- The mentoring relationship becomes difficult
- Something goes beyond your role
- Asking for support is part of responsible mentoring.

### Helpful questions include:

“What would you like to focus on today?”

“What feels challenging right now?”

“What support would be most helpful?”

*Your presence,  
attention, and  
encouragement already  
make a difference.  
Mentoring is a shared  
learning process.*



Support contact: \_\_\_\_\_

# Six-Month Integration Reflection Canvas



**Type of activity:** Reflective integration review / Inclusion and development tool

**Timing:** Around Month 6 of employment

**Target users:** Line managers, HR staff, mentors (if applicable), new employees

## 1. Purpose of the activity

The purpose of this activity is to provide a structured moment of reflection after approximately six months of employment. EmpowerHer field research showed that integration is not completed during onboarding but develops over time. A dedicated reflection conversation allows the employee and organisation to assess integration, identify ongoing needs, acknowledge progress, and strengthen longer-term inclusion and development.

## 2. Description of the activity

This activity introduces a visual reflection canvas designed to guide a structured conversation between the employee and the line manager or HR. The canvas supports dialogue around belonging, support, learning, challenges, and future development. The focus is not evaluation or performance measurement, but reflection, alignment, and forward planning. The tool can be created in Canva or another visual format to make it accessible, engaging, and easy to use during the meeting.

## 3. How to use the activity

The reflection meeting should be scheduled around the six-month mark and conducted in a supportive and confidential setting. The canvas can be completed together during the meeting or shared in advance for preparation. The conversation should last approximately 30–45 minutes and focus on open dialogue rather than assessment. The outcome may include agreed next steps, development priorities, or additional support measures. The tone should remain constructive, appreciative, and future-oriented. Closing the conversation, thank the employee for sharing their experience, and reinforce that integration is an ongoing process and support remains available.



**Combine with Activity 10 to build on earlier conversations!**



**NAME :**

Role: \_\_\_\_\_

Date: \_\_\_\_\_

**LOOKING BACK-  
MY FIRST SIX  
MONTHS**



What helped me feel more comfortable and confident?

\_\_\_\_\_

\_\_\_\_\_

What moments or experiences were especially positive?

\_\_\_\_\_

\_\_\_\_\_

**FEELING PART OF  
THE TEAM**



At this point, I feel part of the team:

Very much  Mostly  Sometimes  Not yet

What helps me feel included? \_\_\_\_\_

What makes inclusion more difficult (if anything)? \_\_\_\_\_

\_\_\_\_\_

**SUPPORT &  
RESOURCES**



What support has been most useful so far?

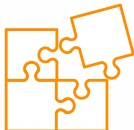
(buddy, mentor, manager, colleagues, tools, training)

\_\_\_\_\_

Is there any support I would still need?

\_\_\_\_\_

**CHALLENGES &  
LEARNING**



What has been challenging during these months?

\_\_\_\_\_

What have I learned about:

• my role? \_\_\_\_\_

• the organisation? \_\_\_\_\_

**LOOKING AHEAD  
- THE NEXT  
MONTHS**



What would I like to focus on next?

\_\_\_\_\_

Are there skills, learning, or development opportunities to explore?

\_\_\_\_\_

**SHARED TAKEAWAYS**

Key points from this conversation:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**NEXT STEPS**

Agreed next steps (if any):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



# SECTION 5

## Inclusive Team Culture

*Ongoing team connection and shared responsibility.  
Values clarification, reflection rounds, team-building moments,  
and informal networking activities that strengthen trust and  
collaboration for everyone.*

# Organisational Values & Ways of Working – Visual Guide

- **Type of activity:** Orientation / Culture and inclusion support tool
- **Timing:** Before or during the first week of employment  
(can be revisited during the first months)
- **Target users:** All employees, with a focus on new employees, teams, managers, mentors, and buddies
- 
- 

## 1. Purpose of the activity

The Organisational Values & Ways of Working – Visual Guide helps make implicit workplace norms explicit, visible, and accessible. Many misunderstandings in multicultural workplaces do not stem from lack of skills, but from unspoken expectations, informal rules, and different cultural interpretations of “how things are done”.

This activity supports inclusive onboarding by clearly communicating shared values, everyday behaviours, and ways of working in a simple, visual, and practical format. It helps migrant women understand what is expected in daily interactions while also supporting teams in reflecting on their own practices and responsibilities.

## 2. Description of the activity

This activity consists of a short, visual guide that explains the organisation’s core values and how they are reflected in everyday workplace behaviour. It focuses on practical examples rather than abstract statements and complements the Welcome to the Organisation – Simplified Onboarding Pack by showing how values are lived in practice, while avoiding operational or safety information covered elsewhere in the toolbox. The guide typically presents a small number of key values (e.g. respect, teamwork, equality, responsibility, openness, trust) and illustrates what each value means in the organisation, how it appears in daily behaviour, what is expected from everyone, and what is not acceptable. It also addresses everyday ways of working, including communication styles, asking questions and giving feedback, teamwork, and how mistakes or misunderstandings are handled.

### 3. How to use the activity

The visual guide can be shared digitally or in print and is typically reviewed together during onboarding meetings. It can also be used by mentors or buddies as a conversation starter and displayed in common areas or internal platforms for ongoing reference. Managers and team members are encouraged to actively refer to the guide in daily work and discussions, reinforcing that organisational values apply to everyone, not only new employees. The guide is designed to be easily adapted to different organisational and national contexts through translation, visual elements, and context-specific examples, while keeping the format simple and accessible. Initial development requires limited time when using the provided template, and reviewing the guide with a new employee usually takes around 15–20 minutes.



## Notes for the Organisation

- Use plain language
- Add icons or illustrations
- Limit values to what you can realistically support
- Ensure examples reflect real practice
- Apply values to everyone, not only new employees
- You can simply use a summarised icon graph like the one below



Adjustable Template

# Our Values & Ways of Working



**1. Value:** \_\_\_\_\_

(e.g. Respect)

**What this value means to us:**

[Short explanation in simple language]

**What this looks like in everyday work:**

[Example behaviour]

[Example behaviour]

**What we expect from everyone:**

[Clear expectation]

**What is not acceptable:**

[Clear boundary]



**2: Value:** \_\_\_\_\_

(e.g. Teamwork)

**What this value means to us:**

[Short explanation in simple language]

**What this looks like in everyday work:**

[Example behaviour]

[Example behaviour]

**What we expect from everyone:**

[Clear expectation]

**What is not acceptable:**

[Clear boundary]



## **3. How We Work Together**

### **Communication**

- How we speak to each other
- How we ask questions
- How we give feedback

### **Working with mistakes**

- How we handle errors
- How we support learning

### **Working in a team**

- How we support each other
- How decisions are made



## **4. If Something Is Unclear or Difficult**

If you are unsure or uncomfortable:

- Talk to your manager
- Talk to HR
- Talk to your mentor or buddy

Asking questions is encouraged.

# Shifting Perspectives – From Challenges to Opportunities



**Type of activity:** Team reflection and culture-building exercise

**Timing:** At any stage of team development (not limited to onboarding)

**Target users:** Entire team, managers, team leaders

## 1. Purpose of the activity

The purpose of this activity is to support teams and employers in reframing common challenges related to diversity and change as opportunities for learning, innovation, and growth. Experience showed that issues such as language differences, unfamiliar systems, or varied working styles are often perceived as problems rather than shared learning processes. Importantly, this activity is not intended to be used only when a migrant woman joins the team. It should not create the impression that change is required because of one individual. Instead, it strengthens the overall team atmosphere by promoting constructive thinking, openness, and shared responsibility. It supports a positive and resilient team culture that benefits all members.

## 2. Description of the activity

This activity introduces a short reflective exercise designed to prompt discussion and awareness within teams. It creates space to acknowledge challenges while intentionally shifting focus toward strengths, opportunities, and collective learning. The goal is not to solve specific issues immediately, but to encourage mindset change and inclusive thinking as part of everyday team culture.

## 3. How to use the activity

The activity can be used as a short team discussion, a reflection moment during a meeting, or a brief facilitated exercise during team sessions. It requires no special preparation and can be completed in 10–20 minutes. It can be implemented regularly or occasionally as part of broader team development. The focus should remain on openness, shared learning, and constructive dialogue rather than on assigning responsibility or singling out individuals. Facilitators are encouraged to frame the discussion as a general team-strengthening exercise that supports collaboration, mutual appreciation, and continuous improvement.

# Reflection Exercise (Template)

*Participants are invited to reflect individually or as a group.*

## Step 1 – Name the challenge

*Think of a situation that felt challenging in working with diverse teams or new colleagues.*

Challenge: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Step 2 – Reframe the challenge

*What skills, perspectives, or learning opportunities could this situation bring?*

Possible opportunities: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Step 3 – Shared responsibility

*What can the team or organisation do differently to turn this into a positive experience?*

Actions or ideas: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Step 4 – One small change

*What is one small action we can try in the coming weeks?*

Action: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# Reflection Exercise (Example)

## Step 1 – Name the challenge

Challenge: *In team meetings, some colleagues speak very directly while others are more reserved. This sometimes leads to misunderstandings or the impression that some people are not engaged.*

## Step 2 – Reframe the challenge

Possible opportunities: *This situation can help us become more aware of different communication styles. We can learn to check assumptions, listen more actively, and create space for quieter voices. It may also improve our facilitation skills and make meetings more inclusive overall.*

## Step 3 – Shared responsibility

Actions or ideas: *We can clarify meeting expectations at the beginning (e.g. everyone shares at least one point). The meeting facilitator can invite input from different people. We can summarise key points to avoid misunderstandings and encourage clarifying questions.*

## Step 4 – One small change

Action: *At the end of each meeting, we will do a short round where each participant shares one key takeaway or one question.*

# Inclusion Dialogue Round

- **Type of activity:** Structured team dialogue and inclusion reflection
- **Timing: Ongoing;** recommended once per quarter or integrated into regular team meetings
- **Target users:** Entire team, managers, team leaders

## 1. Purpose of the activity

The purpose of this activity is to create a structured but low-pressure space for teams to reflect together on inclusion, collaboration, and shared responsibility. Rather than addressing inclusion only when a new colleague joins, this activity supports a continuous culture of openness and collective learning. Inclusion is strengthened when teams are given explicit opportunities to reflect and communicate, instead of assuming that integration happens automatically. The Inclusion Dialogue Round helps normalise conversations about teamwork, communication, and belonging as part of regular organisational practice.

## 2. Description of the activity

This activity consists of a short, facilitated team round lasting approximately 15 minutes. It can be integrated into an existing team meeting and requires no complex preparation. The discussion follows three simple structured prompts. Participants can respond voluntarily, either in an open round or in smaller groups. The focus is on listening, shared reflection, and practical improvement - not on problem-solving, evaluation, or assigning responsibility. The activity is designed to be repeated periodically (e.g. once per quarter) to strengthen inclusive team culture over time.

## 3. How to use the activity

The dialogue round can be facilitated by a team leader, manager, HR staff member, or any designated colleague. Participation should remain voluntary, and no one should feel pressured to share personal experiences.



**Combine with Activity 18:  
informal continuation**

# How to facilitate this

## Practical Recommendations:

1

### Set the context

Introduce the activity as a 15-minute team check-in. Emphasise it is voluntary and constructive - no right or wrong answers.

2

### Work through the three prompts

Use the prompts on the next page. Allow 3–4 minutes per question. Go around the group or invite voluntary contributions.

3

### Note one small action

If the group agrees on a small change, note it down. Revisit it at the next meeting.

4

### Close positively

End by naming something that is going well. This reinforces that the exercise is about growth, not criticism.

5

### Repeat regularly

The exercise gains value through repetition - recommended once per quarter. Short and regular is more effective than occasional deep dives.

The discussion should remain **constructive** and **future-oriented**. The aim is not to analyse individual behaviour but to **reflect on shared practices**. If useful, **one or two small actions** can be noted and revisited in a future meeting. Managers are encouraged to **participate as equals**, reinforcing that **inclusion** is a **shared responsibility** across roles and hierarchies.



# Inclusion Dialogue Round

## 15-Minute Team Check-In

### Purpose

A short team reflection to strengthen collaboration, openness, and shared responsibility. For everyone - not linked to one individual.

1

### What works well?

4-5 minutes

*What helps us collaborate and feel included?*

---

---

2

### What can improve?

4-5 minutes

*Where do misunderstandings or difficulties arise (focused on processes, not people)?*

---

---

3

### One small action

4-5 minutes

What is one simple thing we can try differently?

---

---

### Reminders

- Voluntary participation
- Constructive and respectful tone
- No evaluation or judgement
- Managers participate as equals

*Optional: Revisit the agreed action in the next meeting.*



# Team-Building Activities for Inclusive Integration



**Type of activity:** Informal team-building and culture-strengthening activity

**Timing:** Ongoing; can be integrated at any stage of team development

**Target users:** Entire team, managers, team leaders

## 1. Purpose of the activity

The purpose of this activity is to support inclusive team-building through simple, low-pressure activities that encourage interaction, trust, and mutual understanding among team members. It has been highlighted that integration happens most effectively through shared experiences rather than formal statements or policies. This activity focuses on connection and relationship-building, not performance or competition.

## 2. Description of the activity

This activity consists of informal, team-based moments that can be easily integrated into everyday work life. The activities are designed to be voluntary, inclusive, respectful of different comfort levels, and easy to organise. They can take place as one-off moments or be repeated over time, depending on team preferences and context.

## 3. How to use the activity

Team-building activities should be kept light and optional, avoiding situations that put individuals on the spot. Formats can be rotated to allow different ways of participation and to accommodate diverse preferences. Managers are encouraged to participate as equals to reinforce openness and inclusivity. Activities can be adapted to different team sizes, workplace cultures, and remote or hybrid settings, with regularity and openness being more important than complexity.



Combine with activity 18 or 19!

# Example Inclusive Team-Building Activities

*Organisations can choose one or more of the following:*

## Shared coffee or lunch moment

Informal time to talk about non-work topics.

## Short team icebreaker

A simple question at the start or end of a meeting (e.g., “One good thing from this week”, “Make a compliment to the colleague on your left side”, “Any plans for the weekend?”).

## Cultural or hobby sharing

Optional sharing of food, music, or interests in a relaxed and informal setting. This activity takes place during a coffee break, team meeting, or informal gathering or could be set monthly as a “Monthly Social Moment (Activity 18)”. It should be light, time-limited, and fully voluntary. The focus is on sharing interests or hobbies in a relaxed way, without pressure to represent personal background or identity.

### Themed Coffee Break

An optional low-cost moment where colleagues bring a small snack to share.

### Shared Recipe Board

A physical or digital space where colleagues post favourite recipes.

### Shared Playlist

A collaborative music list where everyone can add a favourite song.

### Hobby Spotlight

A short introduction to a personal interest such as photography, sports, crafts, or travel.

## Mini Culture or Hobby Moment

A 5-minute sharing during a team meeting where one colleague presents a favourite dish, song, or pastime.

# Example Inclusive Team-Building Activities

Organisations can choose one or more of the following:

## Paired conversations

Two colleagues talk for 5–10 minutes using a simple prompt.



*You can print and use these prompts or create your own!*

Morning person or night owl?

Music or silence while working?

What hobby do you enjoy outside work?

City or nature?

Would you rather start early or finish late?

What's something small that makes you smile during the day?

Would you rather work from home or in the office?

Would you rather have no emails or no meetings for a day?

What is something you are currently learning?

What kind of working environment helps you perform best?

What do you like to do during your breaks?

Traditional cooking or experimental?

# Example Inclusive Team-Building Activities

*Organisations can choose one or more of the following:*

## Collaborative task

Small group activity unrelated to hierarchy or roles.

This activity can be used as a short icebreaker at the beginning of a team meeting, during a Monthly Social Moment (Activity 18), or as part of a team-building session. It should be time-limited (10–20 minutes), light, and focused on collaboration rather than competition or performance.

### Spaghetti Tower Challenge

Small groups build the tallest possible structure using spaghetti, marshmallows and tape within 15 minutes.

### Paper Bridge Task

Teams create a bridge using only paper and paper clips that can hold a small object.

### Blind Drawing Exercise

One person describes a simple image while the other draws it without seeing the original.

### Marshmallow Drop Test

Teams design a simple structure to protect a marshmallow from a short drop.

### One-Minute Story Chain

Each team member adds one sentence to create a short collective story.

#### How to integrate into everyday work

- Use as a quick icebreaker at the start of a longer meeting.
- Include as a rotating activity during Monthly Social Moments.
- Connect the reflection briefly to teamwork (e.g. What helped us collaborate? What made it difficult?).
- Keep the tone playful and avoid scoring or “winning” focus.

**The aim is shared problem-solving, laughter, and interaction across roles, strengthening trust and everyday collaboration.**

# Monthly Social Moment

*Dinner, coffee or shared informal activity*



**Type of activity:** Recurring informal team-connection activity



**Timing:** Ongoing; typically once per month (or every two months)



**Target users:** Entire team, managers, team leaders



## 1. Purpose of the activity

The purpose of this activity is to support connection, belonging, and trust within teams through regular, low-pressure social interaction. Integration does not happen through one-off actions, but through repeated and informal moments of connection. A recurring social moment helps normalise inclusion, reduce isolation, and allow relationships to develop naturally over time, strengthening the whole team. This activity focuses on being together rather than organising formal events.

## 2. Description of the activity

This activity introduces a simple, optional social moment organised once per month by the team. The activity is informal and can take different forms, such as sharing coffee or lunch, going for a short walk, or meeting briefly after work. The format is intentionally light, easy to organise, low-cost or no-cost, and inclusive of different preferences, schedules, and comfort levels.

## 3. How to use the activity

Teams are encouraged to set a regular rhythm for the social moment (e.g. once per month or every two months) while keeping the format flexible. Responsibility for suggesting or shaping the activity can rotate among team members. Participation is always voluntary, and there should be no expectations to share personal stories or participate in a specific way. Managers are encouraged to join as equals, reinforcing openness and inclusion. The activity can be adapted to different team sizes, cultural norms, and remote or hybrid work settings, with consistency being more important than the specific format chosen.



**Use Activity 17 examples as optional formats**

## Examples of monthly social moments for all employees

Being together matters more than the specific format. Keep it simple, low-cost, and fully voluntary. Consistency is more important than ambition — a recurring coffee moment beats a one-off team event.

Lunch where everyone brings their own food

Coffee break at the office

Short walk during a break

Online coffee for remote teams

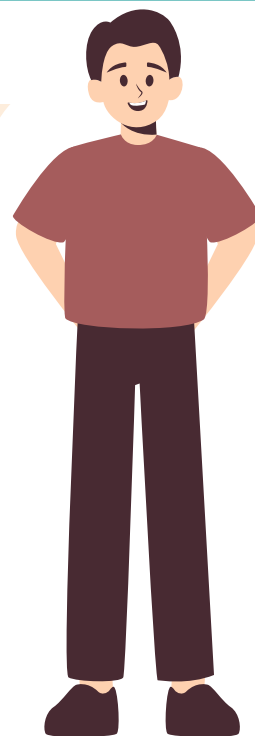
Simple celebration (e.g. welcoming a new colleague, project milestone)

Team dinner where a colleague introduces cuisine from their culture or home country

### How to Make It Stick

Put it in the calendar as a standing monthly invitation - let people opt in each time.

Rotate the format every month to keep it fresh. Let different team members propose the idea.



# Hobby-Based Networking in the Workplace



**Type of activity:** Informal peer-connection and networking activity

**Timing:** Ongoing; can be initiated at any stage of team development

**Target users:** Entire team, managers, team members

## 1. Purpose of the activity

The purpose of this activity is to support informal networking by creating opportunities for colleagues to connect around shared hobbies or interests rather than roles, hierarchies, or backgrounds. Interest-based connections help migrant women integrate more naturally into teams, reduce “othering”, and support relationships that feel organic and voluntary. This activity shifts networking from formal events to everyday connection and would be helpful for all employees.

## 2. Description of the activity

This activity invites colleagues to share hobbies or interests they would like to connect around, such as walking or running, reading, cooking or food sharing, language exchange, or creative activities. Participation is voluntary and low-commitment, and activities can be small, informal, one-off, or occasional. Simple implementation options include a shared noticeboard or online channel, a short interest survey, or informal invitations during team meetings.

## 3. How to use the activity

Participation should always remain optional, with no link to performance, team expectations, or obligations. Teams are encouraged to promote inclusivity and openness while allowing groups to form and dissolve naturally. Activities should remain informal and flexible, respecting different comfort levels and availability. The activity can be adapted to different workplace sizes, cultural norms, and remote or hybrid settings, with choice and flexibility as key principles.



Combine with Activity 20!

#### 4. Optional formats and examples

All formats should remain voluntary, inclusive, and easy to join or leave, without expectations of continuity or commitment, and organisations may choose one or more formats depending on their context, such as:

- 1 Interest noticeboard**  
An informal interest board (physical or digital) for colleagues to post hobbies (template on next page)
- 2 Short interest question**  
A short “interest question” included in onboarding or team surveys
- 3 Occasional themed moments**  
Occasional themed moments (e.g. walking lunch, book exchange, shared playlist)
- 4 Online interest groups**  
Online interest groups for remote or hybrid teams

To make participation easy, a simple “interest announcement template” can be shared internally (e.g. via email, noticeboard, Teams/Slack, or during a meeting).



Share this template via email, noticeboard, Teams/Slack, or during a team meeting. Fill it in and pass it on!

## Interest Announcement

I would like to:

I am looking for colleagues who:

Suggested time and place (optional):

If you are interested, please contact:



# Printable Templates



**Interest Announcement - \_\_\_\_\_**

I would like to: \_\_\_\_\_

I am looking for colleagues who: \_\_\_\_\_  
\_\_\_\_\_

Suggested time and place (optional): \_\_\_\_\_

If you are interested, please contact: \_\_\_\_\_



**Interest Announcement - \_\_\_\_\_**

I would like to: \_\_\_\_\_

I am looking for colleagues who: \_\_\_\_\_  
\_\_\_\_\_

Suggested time and place (optional): \_\_\_\_\_

If you are interested, please contact: \_\_\_\_\_

## Examples

### Interest Announcement - Walking Group

I would like to: *go for a short walk during my lunch break*

I am looking for colleagues who: *would like to join for a relaxed 20-minute walk.*

Suggested time and place (optional): *Wednesdays at 12:30, meeting at reception.*

If you are interested, please contact: *Maria [maria@gmail.com]*

### Interest Announcement - Crime Novel Swap

I would like to: *swap crime novels*

I am looking for colleagues who: *enjoy reading thrillers and would like to exchange books occasionally*

Suggested time and place (optional): *informal exchange once a month in the break room*

If you are interested, please contact: *Ahmed [ahmed@gmail.com]*

# Random Coffee Match



**Type of activity:** Semi-structured informal networking and team-connection activity

**Timing:** Recurring; e.g., weekly or monthly (as defined by the team)

**Target users:** Entire team, managers, team members who opt in

## 1. Purpose of the activity

The purpose of this activity is to support informal networking by creating short, low-pressure interactions between colleagues who do not usually work together. Migrant women often remain connected mainly to their immediate team, missing wider informal networks that support confidence and belonging. Random, casual encounters help reduce social barriers and encourage inclusion without turning interaction into a networking exercise. This activity is not only targeting migrant women, but all team members who are participating.

## 2. Description of the activity

This activity introduces a semi-organised peer exchange in which colleagues who wish to participate opt in and are randomly matched at regular intervals (e.g. once per month like every first Tuesday, or once a week like every Wednesday). Matched colleagues meet for a short, informal conversation focused on connection rather than work tasks. Meetings are voluntary, last around 10–20 minutes, and can take place in person or online.

## 3. How to use the activity

Participation is always voluntary, and colleagues should be able to opt in or out at any time. Matches should remain small (one to three people) and informal, with no reporting, evaluation, or feedback required. Managers are encouraged to participate as equals. Simple tools such as spreadsheets, online forms, or random generators can be used to organise matching. The activity should remain light, flexible, and adaptable to organisational size, cultural preferences, and remote or hybrid work settings.

# Random Coffee Match

## 4. How it works:

Colleagues who want to participate opt in. They are randomly matched in pairs or small groups (1-3 people). Matched colleagues meet for a short, informal conversation - in person or online. No agenda, no reporting, no obligations.

## How to Organise:

### Invite colleagues to opt in

*A simple sign-up - a shared spreadsheet, form, or informal message. Make clear it's optional and easy to leave at any time.*

### Match randomly


*Use a spreadsheet, online tool, or random generator. keep matches small - pairs work best. Avoid matching the same people repeatedly.*

### Set a regular rhythm

*Monthly or weekly - whichever suits the team. A standing schedule makes participation feel normal rather than special.*

### Share optional prompts

*Give matched colleagues a few light conversation starters. This reduces awkwardness and makes the first meeting easier.*



Keep it minimal!  
No reporting,  
evaluation or feedback  
required.

# Random Coffee Match – Prompt Cards

Share these with matched colleagues before or during their coffee.  
All prompts are optional - use as many or as few as you like.



You can print and use these prompts or create your own!

What do you enjoy outside work?

What helps you feel comfortable in a team?

What is one thing you like about your job?

Coffee or tea?

Morning person or night owl?

City or nature?

Music or silence while working?

Sweet or salty snacks?

Would you rather work from home or in the office?

Would you rather start early or finish late?

Would you rather have many short meetings or one long one?

Would you rather send a message or talk in person?



Would you rather have no emails or no meetings for a day?

What is something you are currently learning?


What is one small thing that makes your workday better?

## Formal options:

Coffee or tea during break  
Short walk together  
Online meeting



# OPTIONAL SETTLEMENT INFORMATION



*Light-touch, optional orientation resources.  
Signposting local services and family-related information, with  
clear boundaries regarding employer responsibilities.*

# Local Services & Orientation Guide

*Navigating everyday life in the local context*

**Type of activity:** Practical orientation support tool / Optional information resource

**Timing:** During the first weeks of employment (or when relevant needs arise)

**Target users:** New employees (optional), managers (if appropriate), team members (peer-supported)

## 1. Purpose of the activity

The purpose of this activity is to provide optional orientation support that can help migrant women settle into their new local environment. This activity does not assume that employers are responsible for managing personal or administrative matters. Instead, it offers light-touch guidance and access to useful information. Structured and formal information for areas such as registration, healthcare, schooling, or residence procedures is typically provided by official actors (e.g. migration offices, municipalities, or public authorities). The workplace guide complements these official sources by signposting them and, where appropriate, sharing practical insights collected within the team. The guide can therefore function not only as a resource for newcomers, but also as an ongoing point of exchange for the whole team. Of course, this activity is optional and does not create additional employer obligations.

## 2. Description of the activity

This activity consists of a simple local orientation guide that brings together essential information about everyday practical matters outside the workplace. The guide may include:

- Links to official sources for formal procedures (e.g. registration, healthcare, education),
- Practical team-based recommendations (e.g. sports opportunities, dentists, cultural venues, childcare tips),
- Contact details for community organisations or NGOs,
- Existing leaflets or materials produced by public authorities or service providers.

The guide is designed to be informative rather than advisory and does not create obligations for either the employee or the employer.

## 3. How to use the activity

Share the guide during the first weeks and clearly explain that it is optional and for information only.

It can be a short document, a shared digital folder, or a collection of links or brochures

Employees should consult official sources for formal matters. The guide can be updated gradually by team members who wish to contribute.



# Local Services & Orientation Guide

*Fill in the relevant sections for your local area. Leave blank any sections that are not applicable.*

## Healthcare

- Local doctor / health centre:
- Emergency numbers:
- Pharmacy locations:

## Administrative Services

- Local municipality or citizen service centre
- Immigration or registration offices (where relevant)

## Transport

- Public transport options:
- Travel cards or tickets:
- Basic commuting information:

## Everyday Services

- Supermarkets:
- Banks:
- Post office / Community centres:

## Childcare & Education

- Daycare options:
- Schools:
- Registration information:

## Mobile Network

- Recommendations:

## Team Tips & Recommendations

Add local tips from colleagues here:

# Guide for Working Parents – Childcare & Family Support Pathways

*Balancing work, care responsibilities & stability*

- Type of activity:** Optional peer-supported information resource / Work-life balance support tool
- Timing:** During onboarding or when relevant needs arise
- Target users:** New employees (optional), managers (if appropriate), team members (peer-supported)

## 1. Purpose of the activity

The purpose of this activity is to provide optional orientation support for employees who are parents or caregivers navigating childcare and family-related arrangements alongside work. EmpowerHer field research showed that uncertainty around childcare systems, school enrolment, and family-related procedures can be a significant source of stress, particularly during the first months of employment. Rather than placing responsibility on the employer to resolve family matters, this activity encourages a shared, peer-based exchange of information. The guide can function as a collective resource created by parents within the team, for all parents, not only for migrant women. By sharing practical experiences and useful signposting, the activity supports inclusion, stability, and mutual support across the organisation. This activity is optional and does not create additional employer obligations.

## 2. Description of the activity

This activity consists of a short, optional information guide bringing together basic information on childcare, education pathways, and family-related support options. The guide does not need to be prepared solely by HR; it can be coordinated by any interested parent or maintained collectively by team members.

The resource may include:

- Links to official services (e.g., municipalities, childcare registration platforms, schools),
- Practical experiences or tips shared by parents in the team,
- References to local community groups or informal networks.

The guide is informative rather than advisory and does not create obligations for either the employee or the organisation.

## 3. How to use the activity

Share the guide when relevant or make it accessible internally.

Participation in contributing to or using the guide remains voluntary. Employees are not expected to disclose personal details.

The guide should remain simple, practical, and based mainly on peer contributions, with official sources linked where needed.

# Childcare & Family Support Guide

Fill in the relevant sections for your local area. Official sources in bold - peer tips in the notes boxes.

## Childcare Options

- Daycare/nursery overview:
- Typical opening hours:
- Registration procedures (link to official source):

## School System

- General overview of school stages:
- Enrolment periods:
- Contact point / official website:

## Family-Related Practicalities

- School holiday calendar:
- After-school care options:
- Local parent networks / informal groups:

## Leisure & Free Time for Families

- Playgrounds & parks:
- Sports clubs for children:
- Libraries/community centres/weekend activities:

## Useful Contacts (Official)

- Municipal family services:
- Education offices:
- Childcare registration platforms:

## Parent Tips from the Team

Add peer recommendations here:



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