



Wide angle

For a More Integrated Recruitment of People with Disabilities

Global Framework, Issues and Practices

Social & Inclusion Division
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HI's expertise on the inclusion of persons with disabilities dates back to 1982. Through our Inclusion Technical Assistance (ITA), we make this expertise available to actors interested in improving the inclusion of persons with disabilities among their project participants, users and employees. From the initial inclusion assessment to long-term coaching, we advise NGOs, donors, multinational companies and governments on the sustainable inclusion of persons with disabilities. **More information on hi.org/ita or by writing to ita@hi.org.**

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Introduction

The World Health Organization (WHO) estimates that [persons with disabilities make up 15% of the world's population](#). However, employment rates of persons with disabilities persistently lags far behind employment for persons without disabilities. This gap exists across all regions of the world, from Northern to Southern countries and from high income countries to low income countries. Globally, [persons with disabilities are two times less likely to be employed than persons without disabilities](#). This represents a vast pool of untapped potential which businesses world-wide can benefit from.

Despite the existing gaps, businesses are starting to recognize the benefits of a disability inclusive workplace and to ensure their recruitment policies are inclusive to persons with disabilities. The business case for recruiting persons with disabilities is becoming better known as companies are recognizing a diverse workforce is not linked to charity but increases their productivity, innovation, and ultimately profitability. Businesses have shared that workforces which include persons with disabilities are more motivated, productive, and profitable, and the companies find their recruitment costs reduced and it easier to retain quality staff.

This document, developed by Humanity & Inclusion (HI), is intended for use by businesses looking for resources to improve their employment of persons with disabilities, in particular



their recruitment process. This includes businesses who want to understand what barriers exist to prevent persons with disabilities from accessing employment and how they can reduce these barriers, need to ensure that their staff, particularly management and the human resources department are disability confident, and what policies they can implement to ensure a disability inclusive company.

Part 1 sets out the general situation regarding the global employment of persons with disabilities. This starts with presenting statistics on the current situation and is followed by discussion of the barriers which persons with disabilities face.

Part 2 looks at the disability inclusive employment processes and the five dimensions of inclusion; inclusive governance, HR practices and management, internal culture, infrastructure, communication and IT, and specialized partnership. It presents guidance on how to apply these dimensions throughout the employment cycle; namely sourcing, recruitment, onboarding, retaining, career development, and retiring. A case study from Michelin is showcased in this section.

Part 3 highlights best practices in the recruitment phase. Information on current practices and constraints are shared, and there is a closer look at issues related how online recruitment impacts persons with disabilities, disability and intersectionality, and best practices of persons with intellectual disabilities.



I. The global situation of the recruitment of persons with disabilities

1. An overview of the situation of employment of persons with disabilities

1.1 Employment Status

Measuring disability, and correspondingly labour market inclusion of persons with disabilities, poses complex challenges. Definitions of disability vary from country to country, and the quality of data is inconsistent and difficult to compare. **Disability is a result of the interaction between and individual and their environment, and thus experiences will also differ depending on the enabling environment in which people live in.** Attempts have been made to estimate the global prevalence of disability. The 2004 World Health Survey estimates 15.6% of the global adult population had functioning difficulties in their everyday lives. At this time this translated to 650 million people having disabilitiesⁱ. Extrapolating for population growth, means today there are over 1 billion people with disabilities globally. Disability impacts far more people as well. For example, is also estimated than one in every four households has a person with disabilities living in itⁱⁱ.

Definition of Disability

One of the challenges of collecting data on disability is that it is interpreted differently in different jurisdictions. It is an evolving concept which has been fiercely debated for over 50 yearsⁱⁱⁱ. The [United Nations Convention on the Rights of Persons with Disabilities](#) (UNCRPD) defines persons with disabilities as including “those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others^{iv}”.

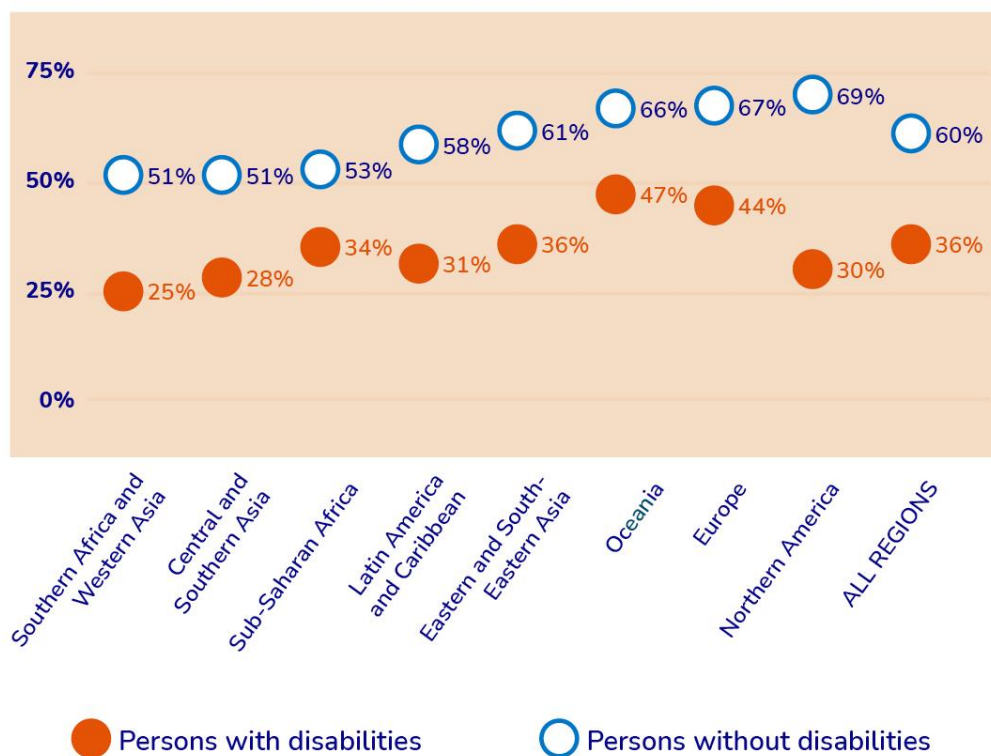


Models of disability have evolved over the years. Outdated models include the charity and medical model. The charity model sees persons with disabilities as victims, dependent and socially inferior and the medical model sees disability purely through an individual health problem or impairment. The more commonly defended model today is the social model which recognises that disability occurs as a result of environmental barriers placed upon persons with disabilities which stop them from fully participating in society^v.

The International Labour Organization (ILO) estimates that [80% of those people are working age](#). However [ILO also estimates that almost two thirds](#) of those are outside of the labour force. Persons with disabilities are more likely to be unemployed. Figures from ILOSTAT suggest they are two times more likely to be unemployed than persons without disabilities.

The employment situation for persons with disabilities is worse in developing countries than in developed countries. In developing countries some estimates put the [unemployment rate at](#) up to 80-90% whereas in developed countries the figure is 50-70%^{vi}. This is partly a function of unemployment rates being lower generally in developed countries, as there is a persistent employment to population ratio gap between persons with and without disabilities in all regions of the world. The UN Disability and Development Report lists these gaps. They range from a 18% gap in sub-Saharan Africa where the ratio is 53% for persons without disabilities and 34% for persons with disabilities to 39% in Northern America where the ratio is 69% for persons without disabilities and 30% for persons with disabilities. In none of the 8 regions the report is split up into does the ratio for persons with disabilities rise above 50%.

EMPLOYMENT TO POPULATION RATIOS FOR PERSONS AGED 15 YEARS AND OVER, BY DISABILITY STATUS, IN 8 REGIONS, IN 2006-2016.



Note: Based on data from 91 countries and territories. For some countries, data are for the age group 15 to 64. Source: ESCAP,⁸ ESCWA,⁷ Eurostat,⁹ ILO,²⁶⁹ UNDESA⁷⁸ (on the basis of data from IPUMS10 and SINTEF11). Reproduced from The Disability and Development Report, Realizing the Sustainable Development Goals by, for and with persons with disabilities.

1.2 Poverty

There is a two directional link between disability and poverty. Having a disability is a cause of poverty, due to the barriers to education and employment, but poverty is also a cause of disability. Limited access to healthcare including anti-natal care and treatment for illness, low levels of nutrition, poor access to sanitation, clean water, and lack of decent work conditions can all be a cause of disability^{vii}.

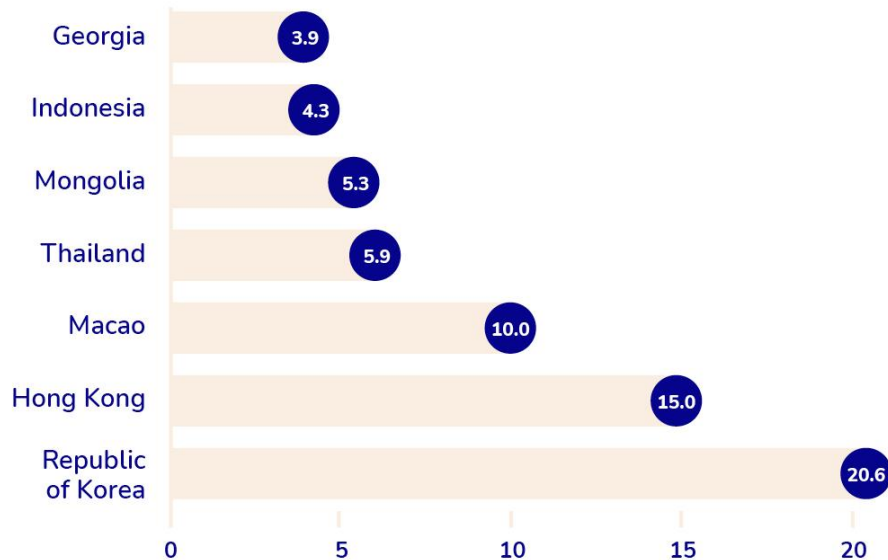
POVERTY AND DISABILITY - A VICIOUS CIRCLE



Source: Department for International Development (DfID) Disability, Poverty and Development, Issues Paper, Feb 2000.

Persons with disabilities are more likely to live [below the poverty line](#) than persons without disabilities. It is estimated that [80% of persons with disabilities live in lower income and developing countries](#). Unfortunately, data is limited on the economic situation of persons with disabilities, but research which has been conducted identifies poverty gaps. For example, the World Report on Disability lists studies in OECD countries showing higher poverty among working age persons with disabilities. The same research found persons with disabilities were almost twice as likely to be unemployed, more likely to work a part-time job, and unless they were highly educated, have low incomes. [A report by the Economic and Social Commission for Asia and the Pacific \(ESCAP\)](#) found differences in poverty rates for persons with disabilities of between 3.9 to 20.6 per cent in the countries where data was available.

DIFFERENCES IN POVERTY RATES BETWEEN PERSONS WITH DISABILITIES AND THE OVERALL POPULATION



Source: UNESCAP, 2017

The cost of disability also impacts the economic status of persons with disabilities and their families. Direct costs to an individual or family vary dependent on the social security provisions of a country, but in general will include additional health care, assistive devices, additional schooling costs, particularly food costs related to specific diets, and higher transportation costs.

The World Report on Disability lists research which estimates the extra cost of disability in the UK to be between 11 and 69% of income, in Australia they varied between 29 and 38%, and in Ireland 20 to 37%. In Vietnam the costs were estimated at 9% more and Bosnia Herzegovina at 14%. In Canada [a study estimated](#) a worker earning \$50,000 per year who acquired a disability at the age of 35 would lose between \$400,000 and \$800,000 before retirement. [Additionally, 50% of persons with disability living in an urban area in Canada were found to be living below the poverty line and 50% of workers lost their homes after acquiring a disability.](#)

1.3 Types of Employment

Persons with disabilities are less likely to be in waged employment than persons without disabilities. Often the only options available to persons with disabilities are self-employment or contributing to a family business^{viii}.

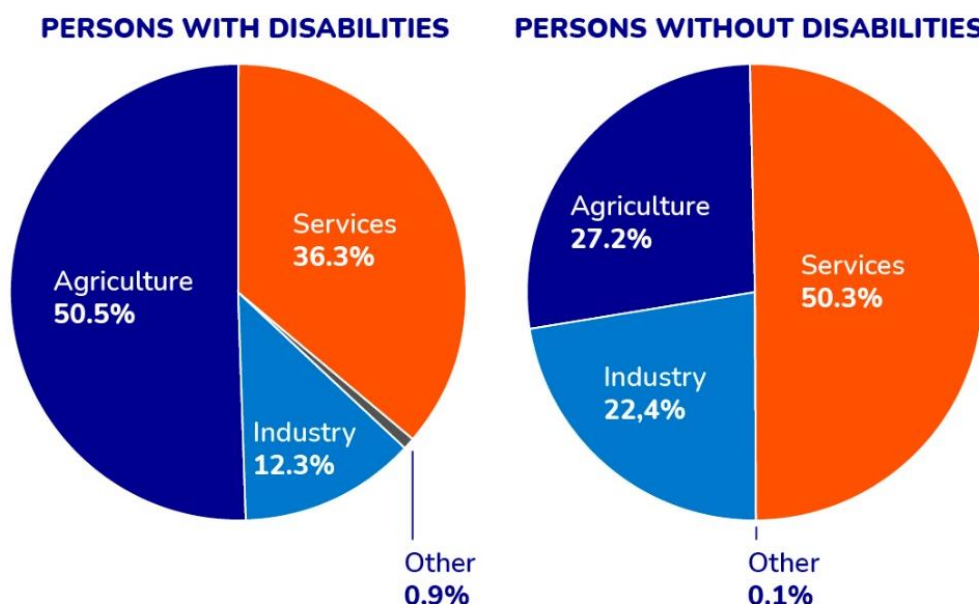
Although statistics are limited, persons with disabilities are also paid less on average than their peers without disabilities. The UN Disability and Development report, which looks at disability inclusion through the lens of the Sustainable Development Goals, reports wages gaps of over 10% have been reported in countries including Spain, Costa Rica and the United States^{ix}. Discrimination and discriminatory policies, barriers to equal opportunity, underemployment, irregular employment and self-employment may all contribute to this problem.

As a result of the intersection of the disability prevalence and the high percentage of informal sector jobs in emerging and developing countries it is estimated the majority of persons with disabilities work in the informal sector. [ILO figures show that](#) 93% of informal employment is in developing and emerging countries. In Africa 86% of employment is informal compared to 69% in the Arab States, 68% in Asia and the Pacific, 40% in the Americas, and 25% in Europe and Central Asia. [As 80% of the world's population of persons with disabilities](#) is estimated to live in developing and emerging countries, this leads to high numbers of persons with disabilities in the informal sector.

For example, in India, it is estimated that 87% of persons with disabilities work in the informal sector^x. Challenges which come with the informal sector include a lack of job security, poor working conditions, exclusion from social protection and insurance schemes such as unemployment benefit and old age security funds. As a result, individuals employed in the informal sector live more precarious lives at far more risk of economic shocks from health incidents, natural disasters, and economic downturns. This exacerbates the cycle of disability and poverty highlighted above, e.g. preventing persons with disabilities from building resilience to shocks and stressors through access to different types of capital and/or social safety nets.

Persons with disabilities are also often confined to certain types of employment. Persons with disabilities are more likely to be employed in the private sector than the public sector, where benefits and social protection may be less. Research in Asia has shown 50% persons with disabilities are employed in the agricultural industry, 36% in the service industry, and 12% in industry, compared to 50% in the service industry for persons without disabilities, 27% in agriculture, and 22% in industry^{xi}.

SHARE OF EMPLOYED PERSONS, BY AGGREGATE SECTOR AND DISABILITY STATUS



Source: UNESCAP, 2018

1.4 Education Status

Persons with disabilities find it harder to access education and vocational training opportunities. This makes it hard for an individual to find work because they don't have the educational or professional qualifications.

[One study by PLAN International](#) found children were 10 ten times less likely to go to school than their peers without a disability. This was particularly pronounced for children with physical, learning, or communication disabilities. Children with disabilities which did attend school had a level of schooling below their peers. Children with disabilities were also much more likely to have had a serious health condition in the last 12 months. Poor health and attendance have a knock-on effect on the educational achievement and the life of the child with disabilities. [Other studies](#) have demonstrated children with disabilities are much less likely to complete school at both primary and secondary level than children without disabilities. This particularly affects girls with disabilities who face multiple discrimination. The PLAN study found boys with disabilities were 10.8 times less likely to attend school, but this increased to 17.5 times less likely for girls^{xii}.

[Target 4.5](#) of the Sustainable Development Goals sets the target for "By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and

vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations”. Access to vocational training which provide persons with disabilities with the necessary skills to be effective in their jobs is also often lacking. [Barriers persons with disabilities face](#) are similar to those for children with disabilities trying to access education a lack of disability awareness among teaching staff as well as inaccessible training methods and tools, physical inaccessibility of the campus, inaccessible transport links, and discriminatory attitudes.

Where vocational training is available for persons with disabilities, it is often limited to certain sectors of work. The 2011 World Report on Disability stated:

“Traditional training programmes – focused on a limited range of specialized technical skills and provided in segregated centres – have not put many people with disabilities into jobs. Such programmes are typically in urban areas, often distant from where people with disabilities live. The trades they teach – such as carpentry and shoemaking – are frequently not responsive to changes in the labour market. In addition, an underlying assumption of these programmes tends to be that people with disabilities are capable of only a limited number of occupations.”^{xiii}

In other words, vocational training programmes have the same assumptions and biases of many businesses which leads to persons with disabilities being pigeon-holed into certain categories of jobs and not necessarily given the agency to choose their own fulfilling career path.

1.5 Employment and Women with Disabilities

Women with disabilities face intersectional discrimination as a result of both their disability and gender. [Women and girls with disabilities](#) are particularly vulnerable to risks of violence, including sexual abuse, and excluded from access to services such as healthcare, education, and justice. Women with disabilities are employed at a considerably lower rate than men with disabilities. Women with disabilities have an [estimated employment rate of 20%, compared to 53% for men with disabilities](#).

The global prevalence rate of disability is also higher for women than men; 19% for women and 12% for men, and in developing countries women are estimated to comprise up to 75% of population of persons with disabilities^{xiv}. This can be attributed to a series of vulnerabilities from discrimination including exclusion from education and health care, gender-based violence, and worse nutrition.

Women with disabilities are particularly vulnerable to being excluded from decent work and high paid formal sector opportunities. This often leaves the only opportunities as being self-employment, agriculture and precarious informal work. However, women with disabilities

seeking to enter self-employment or start a small business often have to contend with higher interest rates when they access credit, if they are able to borrow money at all^{xv}. Women are also impacted by discriminatory inheritance and law and asset owning laws in many jurisdictions. This guide goes into this in more detail in the in-depth look at disability and intersectionality in Part 3.



2. Why recruit persons with disabilities?

There are a number of reasons for recruiting persons with disabilities which all contribute to why a company should undertake a disability inclusive employment approach. These are presented below and include compliance with the legal frameworks developed both at a national and international level and the various business case reasons. First, it should be remembered the inclusion of persons with disabilities in a company is “the right thing to do”. This does not come from a sympathy or charity approach but because there is simply no reason not to recruit a person with disabilities and as such non-discrimination approaches ensures persons with disabilities are treated with dignity and respect and allowed to enjoy and fulfilling work life.

2.1 The Legal Framework and Public Policies

The UNCRPD was adopted in 2006 and provides a global legal framework for international human rights law concerning persons with disabilities. It has been ratified by 181 Member States plus the European Union. Article 27 focus on work and employment^{xvi}. The national legal framework surrounding the recruitment of persons with disabilities varies from country to country. The national chapters of the [Global Business and Disability Network](#) provide more country specific information. Many countries have enshrined non-discrimination against

persons with disabilities within their national laws or constitutions. For example, the Article 11 of the Constitution of the United Republic of Tanzania states: “The State Authority shall make appropriate provisions for the realization of a person’s right to work, to self-education and social welfare at times of old age, sickness or disability”. Article 13 of the Constitution of Malawi obliges the State to adopt and implement policies and legislation aimed at ensuring fair opportunities in employment for persons with disabilities, as well as greater access to public places and the fullest possible participation in all spheres of Malawian society.^{xvii}

There are a number of models of public policies to promote the employment of persons with disabilities which are based around the non-discrimination laws or quota approaches and used in different jurisdictions.

Approach	Description
Non-Discrimination Laws	Equality of Opportunity Approach Can be included within constitutional, criminal or civil law
Non-Discrimination Charters / Code of Conduct	Voluntary approach Companies sign up to code of conducts or charters Requires businesses to recognize the business case of disability inclusion
Incentive Based Quotas	Companies are given tax breaks or similar incentives to employ a specific percentage of persons with disabilities
Penalty Based Quotas	Companies are fined if they do not meet a set percentage of recruited persons with disability
Combination of the above	Many jurisdictions will combine a mix of non-discrimination laws
Absence of an approach	Some countries make very limited attempts to increase the employment of persons with disabilities and do not apply and enforce any of the above

Globally, the rights of persons with disabilities are enshrined in various international conventions. These include the United Nations Conventions on the Rights of Persons with Disabilities (UNCRPD) and the International Labour Organization’s (ILO), Vocational Rehabilitation and Employment (Disabled Persons) Convention. There are significant other international instruments and initiatives which address the rights of persons with disabilities, including the Sustainable Development Goals (SGDs), the Human Rights Council General

Assembly on the work and employment of persons with disabilities, and Global Disability Summit.

The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)

[The UNCRPD](#) was adopted by the UN General Assembly in 2006 and came into force following ratification by the 20th party in 2008. It has been adopted by 181 member states plus the European Union. The UNCRPD sets out the rights of persons with disabilities and member states obligations towards them in various categories of rights. Article 27 addresses the employment of persons with disabilities: "States Parties recognize the right of persons with disabilities to work, on an equal basis with others; this includes the right to the opportunity to gain a living by work freely chosen or accepted in a labor market and work environment that is open, inclusive and accessible to persons with disabilities". Article 27 requires the prohibiting of discrimination in recruitment and career advancement, the promotion of employment and career advance opportunities, and access to vocational training, as well as ensuring reasonable accommodation for persons with disabilities in the workplace.

The SDGs (Sustainable Development Goals)

The SDGs are a global agreement by all UN member states on goals to end poverty, exclusion and other deprivations. They provide measurable targets with 17 goals to be achieved by 2030. There are [eleven explicit references](#) to disability in the SDGs and [seven targets](#) of the SDGs explicitly refer to persons with disabilities. In relation to employment of persons with disabilities, SDG 8 is 'Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all' and contains the target: "By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value".

ILO Conventions and Decent Work

Decent work is a concept of employment which is safe, delivers a fair wage, allows opportunities for personal development, social integration and freedom for people to express their concerns. According to UN Committee on Economic and Social Rights, decent work is employment that "**respects the fundamental rights of the human person as well as the rights of workers in terms of conditions of work safety and remuneration... respect for the physical and mental integrity of the worker in the exercise of his/her employment.**"^{xviii} Promoting decent work is core goal of the ILO. This includes promoting the rights of persons with disabilities. ILO Convention 159 "Vocational Rehabilitation and Employment (Disabled Persons) was adopted in 1983 and entered into force in 1985 and mandated all states parties to formulate, implement and review a national policy on vocational rehabilitation and employment of persons with disabilities. In 2002, ILO developed a code of practice for managing disability in the workplace^{xix}. In 2015, the ILO published, "**Decent work for persons with disabilities: promoting rights in the global development agenda**"^{xx}, which provides a

set of practical guidelines for implementing ILO recommendations and strongly links these to the SDGs. ILO also host the Global Business and Disability Network.

Other Instruments and Initiatives

A number of other regional and global initiatives have also been launched which compliment the global frameworks. These include the [Incheon Strategy](#) to “Make the Right Real” for Persons with Disabilities in Asia, and the Pacific was launched in 2012 which has 10 regionally agreed disability-specific development goals, 27 targets and 62 indicators. These are designed to enable “the region to track progress towards improving the quality of life, and the fulfilment of the rights, of the region’s 690 million persons with disabilities.”

In 2018, the African Union adopted a [Protocol to the African Charter on Human and People’s Rights](#) which specifically deals with the rights of persons with disabilities. Article 19 on the rights to work included “Every person with a disability has the right to decent work, to just and favourable conditions of work, to protection against unemployment, to protection against exploitation and to protection from forced or compulsory labour.” and “States Parties shall take effective and appropriate measures to facilitate full enjoyment by persons with disabilities of this right on an equal basis with others.”^{xxi}

The Small Island Developing States (SIDS) developed the SIDS Accelerated Modalities of Action ([SAMOA Pathway](#)), which includes a focus on the employment of persons with disabilities particularly related to sustainable tourism: “Designing and implementing participatory measures to enhance employment opportunities, in particular of women, youth and persons with disabilities, including through partnerships and capacity development, while conserving their natural, built and cultural heritage, especially ecosystems and biodiversity”. It also acknowledges the intersectionality of discrimination for women with disabilities and commits to “tackle the structural and socioeconomic inequalities and multiple intersecting forms of discrimination that affect women and girls, including those with disabilities, that hinder progress and development;”^{xxii}

In 2017, the UK Department for International Development (DfID) co-organized the [Global Disability Summit](#) in partnership with the International Disability Alliance and the Government of Kenya. 170 commitments were adopted by governments from developing countries, donors, civil society organizations, foundations and the private sector. **This included 97 connected to Economic Empowerment.** The next summit is planned for 2022 in Oslo.

2.2 The Business Case

Businesses around the world are increasingly recognizing they should be recruiting persons with disabilities not because they see it as an act of charity but because it makes [sound business sense](#). There is increased recognition that **diversity in the workplace spurs innovation** by leveraging a range of different ideas and experiences, increases productivity and ultimately profitability. Macroeconomically, the recruitment of persons with disabilities helps stimulate economic growth and subsequently reduces poverty, thus increasing the

spending power of a company’s potential customers. [A study in the UK](#) found improving the employment rate of persons with disabilities to the average national employment rate would add an equivalent of six months of economic growth to the UK economy^{xxiii}. [Accenture’s research](#) in the US, suggests \$25 billion could be added to GDP there if just one percent more of persons with disabilities entered the labour market. ILO has found economic losses related to the exclusion of persons with disabilities from the workforce range from [between 3 and 7 percent of GDP](#).

Additionally, the world’s population is aging. [The global population aged 60 or over in 2017 was 962 million](#), which is more than twice as large as in 1980^{xxiv}. As disability increases with age as the effects of the accumulation of health risks, exposure to disease, and injury accumulate, and because an aging population will require individuals to work longer, companies are increasingly going to have experienced workers who acquire a disability on the job. A disability confident company who has prioritised the recruitment of persons with disabilities will also be in a strong position to respond to this and reap the benefits of the retention of experienced staff.

People with disabilities by definition of disability and gender (thousands)

Data source	Definition of disability	Territorial coverage	People with disabilities (aged 15-64)	Men with disabilities (aged 15-64)	Women with disabilities (aged 15-64)
2011 EU LFS - AHM	Difficulty in basic activities	EU-28	44,459.5	20,405.8	24,053.7
	Limitation in work caused by a health condition or a difficulty in basic activities		34,777.8	15,849.2	18,928.6
2012 EHSIS	A health problem or basic activity limitation as barrier in any life domain	EU-27*	42,228.4	19,089.6	23,138.8

*Note: The EHSIS data for the EU-27 exclude not only Croatia (which was the 28th Member State of the EU) but also Ireland. The EU-27 data are thus considered as estimates.

Source: European Parliament (Directorate-General for Internal Policies), “Discrimination and Access to Employment for Female Workers with Disabilities”, 2017.

Business groupings have been developed to provide resources for companies interested in disability inclusion. [The Global Business and Disability Network](#), led by ILO has 27 global companies and 33 national chapters. The [Valuable 500](#) is a global movement for Chief Executive Officers (CEOs) which has recently reached its goal of having 500 national and multinational, private sector corporations sign on to putting diversity into their board's agenda.

Untapped Labour Pool

The broader the labour pool a business has to recruit workers from, the greater talent they are going to be able to find. A company which is disability confident will be able to tap the large talent pool which exists among persons with disabilities, strengthen the diversity in the workplace, and gain the benefits listed below. This will create more competition for positions, giving the company more talented options to choose from. For companies struggling to fill positions, partnering with a specialised partner to facilitate the recruitment of persons with disabilities can help fill this gap. [The experience of Challenger Foods' partnership with Remploy Interwork demonstrates this potential.](#)

Productivity

Employees with disabilities are as productive as employees without disabilities, in particular when they have access to appropriate reasonable accommodation, when needed. The Bank of Montreal (BMO) has conducted surveys of businesses in Canada. [The 2012 survey](#) found 77 per cent of small business owners who have hired people with a disability said these employees either met (62%) or exceeded (15%) their expectations. Walgreens has reported [similar findings](#) in the United States.

Profitability

[Accenture conducted a study](#) which looked at profitability of 140 Fortune 100 and 500 US companies. The study classified 45 of the companies as "Disability Champions" based on a series of criteria on their commitments to inclusion. The study found the Champions achieved on average 28% higher revenue, double the net income, and 30% higher economic profit margins than the other companies.

Innovation

The resilience persons with disabilities develop in order to navigate the barriers put in front of them at every stage in their lives, can support the very skills forward-looking companies need to succeed. [These qualities outlined](#) by the World Economic Forum, include problem-solving, adaptability, persistence, a willingness to experiment and forward thinking, and are all crucial to innovative thinking which companies need^{xv}. Companies embracing diversity have understood that the more people around a table coming from various personal and professional environment that the greater the opportunity to produce "think outside of the box" solutions and to develop adapted innovation for the company. Including persons with

disabilities in the workforce and in creative workgroups ensures they are included in this process and contribute to the innovative thinking.

Retention

Studies show retention rates of persons with disabilities are higher than persons without disabilities. [One study in Canada](#) found 72% of employers reported higher retention rates for persons with disabilities and [Walgreen's research](#) in the United States showed their employee turnover for persons with disabilities was 48% lower than the remaining population. **This leads to significantly lower recruitment costs for companies.**

Consumers

There are over [1 billion people](#) living with disabilities across the world. This presents a huge potential customer base for business. It is estimated the spending power of persons with disabilities, their friends, and family equals [\\$8 trillion](#) and persons with disabilities represent an emerging market which is equal to the size of [China and the European Union](#). A company which is disability inclusive is much more likely to produce products which are attractive to persons with disabilities. In addition, the employees themselves, their family, and their friends are more likely to become customers. Both these factors help a company access this large market.

Investors

There has been a recent recognition of the importance of disability inclusion from investors. Investors are in a strong position to drive forward disability inclusion through the control they have over access to capital and the board positions they may occupy as a result of their investments^{xxvi}. In May 2020, a group of investors controlling \$2.8 trillion in assets released a [“Joint Investor Statement on Disability Inclusion”](#).

This encouraged companies to take a number of steps to improve disability inclusion, including through public statements from the CEO, ensuring websites are accessible, developing a reasonable accommodation policy, ensuring a diversity policy includes persons with disabilities, and establish and monitor a goal for the recruitment of persons with disabilities. As shown in Parts 2 and 3, these are important best practices to become a disability confident employer.

Public Attitudes and Corporate Social Responsibility

In 2011 the United Nations Human Rights Council (UNHRC) endorsed the [UN Guiding Principles on Business and Human Rights](#). The idea behind this was to move away from the paradigm of corporate social responsibility (CSR) being a voluntary approach and towards businesses acknowledging their actions should be framed around human rights and address any adverse effect their actions had on them^{xxvii}. The guidelines focus on the corporate responsibility to respect human rights. [Guiding Principle No 11](#) requires that “business enterprises should respect human rights. This means that they should avoid infringing on the

human rights of others and should address adverse human rights impacts with which they are involved.”

ILO explains this to mean businesses responsibilities to respect human rights are:

- “Exercising a global standard of expected conduct for all business enterprises wherever they operate.
- Existing independently from a States’ ability and/or willingness to fulfil their own human rights obligations, and in doing so not diminishing those obligations.
- Operating over and above compliance with national laws and regulations protecting human rights.”^{xxviii}

In other words, businesses should not just be operating within the minimum standards of the laws of the country they are operating in but have a duty to promote human rights through their actions. Guiding Principle 12 includes: “Guiding Principle No. 12, “depending on circumstances, business enterprises may need to consider additional standards. For instance, enterprises should respect the human rights of individuals belonging to specific groups or populations that require particular attention ... people with disabilities.”^{xxix}

Coupled with this framework, companies actions are increasingly being subjected to scrutiny in the public sphere whether this relates to treatment of customers and staff, racial injustices, and inclusive attitudes towards gender, ethnicity and disability. This phenomenon has accelerated as the use of social media for public campaigns becomes more pervasive. Effective CSR programs operating under a human rights approach, which further the disability inclusive employment can be a win-win for the company and the individuals they employ, through strengthened the company’s public image, enhancing opportunities for persons with disabilities, and ensuring the company benefits from all the other business gains listed above.

Compliance with national requirements

The quota system described above is implemented differently in different countries. One approach governments use is to fine companies which don’t meet quota targets. Another is to offer financial incentives such as tax rebates to those companies which do meet the target. Regardless of the approach, there is often a clear financial benefit to companies for complying with regulations, removing the potential for fines for non-compliance.



3. What are the barriers persons with disability face?

Despite the potential of persons with disabilities as employees, their employment rates lag firmly behind that of persons without disabilities. The barriers which persons with disabilities face that cause this employment gap are many and often over-lapping. However, as this document will lay out in part 2, disability confident companies have the opportunity to help significantly reduce these. To be able to address the barriers persons with disabilities face, it is important first to understand what these are.

A number of different models have been developed to try to encapsulate the different layers of barriers which exist. Two models are presented here, followed by a description of the different barriers. The important thing to remember is the barriers need addressing at every level in order to truly ensure equal opportunity.

The factors which determine the professional activity of persons with disabilities can be broadly separated into different groupings. This has been developed into the “**Bundle of Factors**” model by Giermanowska, Raław, and Szawarska^{xxx}. This breaks down the factors into three levels, the macro, meso, and micro levels. The factors which can be placed in each level include, among others:

- The macro level involves economy and societal-wide issues which impact opportunities for persons with disabilities. These include the legal and policy, framework, societal and cultural norms, economic conditions, and social protection schemes.

- The meso-level includes factors such as the level of knowledge of employers on disability, the availability of vacancies, organization culture towards inclusion and disability, the local community's acceptance of disability, and the level of accessibility of local infrastructure.
- The micro-level focuses more on the individual experience, including factors such as family background and family attitudes towards disability, level of education and skills, degree and type of disability and when in life the disability was acquired, and psychological factors such as satisfaction with life and self-esteem.

Humanity & Inclusion developed a white paper entitled "[Situation of wage employment of persons with disabilities](#)" which also looked at the different categories of barriers persons with disabilities face in accessing employment. This takes a **matrix approach** (p17 in the linked document) identifying both barriers and stages of employment. The barriers are categorized into individual, service, business, policy maker, and societal. The model identifies barriers within these categories at the employment search, the entering the work-force, and the sustaining and developing of career stages. This model builds in the idea that access to employment depends on the interactions of four categories of actors; job seekers or employees with disabilities, businesses, decision makers such as local, national or international authorities, and service providers such as recruitment agencies, training centres or chambers of commerce.

Both these models acknowledge the complexity of disability. Disability is not just connected to the individual, it transcends layers of society and all stakeholders can play a role in addressing the challenges society has created for persons with disabilities^{xxxix}.

Key existing barriers include:

3.1 The Business Level

Lack of leadership from the top on inclusion

A lack of commitment to inclusion in a business from the leadership means the other barriers listed below are not addressed pro-actively and the business is likely not to have an enabling environment. **Research shows that although 90% of companies claim to prioritise diversity, in reality, [only 4%](#) are focused on ensuring this is inclusive of persons with disabilities.**

Inaccessible workplaces, and misconceptions about the cost of reasonable accommodation

Many persons with disabilities are unable to enter the work-place due to a lack of accessibility. The most commonly understood accessibility problems are physical barriers such as stairs preventing a wheelchair user from entering a building, but other issues such as [inaccessible electronic technology](#) also can also be a barrier. Barriers exist throughout the business environment, within communication systems, within tools (ranging from machines to laptops),

within the way tasks are outlined, and more, and can impact a person with disabilities at multiple stages.

Transportation is an example of a barrier which is reflective of both policy makers approaches to disability as well as the public or private enterprises which run the links. In the absence of action by policy makers to improve transportation accessibility the barrier will remain if the company does not try to make alternative arrangements, such as providing accessible transportation for workers with disabilities. For business with client facing locations, the same problems can affect attracting persons with disabilities as customers.

Physical barriers which are more squarely within the remit of the business include lack of stairless access, height of work benches, low-level lighting, and loud machinery. The physical demands of a job can also present barriers which are solvable. An individual who faces disability related barriers to sitting for long periods of time will easily succeed in roles with accommodations; e.g. through provisions to take breaks to stand or stretch regularly, or provision of standing desks or work stations. Most of these barriers are solvable using the principals of reasonable accommodation.

[Reasonable accommodation is defined in the UNCRPD](#) as “Necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms.”^{xxxii} [This guide from ILO has some examples of what reasonable accommodation is.](#) A Member State’s obligations towards accessibility is also defined [in article 9 of the UNCRPD](#), which include requiring private entities to take into account all aspects of accessibility. When the principles of reasonable accommodation and accessibility are combined, an accessible workplace can be achieved.

Research from a number of countries show businesses regularly overestimate the cost of reasonable accommodation adjustments^{xxxiii}. However, a survey of companies by the US Job Accommodation Network found [56% of accommodations had no cost and the average cost of those which did have a cost was \\$500.](#)

Lack of knowledge and confidence on disability inclusion

A common refrain from businesses is that they want to recruit more persons with disabilities but they do not know how to. A lack of familiarity with disability, limited knowledge of where to go for support, perceptions there are limited resources available reduces a company’s willingness to hire persons with disabilities^{xxxiv}. This creates a self-fulfilling problem as without taking the first steps, a company will not manage to bridge this knowledge gap.

Negative attitudes towards disability among managers and staff

One of the main barriers persons with disability face in both recruitment and once recruited is negative attitudes – conscious or not - among their managers and colleagues towards

disability. Research by the Center for Talent Innovation found over a third of persons with disabilities said they had experienced discrimination in the workplace^{xxxv}.

Studies show that negative societal stereotypes are transferred to the workplace, leading to a perception that persons with disabilities cannot perform certain tasks. This leads to attitudes such as “I have a business to run and taking on persons with disabilities is not good for business”. As a result, when persons with disabilities apply for a job they often do not even get an interview. [Examples](#) of this are widespread.

Unequal professional recognition once in post

Once employed, persons with disabilities often feel less valued by their company than those without disabilities. This comes from a lack of engagement and opportunities for career advancement for example. The “State of Disability Employee Engagement survey” done by Global Disability Inclusion and Mercer found [a 6-8 point](#) difference in engagement from employees with disabilities to employees without disabilities. With more than 12 million responses, the pattern is clear: **employees with disabilities are having a far less favorable experience at work than their non-disabled counterparts**. These significant differences are far greater than the ones found for other diversity groups such as gender, race and sexual orientation.

Research by the Center for Talent Innovation shows people with disabilities are as ambitious and full of ideas as persons without disabilities, however nearly 50 per cent of employees with disabilities had ideas that would drive company value but were ignored^{xxxvi}. Other research suggests this phenomenon is repeated in social inclusion, with persons with disabilities reporting being excluded socially in the workplace^{xxxvii}.

Businesses block opportunities for promotion and advancement for persons with disabilities

Not being given the opportunity to progress in a workplace or career is another barrier cited by persons with disabilities. This is partly a function of the type of precarious and low paid jobs which persons with disabilities are often confined to and partly a function of bias and discrimination towards persons with disabilities from managements and human resource teams. Persons with disabilities value promotion opportunities at the same level as persons without disabilities.^{xxxviii}

Job retention of workers after they acquire a disability

Persons with disabilities may have different experiences depending upon when they acquire them. Those who have disabilities from birth or early in life will experience many of the barriers described above relating to access to education and vocational training. Persons who acquire their disability during their working life will have passed the educational stage of their life prior to this, and thus their experience should be more similar to a person without a disability.

ILO's code of practice for managing disability in the workplace suggests companies should address the acquiring of disabilities in their staff by putting in appropriate measures including:

- “(a) early intervention and referral to appropriate services;
- (b) measures for a gradual resumption of work;
- (c) opportunities for workers with disabilities to test work or obtain experience in an alternative job if they are unable to resume their previous jobs;
- (d) the use of support and technical advice to identify any opportunities and any adjustments which might be required.”^{xxxix}

However, in reality companies often do not anticipate the risks of this occurring in their workforce and are not flexible and agile enough to respond to their workers' needs. As such individuals who acquire a disability often face considerable challenges in retaining their position and are much more likely to leave the labour force than their colleagues without disabilities^{xl}. As previously noted, disability prevalence rates increase with age as illness, injury, and health risks accumulate.

Companies often have difficulties to follow the measures laid out by ILO and instead of trying to find means to accommodate workers who acquire disabilities either expect them to continue the same tasks which leads to them leaving their positions. Firing of workers when disabilities are acquired is also prevalent, either due to workers being given tasks they cannot fulfil without reasonable accommodation or through discrimination, fear of stigma, such as the examples in the research by Shier, Graham, and Jones (2009) which identified cases of people being fired after having epileptic seizures at work^{xli}.

3.2 The Societal Level

Stigma and stereotypes

Societal stigma and stereotypes intersect with the discriminatory attitudes persons with disabilities face at work, indeed these stereotypes are often the driver of them. The societal situation plays a role as it creates pressure both externally and internally to the business for persons with disabilities. [Stereotypes](#) include ideas around what type of work persons with disabilities can and can't do, that supporting persons with disabilities is done for charity or that they deserve pity, and that they cannot lead a full and productive life. In certain countries traditional or religious taboos mean people fear those with disabilities and families often hide them for view. These views are often [magnified by the portrayal of persons with disabilities in the media](#). As well as the immediate impact of looking for employment, these stereotypes also reduce opportunity in accessing schooling and healthcare, which contributes to employment barriers.



Violence and harassment

[Persons with disabilities can be particularly prone to violence and harassment at work.](#)

However, their experience is often ignored and data is quite limited. Research into violence which is conducted often fails to disaggregate disability when presenting findings^{xiii}. Discrimination, stereotyping and stigma can lead to the dismissing of the treatment of persons with disabilities in the workplace, often reducing it to mere playground bullying^{xiii}.

Research, though, has shown that persons with disabilities are more likely to experience violence in the workplace than persons without disabilities. Persons with disabilities are also more likely to experience harassment and violence elsewhere, such as in their communities and at home, and this can create barriers to accessing the world of work. Adults with disabilities were found to be **1.5 times more likely to be a victim of violence** than those without a disability.

Gender norms

Traditional gender norms and patriarchal societal views which hinder the [equal employment of women](#) in general can particularly act as a barrier to the employment of women with disabilities. A report by the Council of Europe demonstrates this point: “All too often, the prevailing idea is that employment fulfils a different role for women with disabilities than for men. For women, work would appear to represent a means of filling time rather than offering a guarantee of independence... Women with disabilities are more likely to be employed in

low-status, lower-paid jobs with poorer working conditions.”^{xliv} Societal norms often mean women with disabilities are pushed towards home activities and duties whereas men are often more supported in public or external opportunities^{xlv}. As shown above, **only 20% of women with disabilities are estimated to be employed, compared to 53% of men with disabilities.**

3.3 Public services and Policy Level

Education and vocation training being exclusionary and reducing the skill base of persons with disabilities

With globally more than 30 million primary and low-secondary age children with disabilities out of school and limited opportunities for vocation training, a lack of educational qualifications poses a severe barrier to persons with disabilities accessing employment. The impact of the lack of education links to a number of problems. Persons with disabilities are discouraged from applying for jobs which when they believe firms want a higher level of education than they have. This comes from the lack of outreach in recruitment identified above. Employers also worsen this barrier by having inflexible approaches towards qualifications in their job descriptions and thus often miss the potential persons with disabilities have.

Lack of enforcement of disability laws and standards

181 States have signed the UNCRPD which commits them to ensure the rights of persons with disabilities to have economic opportunities are respected. Nationally, many countries have developed national laws which are built around the framework of the UNCRPD. The quota system and anti-discrimination laws described above have been adopted in many jurisdictions.

However, enforcement of these laws is inconsistent, with labour inspection authorities and the courts often lacking the will, resources, or political backing to enforce them. Public employment jobs are often included in the quota laws but fail to comply with regulations, thus demonstrating a lack of commitment from the authorities. Businesses too have often avoided the quotas by either paying a fine or by creating fake jobs for persons with disabilities to falsify their records^{xlvi}. Labour inspection and employment law services are also often severely underfunded, with often less than 1% of national budgets allocated to labour inspection, or which only a minimal amount goes to labour inspection. This creates an additional barrier for persons with disabilities. On paper their rights to employment are protected, but in reality, they have very little recourse to justice or enforcement.

Lack of attention to disability inclusion from trade unions

Trade Unions around the world have been found to play a significant role in disability inclusion in the workplace. ILO as part of its tripartite mandate works closely with trade unions on disability. Their recent report into trade unions and disability argued the needs persons with

disabilities have from trade unions is the same as the mandate of trade unions for all workers, namely “to mobilize workers, improve working conditions, and promote rights”^{xlvii}. ILO’s research found trade unions can play a significant role both globally and nationally to support persons with disabilities accessing the workplace. However, despite much success in some jurisdictions, there are also regions and countries where the impact has been limited for various reasons. Many of the challenges were similar to those experienced by businesses, particularly limited awareness of disability and a lack of priority placed on disability inclusion. Other more specific challenges include a concern among members that identify based challenges including disability position trade unions further away from their traditional class-based issues, and the fact there is limited coordination between trade unions on disability initiatives.

These challenges tie into the barrier of limited engagement with persons with disabilities and the belief their ideas are ignored. The lack of voice and representation for persons with disabilities thus continues to present a large barrier to employment.

3.4 Individual Barriers As A Result of Business, Policy and Societal Barriers

Individual barriers are generally a function of the other barriers presented. As a result of societal, business and policy barriers, the impacts are felt at the individual level which affect their opportunity to access employment.

Reduced confidence and self-esteem

As a function of the constant barriers they face, persons with disabilities often experienced reduced confidence and self-esteem. Factors listed above such as limited access to education and vocational qualifications and the bias in recruitment reduce motivation to apply for positions. Previous experience of abuse, taunting and discrimination result in expectations that this would occur in a new position. Ignoring of ideas and not being given opportunities to progress reduces motivation to continue with the company they work with. These all intersect to reduce self-esteem and as a result reinforce the barriers to employment.

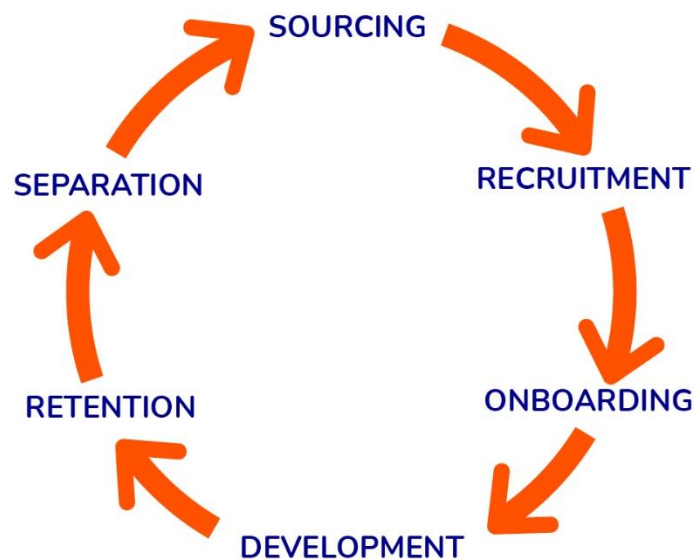
Negative family attitudes

Many of the biases which exist within society are also internalized by family members of persons with disabilities. This is particularly the case in the locations where cultural or religious taboos exist towards disabilities. Effects of this can include refusal to allow children with disabilities to attend schools, hiding individuals away from society, and family members with disabilities being less likely to have family resources spent on healthcare, assistive devices and other needs.

II. The Inclusive Employment Cycle

There are several different models of the employment life cycle. Each of these models recognises the employment cycle is not just about recruiting individuals from an employer's point of view and finding a job from an employee's points of view¹. We will look at the six stages model whose six stages are attraction, recruitment, onboarding, development, retention, and separation.

THE 6 STAGES OF THE PROFESSIONAL LIFE CYCLE



Attraction or sourcing is the process of finding employees to work for the company. This involves identifying good employees by raising the awareness and profile of the company, identifying the appropriate channels to advertise positions, and proactively approaching candidates. The goal of this stage to ensure the best candidates for the company are motivated to apply for positions.

Recruitment includes the development of job descriptions, shortlisting of candidates, interviewing, selection and contracting.

Onboarding is defined as the process of supporting new recruits to adjust to the “social and performance aspects of their new jobs”. This includes preparing someone for their role prior to their first day as well as the orientation and induction process while they settle into the job. Probationary periods and reviews are included in this phase of the employee life cycle.

Development or talent management recognizes that development of skills continues after recruitment and identifies what an employee needs to reach their maximum potential.

¹ The employment cycle referred to in this guide includes all aspects of employment. It is not just limited to recruitment or the human resources department. A company needs to consider disability inclusion in all aspects of the cycle.

Personalized development plans which account for particular needs of an individual support this process.

Retention is the process of ensuring employees remain in the company. Development or talent management is closely linked to this stage of the cycle, but it also includes ensuring the company is aware of what motivates employees and supporting them to reach their personal goals, providing fair opportunities for career advancement, and conducting performance appraisals. An individual is much more likely to stay in the company if he is happy.

Separation involves the ending of an individual's time in the company. This could be through redundancy, retirement, or moving onto another company. Regardless of the reason, ensuring a sensitive and positive departure will help reduce disruption to the remaining workforce, support a smoother transition period for any new individual replacing them and help the company learn lessons on how they could have supported the individual better.



1. To become more inclusive

For fair and sustainable inclusive employment, **the whole employment cycle needs to be inclusive**, with trained appropriated personnel/staff.

Based on Humanity & Inclusion expertise and experiences, the section below presents the main elements of inclusion, the approaches and actions needed to facilitate the development of an inclusive employment cycle, with the goal of making the company more disability inclusive.

1.1 Through an inclusive approach

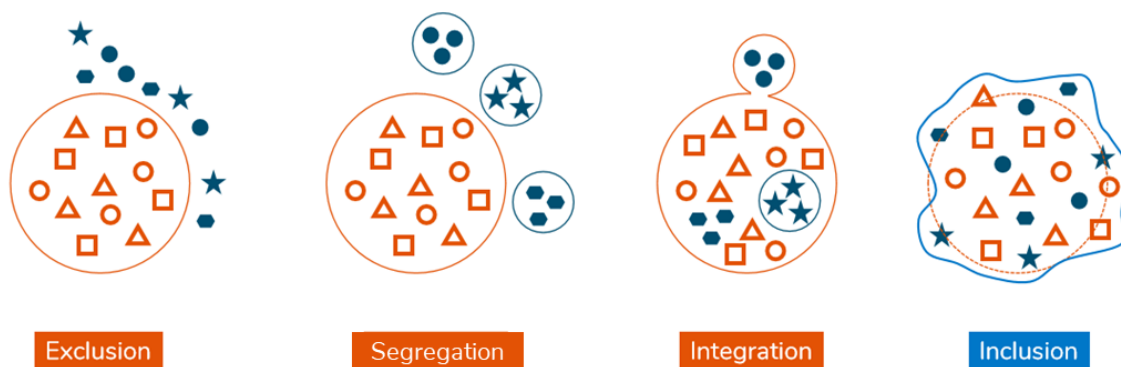
Inclusion

The principal of inclusion is the **act of ensuring all individuals regardless of disability, gender, sexual orientation, racial and ethnic identity, age or other identities are given equitable opportunity to participate fully in all aspects of human life** including access to employment, health services, education, social and cultural activities, and political participation.

According to the Human Development Model (anthropological analysis), the level of social exclusion is influenced by the interactions between the following personal factors and environmental factors:

- **Nine personal** (Intrinsic, Identity or Individual) **factors of exclusion**. These are defined in HI's Theory of Change as aptitudes (spectrum of capacities/inabilities), age, gender, sexual orientation, socioeconomic status, geographical location, ethnic origin, religion and political opinion.
- And **eight environmental** (extrinsic or external) **factors of exclusion**. Through its experience in over 60 countries over more than 30 years, and across the diversity of different situations encountered, Humanity & Inclusion has identified the following eight main barriers to access to services for people with disabilities and vulnerable people: inadequate policies, inadequate services, insufficient implication and participatory approaches, negative attitudes, insufficient and inadequate funding, insufficient data, lack of individual opportunities and extreme perturbations of the environment caused by humanitarian crises."^{xlviii}

Illustration of Exclusion, Segregation, Integration and Inclusion:



Exclusion sees individuals of a particular marginalized group having no societal recognition (no access to rights and resources enjoyed by dominant groups). The dominant groups may not even be aware of the challenges and barriers these excluded groups face and the excluded groups cannot access the main community circle.

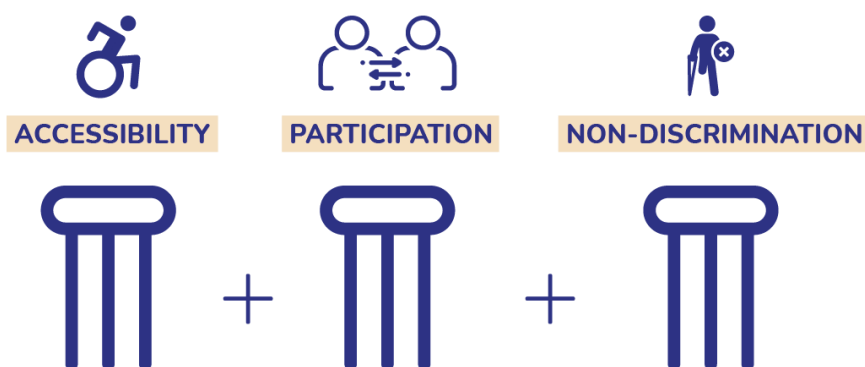
Segregation means that the marginalized groups are known, but consciously excluded from the mainstream society, with only access to separated services, and politics, no direct links with the mainstream society.

In integration, the excluded groups are recognized as part of the mainstream society, but still in different spaces, with specific laws and most of the time between themselves. Integration could be a needed step before inclusion, or needed parallel approach, to strengthen individual empowerment. But it should not be a long-term situation. Integration is often referred to erroneously as inclusion.

A [full inclusive society](#) supposes that all individual, whatever their characteristics have full access to the same opportunities than everybody, have access to all **mainstream services**. To ensure equity and equal access, an inclusive society should be able to welcome everyone in all mainstream service, but also to propose **support services** that would answer to specific needs that individuals may have. The objective of these support services is to facilitate the access, at equal, to the mainstream services (e.g. a professional with visual impairment may need to have access to a guide dog training service – support service - to be able to work in a company – which is a mainstream actor). **Specialized services** (a specialized shelter workplace for example) could also answer to specific needs, but should remain punctual and with an inclusion perspective objective.

The three pillars of inclusion

The three foundational principles of inclusive development are accessibility, participation, and non-discrimination. Other pillars can be added, but these three form the bedrock of the various models.



The UNCRPD provides the normative framework for the non-discrimination pillar and is inherent in the human rights model approach to inclusive employment.

[The principle of non-discrimination](#) seeks to “**guarantee that human rights are exercised without discrimination of any kind based on race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status such as disability, age, marital and family status, sexual orientation and gender identity, health status, place of residence, economic and social situation**”.

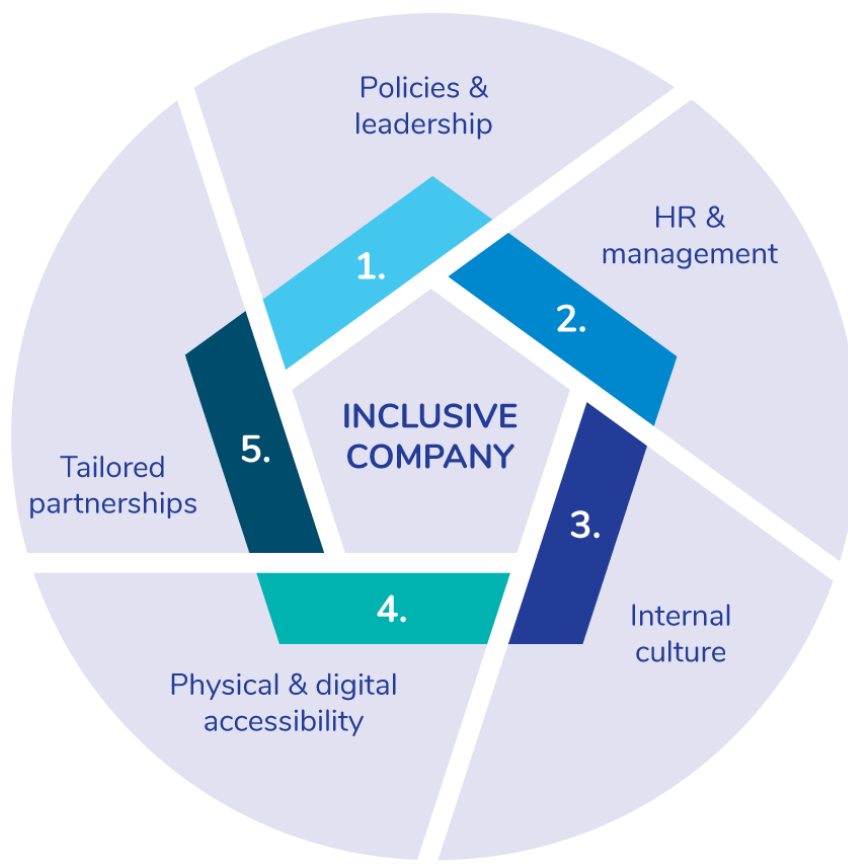
[Accessibility](#) is discussed in detail throughout the report. [The UNCRPD](#) requires that “States Parties shall take appropriate measures to ensure to persons with disabilities access, on an equal basis with others, to the physical environment, to transportation, to information and communications, including information and communications technologies and systems, and to other facilities and services open or provided to the public, both in urban and in rural areas.”

A key mantra of the disability movement has been “**nothing about us without us**”. This emphasizes how persons with disabilities should have integral [participation](#) in decision-making processes, which affect them. The principle of participation is a key pillar of inclusion.

In the context of disability inclusive employment, it includes for example ensuring persons with disabilities can shape and frame policies and decision making at all levels of a company including the board, senior management, and employee representation groups such as unions.

1.2 Through an holistic approach, based on five dimensions of Inclusion at work

HI developed a model of inclusion, which incorporates five interlinking dimensions which a company needs to work on to become disability inclusive. These are inclusive policy/leadership, HR management and practices, internal culture, accessibility, and tailored partnerships.



The five dimensions equip businesses with the tools needed to use the underlying principles of participation, non-discrimination, and accessibility, to assess their day-to-day operations and general management system and identify the changes that are needed. The overall concepts of the model are applicable in all types of sector, regardless of size or location.

Policies and Leadership

This dimension includes all institutional data, mainstream policies and processes that should include disability issues, and the high quality commitment of senior leadership towards global change and building an inclusive corporation.

Leadership and the adoption of disability inclusive policies are a critical part of ensuring an enabling workplace. Important considerations within this dimension include ensuring **disaggregated data** per disability, gender and age, non-discriminatory mainstream institutional policies on disability - not just the HR policies or recruitment policies -, disability inclusive project cycle which includes inclusive **key performance indicators**. This dimension should also ensure there is budget available across the company to support the process. Persons with disabilities must be actively involved in the process without tokenization, including being involved in leadership decisions, being involved in union representation, being consulted on each stage of the process, and involving a local disability persons organization. Commitments and disability positive statements from the top level of leadership is also important for this dimension.

Expressing commitment to diversity through policy development and equal opportunity initiatives is an important step to becoming a disability confident organization. It helps set the tone throughout the organization. Policy commitments and diversity, equity and inclusion plans backed by senior leadership give accountable targets, and help ensure they are not just paying lip service to a vague idea of diversity. The Employer Assistance and Resource Network on Disability (EARN) has a [useful info](#) sheet laying out the approaches to expressing this commitment to persons with disabilities. Global and national networks of companies such as [the Valuable 500](#) and the [Global Business and Disability Network](#) and its national chapters, demonstrate how leaders of companies are prepared to make public commitments to disability inclusion.

The participation of persons with disabilities in decision-making processes is a strong signal from a company's leadership of its commitments to inclusion. An [Employee Resource Group](#) (ERG) is one approach to encouraging this participation. An ERG can support other areas of inclusion including self-disclosure, retention, and productivity. The EARN website has a [step-by-step guide](#) to setting up an ERG. The National Business and Disability Council has also compiled [examples of best practices to ERGs by various companies](#).

ILO highlights that personal commitment from the founder or CEO of a company is a key driver of employment for persons with disabilities^{xlix}. Currently only [7% of business leaders identify as having a disability](#), well below the 15% global prevalence rate. There may be even less awareness of leaders with disabilities than the numbers suggest as research [by Accenture](#) shows 80% of leaders with disabilities are not fully open about it. This presumably comes from a concern about the reactions of their colleagues to them revealing their disability and the impact it may have on their careers. The impact of this is that employees miss out on a role model who could mentor or sponsor them; and strengthen awareness of disability across the business, which would contribute to a change in the internal culture of an organization. Accenture identifies that 'bold leadership' is one of the key factors of a culture of equality in the workplace. Bold leadership is defined as 'A diverse leadership team that sets, shares and measures equality goals openly.'

[The UN Disability Inclusion Strategy \(UNDIS\)](#) provides an example of disability inclusion key indicators management. Although developed for UN entities and country offices, the principles of it are still relevant for a company setting itself targets. Performance is measured across 15 indicators which all have five levels of rating, missing, approaching requirements, meeting requirements, exceeding requirements, and non-applicable. Country teams and entities are expected to report against the 15 indicators each year and the results are reported to the General Assembly

HR & Management Practices

The HR and management practices dimension includes all the policies, processes and tools needed to develop the HR mission of a company. It also includes management culture and processes. This dimension extends beyond just salaried staff to include board members, volunteers, and contracted staff and should function at every level of the corporate hierarchy from entry level positions to the senior management team. It includes ensuring the recruitment policy, from advertising through to recruitment and on-boarding, is equitable for persons with disabilities. It also extends to ensuring career development opportunities are given to persons with disabilities.

HR systems needs to ensure a clearly understandable process for accommodation, non-discriminating mainstream HR policies and processes, with adapted or specific policies and procedure, if necessary (for example, a reasonable accommodation policy).

HR practices will need to ensure disability inclusion in all 6 stages of the employment cycle are inclusive. The practices laid out in this document demonstrate the importance of ensuring practices such as sourcing through inclusive advertising, recruitment through ensuring reasonable accommodation in interviews, onboarding through partnerships with OPDs, development by ensuring training opportunities consider disability inclusion, retention is supported by developing inclusive assessment processes, and retirement processes include exit interviews which review how the company can improve its inclusive approaches. These are just some examples, and more are included elsewhere in this document.

Management systems for all managers, not just the HR Department, need to be inclusive. This is very strongly linked to the internal culture dimension, as managers need to be trained on disability inclusion in order to provide a fair management for employees with disabilities. Aspects of the management systems include, but are not limited to, the daily management tools, investment in training for managers on inclusion, and an adapted annual evaluation tool which is implemented in close coordination with the HR Department.

Proactivity, particularly at the sourcing and recruitment stages are good practices disability confident HR departments use. [An example from Oxfam America](#) involved the HR Manager ensuring business cards were in Braille to demonstrate Oxfam America's commitment to disability inclusion to potential employees.

This dimension is very closely linked to the strategic partnership dimension. Many companies who have been successful in improving disability inclusion report partnering with

organizations who are specialized in the recruitment of persons with disabilities to be critical to supporting the HR team.

Internal Culture

The important elements of the internal culture dimension include reviewing staff knowledge, attitudes, and practices to ensure they have sufficient awareness of disability and understanding of the potential barriers persons with disabilities may face, knowledge of how to ensure disability inclusion, and positive attitudes towards persons with disabilities. This includes the understanding that disability inclusion is the responsibility of everyone and is mainstreamed into all activities. The main objectives of this dimension are to improve the level of information, to have an impact on attitudes and behavior towards colleagues with disability, to set up rules for the accessibility of documentary resources and to develop inclusive communication tools (virtual sign language interface for example) and spaces (to ensure inclusive meetings for example).

One of the biggest barriers facing persons with disabilities in accessing employment is experiences of discrimination in the workplace and society. To prevent this, it is important for a company to address its internal culture. Changing a culture helps create a more enabling environment for persons with disabilities. It does not just help with recruitment but also with retention by increasing comfort levels for a person with disabilities in the workplace.

Developing a more open, caring and inclusive internal culture provides a more supportive environment for disclosure. Self-identification of disabilities is very low as persons with disabilities fear bias, discrimination, and damage to career opportunities, as said in part 1. With many disabilities being invisible, it may not be apparent to staff that they are working with someone with a disability. The Disability Equality Index, run by Disability:IN in partnership with AAPD, found that [only 3.7%](#) of DEI's participants employees shared about a disability despite 92% of businesses encouraging their staff to self-disclose and 95% have a confidential reporting process. This is obviously well below the disability prevalence rate.

There are broad benefits to a company of having employees who are willing to self-identify. It ensures the company is in a position to provide reasonable accommodation for those who need it and thus perform at a higher level. It also increases morale and reduces stress. In addition, it allows the company to have more realistic data on their disability commitments, which could be important in some countries where national inclusive employment policies exist. The Center for Talent Innovation found "a perception of inclusion impacts employees' reported job satisfaction, commitment, and productivity."¹

Addressing unconscious bias is also necessary to improve internal culture. Unconscious or implicit bias is defined as ["the unconscious assumptions, beliefs, attitudes and stereotypes that human brains have about different groups."](#) Unconscious bias has received considerable media attention recently from incidents of discrimination against persons of colour and commitments to companies such as [Starbucks to train their staff on unconscious racial bias](#). Unconscious bias towards persons with disabilities has received less media attention but

research has shown that “[p]reference for people without disability compared to people with disabilities was among the strongest implicit and explicit effects across the social group domains”. Bias against disability was the second strongest bias identified, only behind that of age. The study found that even persons with disabilities showed a preference for persons without disabilities.² The American Bar Association Commission on Disability Rights has developed [a list of questions](#) to ask to understand how stereotypes influence an individual, and a series of scenarios which could be used as discussion in training.

A further important consideration in improving internal culture is ensuring communication and visibility products include persons with disabilities. This can include symbols and pop art which are used both on internal signage and memos and external communication. Disability:IN has examples which can be [downloaded](#). Additionally, ensuring persons with disabilities are visible in brochures, webpages, and staff photographs, as well as included in panel discussions or external events the company may participate in with strengthen awareness of the importance of disability inclusion within the company. Communication should include ensuring employees are aware of events linked to disability inclusion. Michelin’s wall of inclusion which is prominently positioned in a high trafficked area of the plant is an example of this.

Accessibility

Accessibility is acknowledged in the General Comments on Article 9 of the UNCRPD to be [a precondition for persons with disabilities to live independently and participate fully in society](#). Accessibility is needed in buildings, roads, transportation, indoor and outdoor facilities, and in information, communication and technology. For companies, the accessibility dimension includes physical accessibility, digital accessibility, internal and external communication, and work place accommodations. Internal and external communication tools includes phone, email, internet sites, social media, postings communications, and all paper resources (including using Word, Excel, and PowerPoint.). Accessibility is not just about installing ramps or handles in washrooms, although these are important, it requires assessing the whole environment of the workplace for both workers and customers to ensure every element is accessible for all (universal design- see below). This includes non-physical elements of the workplace and workday such as video conferencing, internal and external communication materials, and digital tools such as websites and podcasts.

[Reasonable accommodation](#) is an important element of the accessibility dimension, strongly linked with the HR and management dimension. The principals of reasonable accommodation look at individual cases and consider what adaptations can be made to ensure that the person

² Brian A. Nosek, Frederick L. Smyth, Jeffrey J. Hansen, Thierry Devos, Nicole M. Lindner, Kate A. Ranganath, Colin Tucker Smith, Kristina R. Olson, Dolly Chugh, Anthony G. Greenwald & Mahzarin R. Banaji (2007) Pervasiveness and correlates of implicit attitudes and stereotypes, *European Review of Social Psychology*, 18:1, 36-88, DOI: 10.1080/10463280701489053 in ABA Commission on Disability Rights (2019). Implicit Biases & People with Disabilities Retrieved from https://www.americanbar.org/groups/diversity/disabilityrights/resources/implicit_bias/

with disabilities will perform as much as required, in respect with their own capacities and limitations. ILO lists some examples of reasonable accommodation in their Employers Guide to Disability Inclusion in the Workplace:

- “Extra training time for someone with an intellectual disability
- A quieter, isolated workspace for someone with a specific psycho-social disability
- Speech software for someone who is blind
- A supervisor who learns sign language to communicate with a deaf employee
- A raised table for someone using a wheelchair
- Adjusting work hours for someone with a medical condition that requires medical visits”ⁱⁱ

As with other elements of accessibility, reasonable accommodation needs to apply to all stages of the employment cycle. Examples of this could include switching from a phone call to a video call for a person with a hearing disability to allow for lip reading, ensuring the location for an interview for a candidate with a wheelchair is physically accessible, or allowing more time for a written test for a person with dyslexia. Further examples of reasonable accommodation are found on [this webpage](#).

Reasonable accommodation policies need to be published in various accessible formats so that employees and potential employees are aware of them and can request them. This includes the application and interview stage for interested candidates as well as needs once a contract has started. Managers need to be trained in awareness of the policy to be able to respond appropriately when a request is made, and other employees should be educated on them to ensure discrimination or prejudice does not occur as a result of the request.

Along with the concept of reasonable accommodation, [universal design](#) is important for a business to consider. Universal design refers to the design of products, environments, programs and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized designⁱⁱⁱ, even if universal design does not preclude certain **assistive devices/technology** ³for persons with disabilities where needed. Examples of universal design include flat light switches, multi-sensory fire alarm signals, adjustable work stations to accommodate any height of sitting or standing when in use, using [international accessibility standards](#) on webpage design, or drop-down sloping curbs on pavements/sidewalks. Universal design benefits businesses in a number of ways. By contributing to ensuring persons with disabilities feel welcomed in a workplace and removing

³ [WHO defines assistive technology](#) as “Assistive technology is an umbrella term covering the systems and services related to the delivery of assistive products and services.” The provision of assistive technology may be part of a reasonable accommodation policy; for example the reasonable accommodation requirement of the Americans with Disabilities Act can involve a requirement of employers to provide an employee with assistive technology such as a screen reader but it also includes personal devices such as a hearing aid or prosthetic device.

barriers which make work harder, it boosts productivity and morale. It is also often easier to have universal design features included when designing a workplace rather than having to adapt features later. For example, the installation of a sloping curb when building a pathway outside a plant will have minimal financial impact during the initial installation, compared to the cost of contracting a building firm to come back later to remove the old curb and install a new one.

Inclusive Futures have developed a [Disability Confident Employers Toolkit](#) which includes templates and information sheets for an [accessibility audit costing plan](#), [accessibility standards](#), [a checklist](#) and [an audit report](#).

The UN has recently [developed guidance](#) on how to make a website accessible. As an essential part of a business's external communication, it is important to ensure a website follows accessibility guidelines. Although the toolkit is designed for UN entities, the principles are valid for all websites.

Both physical and digital accessibility should be considered from the point of view of customers as well as employees. The [Zero Project report for 2021](#), carries an example of Marien Apotheke (p25), a small Vienna-based pharmacy who enhanced accessibility for its customers with hearing disabilities by recruiting employees who are deaf and giving sign language training to other staff to communicate with customers with hearing disabilities. This scheme demonstrates how improving employment opportunities for persons with disabilities can also support the improvement of accessibility for customers with disabilities.

Tailored Partnerships

An important point for companies to remember is that they should not need to do all this alone. There are many organizations with specialized knowledge and experience who can support in the transition to becoming a disability confident business. Tailored partnerships will also support the implementation of the participation pillar of inclusion.

The key elements of this dimension are mapping out and identifying potential partners, initial engagement with them, and developing a long-term, meaningful partnership with them. Partnerships should where possible include organizations of people with disability (OPDs), organizations run by and for persons with disabilities, to ensure persons with disabilities fully participate in the process, especially because they are the main important "experts" of their own needs and lived experience.

As such OPDs, as representatives of persons with disabilities, would be the most relevant to give feedbacks, trainings recommendation on some points. Other organizations can also provide important partnerships such as local and national NGOs who have a specialization in disability, government agencies, recruitment agencies, trade union and employer federations, and service providers who provide reasonable accommodation support such as assistive technology suppliers, sign language interpreters, and live captioners. Referral systems should be set up with the service providers so that the company can obtain support for employees who request them.

As many employees will acquire a disability during their working period with the company, having the partnerships to support not just new arrivals with disabilities, but also existing staff who acquire a disability is important. Additionally, if the culture change in the company is successful, existing staff who have hidden their disability may be prepared to share and make reasonable accommodation requests. Developing and communicating tailored partnerships will make sharing more likely.

Tailored partnerships can contribute to the other dimensions in the model, including changing internal culture, HR and Management practices, and accessibility.

Businesses that have successfully become more disability inclusive have reported partnering with recruitment specialist who are experts in inclusive recruitment. EARN reports employers telling them that one of the main barriers they face in inclusive recruitment is [finding candidates who have disabilities](#). Approaches to address this gap include developing partnerships with technical and vocational training (TVET) colleges, outreach to OPDs, and entering into a service agreement with specialized recruitment agencies.

Examples of good practices can be found in ILO's guide on the business case for the inclusion of youth with disabilities. These include AMC Theatres partnering with the Autism Society to organize a panel of experts to develop objectives for the disability programme and go through the process of focusing on inclusive development^{liii}. The example of MphasiS's partnership with a recruitment partner is also shared. MphasiS partnered with an NGO, the Diversity and Equal Opportunity Centre who worked with MphasiS to provide training in English and computer courses to persons with disabilities. Following the course, MphasiS interviewed all participants to give them the opportunity to compete for a position. Out of 22 candidates, 17 were placed and the other five were supported by the Diversity and Equal Opportunity Centre to find other positions^{liv}.

Similar examples are included in the Zero Project report for 2021. The Trust for the Americas has partnered with Microsoft and a local NGO to implement the POETA DigiSpark program which provides inclusive training on digital skills and career development in Argentina with the goal to fill the gaps in skills persons with disabilities have due to education system not being responsive to their needs.

1.3 The employment process, the Five Dimensions and adapted disability inclusive employment strategies

The Employment cycle and the Five Dimensions

Elements of each of the five dimensions can be found in each step of the employment life cycle. There are inter-connections between the steps and the five dimensions, with many good practices in each step of the life cycle being relevant to more than one dimension.

The matrix below shows examples of how each dimension is present in each stage of the cycle. These are examples, and not an exhaustive list, and the dimensions will overlap in many areas.

	Policy and Leadership	HR and Management	Internal Culture	Accessibility	Tailored Partnerships
Attraction / Sourcing	External communication by leadership on commitment to disability inclusion at work.	Job descriptions reflect qualification needed to perform the role, and work conditions		Job postings are diffused through accessible media, in different forms, to ensure access to the information for all.	The postings are shared with OPD and disability specialised organizations.
Recruitment	Commitment from the CEO to equal opportunity recruitment.	Managers and HR team trained in disability inclusive HR interview, for all recruitment interview.	Management and HR staff have participated in sensitization sessions on disability to improve comfort levels.	Online portals are developed using web-accessibility standards and other options given for individuals who cannot access them and pre-employment tests are offered in multiple accessible formats with reasonable accommodation requests approved.	Specialized recruitment companies or OPDs support the development of the inclusive recruitment process for all.
Onboarding	Disability inclusion budget available for reasonable accommodation and other adaptations.	Inclusive onboarding process for all new staff is developed.	Appropriate communication skills are developed for all individuals in the company and communication spaces documents and tools are accessible (meetings	Reasonable accommodation requests are addressed before the contract start date.	Possible partnership with local external referent to follow the onboarding process of employees with disability, on demand/voluntary based.
Development	Budget is available for professional	Inclusive annual evaluation process, which		Training courses are assessed for accessibility	Job mentoring option proposed

	Policy and Leadership	HR and Management	Internal Culture	Accessibility	Tailored Partnerships
	development for staff with disabilities. Monitoring of disaggregated data.	take into account performance indicators, in regard with the work condition and capacities of each salary (to ensure non-discrimination to promotion, based on disability).	rooms, phone, emails, document resources, intranet etc). Sensitization events on disability in the work place such as activities to mark the International Day for Persons with Disabilities.	concerns prior to being implemented.	with local partners.
Retention	In some countries, possible commitment and contract with public services (health and/or employment) for retention of people with disability at work.	Internal professional mobility process and criteria reviewed with internal representative of people with disability	Regular re-evaluation of the level of knowledge, attitudes and practices on disability.	Regular accessibility audits are conducted to ensure accessibility in the workplace is kept up to date.	Customized employment support provided in partnership with local organization where relevant for the individual.
Separation	Leadership regularly review exit interview data on satisfaction of disability accessibility and respond accordingly.	Exit interviews are undertaken with all staff and include questions on what could be improved.	Exit interviews ask questions concerning attitudes of other staff towards disability.	Retirement plans providers have accessible options for accessing personal plans.	Good practices on recruitment and retention are collected and shared with partners.

Tailored disability inclusive employment strategies

While the principles described in this document, such as making a commitment to disability inclusion, are applicable to all businesses regardless of size, industry or location, it is critical for companies **to recognize their unique situation requires a tailored approach**. A company needs to assess its specific situation to understand how the principles might be applied to them. Companies who operates in multiple locations, and different cultural contexts or in a variety of industries will need to ensure a tailored strategy is developed for each site.

The below matrix can help serve as an initial checklist for companies to assess their situation and consider their best disability inclusion strategy. This analysis must include the internal and external environment for a company. External analysis will include the geographic area including the accessibility of local transportation, educational systems, cultural and societal norms, local and national policies and regulations, and what type of potential strategic partners are available.

Internally, the company will need to consider their current experience in disability inclusion including whether it has implemented initiatives before. Additionally, the type of work they do will impact on the types of reasonable accommodation and accessibility work is needed. A service company would probably need to focus more on office-based adaptations compared to a goods producing company which would need to consider how to ensure its production lines are accessible. The size of the company and the turnover of human capital is also important.

For example a company based in a rural area with limited accessible public transportation may need to consider more carefully how to ensure persons with physical disabilities can access an interview, either remotely or by ensuring transport is available, than a company based in a capital city where local regulations require accessible public transport. A large company which recruits hundreds of people per year will probably have a different strategy to advertising positions than a small boutique company who might rely more on word of mouth to recruit 5-10 people a year. Both companies need to analyse their specific realities and needs and take them in account to design their disability inclusion strategy.

This matrix is only a starting point to encourage the consideration of these ideas. A disability inclusive strategy would need reviewing and tailoring at regular intervals to ensure the specific situation of the company and their individual plants / offices is addressed.

		Good producing company	Service producing company
Size	Small & medium businesses		
	Large & international companies		
Initial level of disability inclusion	No initiatives		
	Implementing initiatives		
	Policies & initiatives already in place		
Geographic area	Recommendations by continent / cultural context		
	Rural areae		
	Urban area		
Human resources requirements	High turnover or high needs in human resources		
	Stable turnover or stable needs in human resources		



2. Michelin Case Study

2.1 Michelin's context

This case study explains how Michelin India piloted a disability inclusive employment process using the five dimensions of inclusion. It shows how Michelin used the inter-linking elements of the five dimensions to create a disability enabling environment with leadership from the top, improved HR and management approaches to disability, and through changing the internal culture through awareness raising among staff. The case study also highlights successfully building broad partnerships, in this case with [V-shesh](#), an Indian disability inclusion expert enterprise, and [Youth for Jobs](#), a national CSO.

The [Michelin Group](#) has made diversity a core part of its work and joined the [Valuable 500](#) in January 2021.

Since 2019, Michelin India has implemented a pilot project on inclusive employment, based on the holistic 5 dimensions of inclusiveness (as presented above), with the support of Humanity & Inclusion. Michelin India has two large bases in India, a production factory in Chennai and an administrative office and R&D centre in Pune.

This pilot chose to focus initially on the manufacturing plant in Chennai. Since the signing of the UNCRPD, many companies in India have sought to recruit more persons with disabilities. There is though, a trend for these initiatives to be in the service sector such as banking, I.T.,

or hospitality, and there have been limited to date in the manufacturing sector. The Michelin Group wanted to run a pilot project in a manufacturing centre to learn more about the best approaches for this and to be able to showcase best practices on the inclusion of persons with disabilities in manufacturing industries.

Michelin launched the pilot in a Michelin India manufacturing plant, which is on a 290 acre site on the Thervoy Kandigai SIPCOT Industrial Park about 55 km from the centre of Chennai in Tamil Nadu State. There are more than 900 permanent employees, along with a similar number of contractual staff, working on the site. The plant completes the manufacturing phases from raw materials to finished product. It currently focuses mainly on production of radial tyres for buses and trucks.

The purpose of the pilot project was to ensure Michelin Chennai would become an equal opportunities and disability confident employer, and to learn lessons it could share across the Michelin Group.

Michelin used the five dimensions of inclusion approach to ensure Michelin's approach to disability inclusive employment was holistic and complete.



“Michelin sees diversity as a human imperative and a key contributor to Company’s performance.... My absolute priority is to provide a safe and fulfilling work environment for all Michelin employees. I want to ensure their daily work experience is aligned with our Purpose and our core value of Respecting People.”

Florent Menegaux, Group Michelin CEO

2.2 Michelin's activities and results per dimension

Michelin developed a project-based approach to disability inclusion. This helped them consider their specific situation as per the matrix above.

THE MAIN STEPS OF THE PROJECT INCLUDED

- An inclusiveness assessment on all the 5 dimensions of the company.
- The development of key performance indicators (KPIs) in an Inclusiveness, Improvement Plan (2IP) which allowed for monitoring achievements and accountability for progress. This was developed in a 2IP workshop, which included allocating budget and key responsibilities for each dimension.
- One sub assessment in each dimension, including participatory accessibility assessment completed by Michelin staff and external OPD throughout the factory.
- Implementation of the 2IP, with the support of external local partners and with an HI coaching.
- Mid-term 2IP evaluation to monitor progress and review the 2IP organogram and activities, with recommendations for adaptations identified.
- Final inclusiveness assessment to understand project achievement, ensure accountability for KPI achievement and identify what continued approaches and interventions are needed.

Implementation of the Five Dimensions

1) Inclusive Policies and Leadership

Ensuring the ownership of the senior management team (SMT) in the process has been considered vital to the success of the project. As part of a training package for staff, one module was developed which focused exclusively on the SMT. This helped build disability awareness of the project and ensure leadership on disability inclusion from the top.

One thing Michelin prides itself on is its health and safety record for its staff. It has strict safety procedures which all staff must follow. Prior to the project there was concern about persons with disabilities being too close to industrial machinery in the plant and not able to use the

material, because of Michelin's high commitment to safety combined with misconceptions about disability. One of the initial approaches was to work with the SMT to understand that security rules and disability adaptation are not contradictory, and could be respected at the same time. They understood that not all persons with disabilities would need specific support, and how reasonable accommodation, if needed, could be used to make adjustments to the procedures without diluting the safety standards in any way.

The impact of the initial orientation and subsequent leadership investment from the SMT has been critical. As a result, an institutional inclusive employment policy was drafted and adopted, and internal and external communication on the commitment to inclusion was disseminated across staff. The SMT formed a working group to oversee the work and involves itself regularly monitoring meetings. It also granted the monitoring committee a budget to conduct activities wherever necessary. Support by the SMT of certain awareness events has also been important in maintaining the momentum. This is a critical part of the five dimensions approach and the impact of the leadership can be seen in the results of the other dimensions.

2) HR & Management Practices

The project has supported the development of non-discriminatory and flexible recruitment processes which help reduce the barriers to employment for persons with disabilities. The HR team received training to strengthen their understanding of disability inclusion. This training was conducted formally, but also through informal channels, such as via peer to peer exchanges in partnerships, as well as during the job fair described below.

Despite the COVID-19 pandemic, Michelin has recruited a number of persons with disabilities. Michelin focused on recruiting individuals who are capable to meet the requirements of the job and have so far been successful in identifying such candidates with disabilities, with support of local OPDs and actors (i.e. through the partnership dimension). Additionally, an inclusive apprenticeship scheme was set up. Recognizing the intersectionality of discrimination, this placed particular attention on recruiting women with disabilities. Following training alongside persons with disabilities, trainees are placed in jobs.

Michelin India participated in a national job fair. During this they were able to identify 60 persons with disabilities for an initial interview with 30 short-listed for follow up interviews, and 4 finally recruited. This occurred just at the onset of the first wave of COVID-19 which dampened recruitment across the company as a result. This was the first time (to their knowledge) that the HR team had experienced interviewing persons with various disabilities, and they described it as a great learning experience. The engineering team in particular were delighted with being exposed to strong candidates for engineering positions who had visual and hearing disabilities.

3) Internal Culture

Prior to the project, the employees at the plant had had limited exposure to persons with disabilities in the workplace. To encourage a welcoming and enabling environment, it was important to lead sensitization and awareness raising and ensure biases and negative



attitudes did not create barriers for persons with disabilities. The initial inception period of the work lasted approximately six months and involved understanding what the baseline was. A knowledge, attitudes and practices (KAP) survey was administered followed by the gathering of more qualitative information through focus group discussions.

A participatory approach was taken to increase exposure of employees to persons with disabilities. During the participatory accessibility audit, which is described in more detail below, the involvement of persons with disabilities helped increase awareness both of the barriers which exist and also the capacities of persons with disabilities to perform their tasks. This approach is seen as a key good practice from the project.

Additional awareness raising activities were incorporated into disability awareness training for employees at the Chennai site. With the support of HI, Michelin set up a one-day “Disability Sensitization Activity” with various activities to understand the challenges and barriers faced by people with disabilities.

The event had two objectives:

1. To help Michelin employees recognize unconscious prejudices, develop a good understanding of the diversity of disability and raise awareness of disability inclusion issues in the workplace;
2. To encourage employees to overcome embarrassment in their interaction with people with disabilities.

Michelin has also invited persons with disabilities to speak at workshops and training events to help raise awareness and dispel stereotypes or misconceptions about persons with disabilities. For example, Ms. Madhavi Latha, a Paralympian in basketball and swimming, who works in the banking sector visited to interact with employees during the training. Additional events such as an inclusive marathon have been held to raise awareness both inside and outside of the company.

The company has also set up an 'inclusion wall' near the entrance so employees can be kept up to date with progress of the work on inclusion. This has helped maintain the profile of the work.

4) Accessibility

With HI's support, Michelin conducted an accessibility audit at the start of the process. This was participatory, and done in partnership with the disability community in Chennai. The audit team included an inclusion specialist, an individual who uses a wheelchair, a person with a visual impairment and a person with a hearing impairment, along with members of the engineering and HR teams. The audit covered the entire factory from the gate to the workshop floor. To ensure accessing the workplace in the first place was considered, the audit also reviewed the transportation for accessibility provided by Michelin between the plant and Chennai City. The participatory nature of the audit included involving individuals in each department and exposing them to accessibility challenges a person with disabilities might face.

The initial assessment also involved reviewing the job requirements of each position, to detail the work condition of each post, to allow HR and candidate to evaluate quickly the need of reasonable accommodation or not, regarding the individual need of the candidate.

Although the plant is still not 100% accessible, considerable infrastructure improvements were made. Door frames were widened to allow wheelchair access, washrooms were made accessible and the company will soon install tactile tiles to help persons with visual disabilities navigate the plant.

5) Tailored Partnerships

One of the goals of the project was to ensure Michelin India formed partnerships with disability inclusive recruitment partners and civil society organizations. An initial partnership was formed with HI, and an HI officer seconded to work in the factory and provide mentoring and technical advice. In order to maintain the long-term sustainability of the approach, other partners were identified as well. One such partnership was with Vshesh, a local professional organisation working on the employability of persons with disabilities. During the COVID-19 pandemic, Michelin produced a safety video on COVID-19 for their workers. Vshesh supported in making the video inclusive and accessible. Through these permanent partnerships, Michelin is increasing inclusion within their talent pipelines. Michelin now reaches out to Vshesh and a local CSO, Youth for Jobs, who focus on education and employment for persons with disabilities, when they have vacancies. By doing so they were

able to leverage expertise in the recruitment of persons with disabilities from local partners and increase the pipeline of qualified job seekers with disabilities applying for jobs at Michelin. Michelin India's participation in the national job fair mentioned above was done with the support of their partners.

The partnerships thus helped strengthen Michelin in at least two of the other dimensions, namely HR and Management Practices and Internal Culture. The exposure Michelin staff gained through the partnerships helped change attitudes towards persons with disabilities and strengthened their HR approaches.

The partnership with HI itself is another example of a tailored partnership. The on-site mentoring has helped build capacity and confidence and supported Michelin in addressing the other four dimensions of inclusion.

A key take-away from the example of Michelin India is the overlapping nature of the five dimensions approach. Many of the examples shared fit into more than one of the dimensions. For example, the accessibility audit's main goal was to assess the physical accessibility of the site, but the exposure of staff to persons with disabilities during the audit has helped foster a greater understanding of the role they can play in the company and how the barriers they may face can be overcome through reasonable accommodation. This had led to a change in internal culture toward one which promotes a more welcoming and enabling environment. However, without leadership from the top driving this process, the changes from the audit and in internal attitudes would probably not have come to fruition. Thus, attention to all five dimensions will create a reinforcing dynamic which will support the development of disability confident businesses.

For companies looking to improve their disability inclusion, the example of Michelin is a good case to follow. The words of Mr. B. Ranganathan, the Director of Michelin Chennai Site reflect this and lay out the differing requirements a company would need to follow to follow the dimensions approach:



“If I can offer suggestions to other employers, it's as follows: Foster and inclusive and sustainable corporate culture. Nurture a welcoming environment within the company. Encourage your employees to accept people with disabilities as their team members. Align with your country's accessibility norms. Make sure you are part of a network connected with external organizations with specific expertise in disability inclusion. Ensure the support system is well in place for long sustainability.”

Mr. B. Ranganathan, Director of Michelin Chennai Site



III. Building a disability confident recruitment system

“How do we recruit more people with disabilities?”

It is a common question employers ask. This last part of the document will focus on the recruitment stage. The objective of this part is to share principles, recommendation and existing good practices to develop during the recruitment stage.

The final part of this section is a detailed look at three particular situations regarding disability inclusion, namely Online Recruitment and A.I. Technology, Disability and Intersectionality, and Recommendations for the Recruitment of Persons with Intellectual Disabilities.

These recommendations and good practices should be part of the holistic strategy and action plan, as discussed in parts 1 and 2, to be really relevant, efficient and sustainable.

1. Good inclusive recruitment practices

1.1 Preparation or cross cutting recommendations impacting the recruitment stage

Setting a policy

Demonstrating the senior leadership of a company, particularly the CEO, are driving a disability inclusive culture sets a clear message of its importance to other staff and external stakeholders. A company should clearly incorporate disability non-discrimination principles into all its institutional policies, especially in mainstream HR policy and processes. If relevant in accordance to the national context, policies can also highlight compliance with national level laws or incentive structures like quotas, or tax incentives. Additionally, a reasonable accommodation policy should be developed, with a corresponding budget, which sets out standard operating procedures on how individuals can request a support and how the company will manage the requests. Setting these 2 types of policies – inclusive mainstream HR policies for all salaries, including salaries with disability, and HR disability supported policies for specific needs, lays out clear standards, targets, and fair approaches of disability inclusion at work.

Develop a plan of action/Project

One successful approach to improving the recruitment of persons with disabilities is to develop a holistic project which addresses all these elements. This is often done in collaboration with a disability focused partner. The Michelin case study is an example of this. The disability project would have a variety of different approaches dependent on the size and location of the company, and the outcomes it hopes to achieve. In the Michelin example, the project covered the preparation, disability audit, training and sensitization of staff, the recruitment process, apprentice schemes, communication, accessibility adjustments and reasonable accommodation. This was supported with technical advice from HI. It thus covered the holistic needs to become disability inclusive.

Build partnerships with specialized organizations

One of the five dimensions in HI's model is tailored partnerships. Identifying a partner or partners who have experience in disability inclusion is an effective way of supporting your company's journey to becoming disability inclusive, especially during the recruitment stage (including attraction step). This could be a local OPD or NGO who is specialized in employment issues, a recruitment company which prioritizes accessible recruitment processes, or a TVET establishment whose careers advisors can link students with disabilities to employment opportunities in your company.

Ensure external communications are disability inclusive

A job seeker with disabilities will be more likely to apply for a position in a company if they believe the company's corporate values are inclusive and their staff are welcoming to persons with disabilities. Demonstrating the commitments which a company has made through statements from the senior leadership, displaying commitments to disability diversity prominently on the company website, ensuring webpages use international accessibility standards, and printed material is also accessible in other formats. In addition, the entire application process from start to end should be accessible, including through intentional drafting of job descriptions that reflect concepts such as essential vs. non-essential tasks and use gender neutral, inclusive language.

Increase interaction between hiring managers and persons with disabilities

HI's work on the five dimensions of inclusion show the importance of awareness activities which allow employees to interact with persons with disabilities. This is particularly important in the case of the recruitment team. Michelin India used events such as the marathon and inviting individuals with disabilities in to speak to staff. ILO's "Business as Unusual: Making Workplaces Inclusive of Persons with Disabilities" shares an example of a good practice by the Accor Group (p15)^{iv} which describes how hiring managers interact with persons with disabilities during International Day of Persons with Disabilities celebrations. This has helped led to significant results in changing the internal culture. The example also highlights the importance of leadership from the top by Accor.

Awareness of government schemes

Many countries offer incentives to companies and individuals with disabilities. These can include funds to improve accessibility at the workplace, tax credits for being quotas, or support for individual needs with assistive devices. It is important for a company to acquaint themselves with their responsibilities and the benefits they can get from such schemes. Even where the onus on obtaining support lies with the individual employee, it is important for the HR team and management to be aware of the schemes which exist so they can provide this information to the employee and offer assistance with applying should they need support.

1.2 Application and pre-selection

Job Description

A starting point in the application process is developing the job description. It is important to consider the job requirements and if they are actually necessary for the job. Job descriptions should be broken down into essential and non-essential tasks which will help candidates understand the position and consider what accommodations they may need as well as ensuring good candidates are not automatically rejected for not meeting a requirement which is not necessary for the position.

Often job descriptions will include requirements which are needed to fulfil every aspect of the role no matter how small, when if the main task can be done by a person with disabilities, then a reasonable accommodation approach (including job restructuring or job carving) could ensure arrangements are made for the incidental aspects of the position.

For example, if a position requires someone to drive to a regional meeting once a month, then an alternative for transporting the individual can be made. If the job description says a driving licence is essential for the position, many candidates with disabilities will not apply and a significant segment of the potential talent pool will be missed. Listing this requirement as non-essential will help increase applications from persons with disabilities.

Linked with job requirements, the job description should also include the main work condition of the job; for example, working in autonomy, in open space, under hot lights, all standing up etc. which allow a person with disability to evaluate their ability to work in these condition or to allow them to prepare to discuss it during the interview , including possible reasonable accommodation requests. Through this the company opens the door to discussion on accommodation during the interview and allows more people with disability to apply.

The job description should also include details on the company's commitment to inclusion and make it clear reasonable accommodation requests are welcomed. Dedicating someone to be able to respond to queries from a person with disabilities and clearly specifying their contact details is also important. Hire for Talent has a [webpage](#) with good practices and practical examples of language to use when writing an inclusive job description.

Advertisement

The approaches to recruitment have become increasingly diverse as technology has developed. Use of social media and online portals is increasingly common. Companies need to consider how they advertise and how to ensure they reach persons with disabilities. This will vary considerably depending on the type of company, size and location. Companies who are using social media and other online sources will need to ensure web-accessibility considerations are made. Is the text accessible, are there video captions and video descriptions, is the colour contrast suitable for person who are colour blind, has it limited the use of emojis? [This blog post](#) is not specifically about recruitment advertising but lists some dos and don'ts to make social media use accessible. A specialized organization can help with assistance in ensuring the advertisements are accessible and also disseminating to persons with disabilities. For example, a OPD could disseminate a posting to its members.

Companies using a more traditional approach also need to consider the accessibility of their processes. If positions are advertised on job boards in a central location or at recruitment agencies, are these locations where persons with disabilities frequent? If they are made in newspapers, does the newspaper have disability accessible formats available. To expand access, the HR team should review who they are sharing the postings with and seek strategic partnerships to help. DPOs, NGOs, TVET colleges, and government agencies responsible for supporting persons with disabilities are all potential options.

Specialised organizations who focus on inclusive web-content may also be able to provide support. Conducting a mapping of stakeholders will help with this. It is important to remember, particularly for large companies who have locations nationwide and globally, that local partnerships will often be the most effective as the partners have the connections already to the community. As such a good partner in one city may not be the right partner in another city or in a rural location. Companies should encourage their individual offices to proactively look for local partners who can support them.

In addition to ensuring individual position advertisements are accessible, it is important to make sure general information about the overall recruitment process is available as well. Microsoft has a dedicated [webpage](#). This includes information about inclusive interviewing and how to make accommodation requests. This kind of information helps reassure candidates that they can expect a supportive process during an interview and thus encourage them to make an application.

Support in Applying

Partnerships can help support persons with disabilities in applying for positions. One example of this is given in ILO's "Disability in the Workplace: Company Practices". [The Accor Group](#) partners with [JobinLive](#), a French Company which specializes in creating video resumes for persons with disabilities.^{vi} Innovative initiatives such as this recognise that traditional approaches to writing resumes and cover letters may make it difficult for persons with disabilities to showcase their talents and allows alternative approaches to be used instead.

Guaranteed Interview

Some companies have developed schemes which include a guaranteed interview for persons with disabilities. This helps reduce anxiety about being automatically rejected at the first stage for disclosing a disability, which research shows is something persons with disabilities often experience. [The UK Government's Disability Confident scheme](#) is an accreditation process by which companies can be classified as Disability Confident and can advertise this in their recruitment communications. One of the requirements is to develop a policy which guarantees an interview to a person with disability who meets certain qualification criteria. This doesn't require a company to offer an interview to every candidate with a disability, just those who meet the basic criteria. For example, if the position required fluent French, and the individual did not speak French, the company would not need to interview that candidate.

There are potential pitfalls to guaranteed interview schemes, and it is important to avoid these to ensure the scheme benefits both persons with disabilities and the employer. [A blog post by Graham Whippy](#), a disability consultant, lists some potential problems and how to avoid them. Potential problems include, not explaining the scheme clearly, including the requirement for meeting certain criteria, having unclear essential criteria for the position, offering false hope to candidates by having too limited essential criteria for an interview which don't match the criteria for obtaining a position, not ensuring your recruitment system is accurately capturing all people who disclose they have a disability, and not providing

feedback. A guaranteed interview scheme needs to address these concerns to ensure it is as effective as possible. The guaranteed interview scheme may be more feasible for a larger company which has a bigger human resource department than a smaller company which conducts limited recruitment annually.

Secondary screening

If the company does not have a guaranteed interview scheme, an alternative could be conducting a secondary screening of applications from persons with disabilities. This helps ensure the unconscious biases of the person leading on screening candidates is not excluding individuals who should otherwise be being called from an interview. If problems are identified, this also allows the company to sensitively address these biases through additional training and sensitization. This may be an effective alternative for a smaller company which does not have the human resource management capacities to offer a guaranteed interview scheme.

Apprenticeship or trial period scheme

One of the barriers persons with disabilities face is that, due to discrimination and lack of educational opportunities, they have not been able to obtain employment and thus get the necessary experience for the resume. An approach to addressing this is to ensure persons with disabilities are given apprenticeships or having a trial period scheme. This could be part of an existing apprenticeship scheme where the company simply ensures it actively recruits persons with disabilities and makes sure they support them through accommodations as necessary, such as Michelin's scheme in India, which has recently recruited six people with hearing disabilities. Another option is a dedicated training program for persons with disabilities. This could include a partnership with a training college or an NGO. [The ECDD Academy in Ethiopia runs a training programme](#) where participants are given a three-month training program and the top candidates are offered a position at the end of this period and the rest of the candidates join a pool of prospective candidates for future opportunities.

Another example of this approach is the [UPS Transitional Learning Center](#). This is a partnership between UPS and the Coalition for Workplace Diversity. This allows persons with disabilities to experience UPS jobs through on the job training. This is a two-week training program combining classroom activity with simulated workplace activity. Monitoring of this program shows the cost-effectiveness for the company, with a large number of participants being hired by UPS and those that had been through the program being retained at a significantly higher rate than the general employee population. This is another example of how a successful strategic partnership can support a business's transition to a disability confident employer.

1.3 Assessment and Interviews

Interviews and assessment exercises need to be accessible to allow persons with disabilities to compete on a level playing field. Training of interviewers is important to ensure they are

aware of the barriers persons with disabilities may face during the process. Some companies outsource this to recruitment partners who are experienced in working with persons with disabilities, but if it is done in-house ensuring awareness among recruiters is critical. Microsoft has developed a [short video](#) giving best practices for interviewers to consider.

Inclusive interviews

The concept of reasonable accommodation is relevant to the entire employment process and should be available to candidates during the recruitment process. Employers should be prepared to make reasonable adjustments to the interview process to ensure persons with disabilities can fairly participate. To achieve this, hiring managers should ask early in the process what accommodations are needed. This can be a simple question before the interview, 'do you need any accommodation during the interview?'

Reasonable accommodation needs to be available at every stage of the process and if this involves multiple interviews, requests from the same candidate may vary dependent on the interview format at each stage. It is important to work with a disability focused partner to ensure the language used in this question is understood by persons with disabilities. In some countries a different phrase or framing of the question may be needed. This should not only be asked of candidates who disclosed a disability but all candidates.

Some persons with disabilities may not share their disability for fear it will cost them the chance to be considered. Asking this question and assuring them the answer will be treated confidentially by the HR department may make someone more comfortable in sharing at this stage. Once the individual has responded the HR department, any ERG or disability champion the organization has, and the hiring manager can consider how best to make the accommodation.

The accommodation process will contribute to accessibility during the interview. Accessibility and accommodation should be considered through various stages including travel to and from the interview. Consideration needs to be given to physical accessibility and communication including sign language if needed and assistive listening systems. Candidates may prefer to conduct a video interview rather than a face to face interview.

Linked to the importance of sensitizing staff as part of the approach to changing internal culture, ensuring interviewers are trained on disability is important. This includes ensuring sensitivity and understanding during the interview such as awareness that a candidate may not make eye contact when speaking, that if the candidate has a support person with them the interviewer should speak directly to the candidate not the support person, that a service animal is a working colleague of the candidate not a cute pet and thus should not be petted or given food without the persons permission, and that the individual may not be experienced in interviewing and to be supportive to guide them through the process, rephrasing questions if necessary.

Some candidates may find it more reassuring to receive questions in advance, so these could be shared with all candidates. Guidance on interviewing can be found in this [checklist](#) by EARN and on this [posting](#) by the Accessibility for Ontarians with Disabilities Act website.

1.4 Offering and On boarding

To finalise a successful recruitment, the company needs to ensure the process of offering positions and onboarding persons with disabilities is done sensitivity with consideration given to potential concerns an individual may have. The process should be done in a way which is not seen to be [making a special case out](#) of the person with disabilities but allows for subtly preparing the staff and the new recruit for their arrival.

Equal pay

Persons with disabilities, as with all staff, should be offered equal pay for the same role as person without disabilities. There has been considerable media attention paid to the gender pay gap, which is still significant, but there is less awareness of the disability pay gap and research is limited. However, [research in the UK by the Equality and Human Rights Commission](#), shows a significant pay gap exists, the pay gap between men with and without disabilities of between 15% and 28% and between women with and without disabilities of between 8% and 18%^{lvii}. This is dependent on the type of disability, with the largest gap being for persons with a learning disability.

While the gap is smaller for women with disabilities, women in general already suffer from a gender pay gap, and so the ceiling is lower. In 2006, research in Canada found a person with a disability on averaged earned 75 cents to every dollar a person without a disability earned. Research has shown persons with disabilities to be as if not more productive than persons without disabilities, stay in their positions longer, thus reducing recruitment fees, and even with reasonable accommodation costs, produce more per dollar return on investment. They should therefore be paid the same as their peers without disabilities.

Flexible work times

Persons with disabilities often prefer flexible work times. This helps them manage their disabilities, whether this is linked to a daily routine or to medical and other appointments. It may also be more difficult for a person with a physical disability to travel at peak rush-hour times due to the inaccessibility of the public transport system. Providing flexible working options helps both make a position more attractive to the candidate and thus improves recruitment rates but also supports retention.

The needs of the individual may change and managers should be trained in how to accommodate this as well. Allowing flexibility working times may require attention being paid to the internal culture and attitudes of staff, as when the issue is raised it has [often being perceived as being unfair](#) by persons without disabilities. The time may be appropriate for employers to focus more carefully on this provision. The COVID-19 pandemic has helped

raised awareness of the need for flexible working arrangements and thus understanding of other staff may increase in future.

Pre-meeting and orientation

Many persons with disabilities may be nervous about integrating into a workplace either because this is the first time they have had a job or because of lived experiences in other companies or educational institutions where they have experienced barriers and discrimination. Providing the opportunity to come to the workplace with their family or support persons if preferred can help reassure the candidates of the inclusive nature of the workplace, allow them to ask questions and become acquainted with the office environment, and also allow existing staff to meet them prior to them starting the role. Individuals with certain disabilities such as autism or visual impairment may highly value seeing the workplace and the preparation for the role prior to arrival, and this visit will allow them to prepare the interview (on how to go, and how to be more comfortable during the meeting) or support individuals what to expect when they arrive.



2. Spotlight on Key Topics

2.1 Online Recruitment and A.I. Technology

Online recruitment is the process of advertising, sourcing, developing application portals, assessing and interviewing candidates using the internet. Companies are increasingly turning to online recruitment to help streamline their processes and reduce costs. How online recruitment affects persons with disabilities can be split into two sections; the client facing experience of the person with disabilities and the ‘under the hood’ systems which use artificial intelligence (A.I.) to support the assessment of candidates.

[A survey](#) by the Partnership on Employment and Accessible Technology (PEAT) in 2015 found 46% of respondents rated their last experience applying for a job online as “difficult to impossible.” 50% of respondents had used social media to help their job search and of those 40 per cent had experienced accessibility issues. Online job portals are a key element of online recruiting. PEAT’s survey found common accessibility problems included “job applications which are too long and complex, timeout restrictions, poor screen contrast, difficulty typing in all of the fields, small print, following link to a webpage that is not mobile friendly, problems with pages loading (connectivity issues), and difficulty uploading documents.”

The continued acceleration of artificial intelligence (A.I.) technology and the aforementioned need of businesses to drive down recruitment costs has seen increased reliance on A.I. during the recruitment process. A.I. is being used at all stages of the recruitment process, including

candidate sourcing, candidate tracking, resume screening, pre-employment assessment, and interviewing^{lviii}. A.I. is also being used at [other stages of the HR cycle](#) including for training, assisting in job requirements, and communicating with employees.

A.I. technology has created controversy in recent years with claims of biases based on race, gender and disability. [Facial recognition software which is used by police departments](#) has been shown to misclassify women with darker skin as men 31% of the time, despite accurately recognising the gender of lighter skinned people 100% of the time. Concern has developed that [the conscious and unconscious biases](#) of the people who write the code for the algorithms are reflected in the A.I. programs. As the [majority of coders are male, young, white, and without a disability](#), this creates the potential for discrimination against other groups.

There is no question A.I. technology has the potential to greatly assist persons with disabilities perform certain job functions. For example, [talk to text technology helps people with dyslexia](#) and various other forms of disability write reports which would be challenging using traditional typing methods. However various studies have shown there are several potential pitfalls to A.I. technology in the recruitment process due to inherent biases in the algorithms which are written to ensure the technology functions.

Research shows 76% of companies in the U.S. with more than 100 employees use personality tests as part of the recruitment and employers rely on A.I. to analyse the results. 33% of business use A.I. for other recruitment functions as well^{lix}. The technology has become increasingly advanced in recent years using neuroscience principles to analyse the cognitive and emotional personalities of the candidates matched against the characteristics of previously successful candidates^{lx}.

The biases which were described in section 1.3 and 2.1.1 are present in algorithms. In addition, algorithms rely on the data which is input into them to make decisions. The data for algorithms for recruitment is based on the characteristics of previously successful individuals in similar roles. Given the exclusion of persons from disabilities from the job market, the datasets may not contain enough persons with disabilities to be able to ensure the system is not biased against this group.

This is particularly problematic with technology which using tone of voice and facial expressions recognition as part of the assessment process. Certain disabilities mean tone of voice and facial expressions can be different from the individuals the algorithm is based on leading to incorrect analysis and assessment.

However, the challenges with online recruitment processes and A.I. technology can be overcome with careful attention. The principles of inclusive (universal) design can be applied to these technologies if persons with disabilities with lived experiences of the challenges and successes of recruitment and employment are part of the design process. This may be achieved if companies are pro-active in tackling the concerns. Accenture has developed the Algorithmic Assessment Toolkit to uses statistical methods to understand if groups of people are being treated unfairly by these processes. However, companies should be selective in

deciding when and when not to use A.I. and do so only when they are confident it is not perpetuating discrimination.

A further approach during interviewing and assessment is to apply similar processes of reasonable accommodation at these stages to help eliminate concerns persons with disabilities have. The benefits of finding a strong partner with experience in supporting persons with disabilities to access employment have been shown in various stages of this document, and this is also the case with online recruitment. Working with a partner to both address the concerns of an online recruitment portal and remove them, and also ensure they provide support to individuals with disabilities who wish to apply for positions can help remove some of the challenges described above.

2.2 Intersectionality, Disability, and Employment

Intersectionality is the concept that everyone has multiple identities and experiences which overlap and shape the way they experience the world and how are treated^{lx}. Race, ethnicity, gender, sexual orientation and type of disability all intersect to determine the experiences of an individual. This can provide privilege and opportunity for some identities and discrimination for others. Persons with disabilities will often face multiple discrimination as a result for their identities.

For example, a woman with an intellectual disability who is from an ethnic minority can experience sexism, ableism and racism. This aligns with the interactive social model of disability which sees disability a result of the barriers society places on individuals because attitudinal, environmental, social, and economic barriers prevent enough attention being paid to the individual's impairment to allow them to participate fully in society^{lxii}. Intersectional discrimination places unnecessary and inequitable barriers on persons with disabilities which are magnified because of other elements of their identity.

Examples of intersectional discrimination of persons with disabilities include:

- Attending school for girls with disabilities: [The World Report on Disability](#) shows that girls with disabilities are less likely to have completed primary school compared to boys with disabilities and girls without disabilities. As both girls and children with disabilities face barriers in attending school, the intersectional effect of being a girl with a disability several reduces educational opportunities.
- Obtaining health care for a migrant with a disability. Many migrants both documented and undocumented are barred from accessing government support schemes to obtain medical assistance leaving their only option to be expensive private care. This means migrants with disabilities are often excluded from schemes to provide assistive devices which allow them to function in the work-place or access health-care necessary to manage their disability.

Disability and others discriminating characteristics

Gender and Disability

Gender can be a significant cause of discrimination for persons with disabilities. While women with disabilities are the most likely to face discrimination as a result of the intersection of their gender and disability, men also can face discrimination as a result of societal expectations of gendered roles.

[Women are more likely than men to have a disability in the first place.](#) WHO estimates the global prevalence of disability among women to be 19% compared to 12% for men. This is because women are more likely to acquire a disability during their life as a result of poorer access to health-care including sexual and reproductive health, are more likely to be subjected violence, and experience greater levels of poverty which are shown is linked to higher prevalence rates of disability^{lxiii}.

Women with disabilities are less likely to have a job than men with disabilities and women without disabilities. The barriers described in part one including reduced access to school and vocational qualifications, societal beliefs about their capacity to undertake certain types of jobs, and limited access to reasonable accommodation can all be compounded because of their gender. Additionally, in most societies, expectations around responsibilities at home and childcare act as an additional barrier. Paternalistic attitudes towards protection women with disabilities and limited their exposure to external experiences often reduce opportunities as well.

Disability and Ethnic and Racial Intersectionality

Research on the intersectionality between disability and racial and ethnic background is limited but there is considerable documentation listing the inequities people from certain racial groups and ethnicities face. Discrimination against people with different ethnic and racial backgrounds is widespread throughout the world. Increased poverty, poorer health access, reduced school completion rates all affect marginalized groups in different countries and contribute to the causes of disability such as poverty. For example, Black and Native American adults in the US are [more likely](#) to have a disability than White adults.

Disability and Migration Status

It is estimated the number of [global international migrants](#) reached 232 million by 2013. Additionally, approximately 740 million are estimated to have migrated internally. Migrants often face precarious immigration status making them particularly vulnerable to exploitation in the workplace. They are often unable to access basic services such as health and education. Migrants with low educational and vocational qualification levels are at particular risk of acquiring a disability due to being forced to work in unsafe conditions. A migrant with a disability may therefore face challenges a citizen of the country with a disability does not.

Disability and Age

A new UN report on aging suggests [50% of people hold ageist attitudes](#). The report cited during the discussion of internal culture within the five dimensions referred to disability being the second most common unconscious bias. The most common was ageism. The world's

population is projected to continue to age and in many countries a limited old age safety net means people will need to continue to work later in life. Disability rates also increase with age as people acquire disabilities through illness and injury. The intersection of ageism and ableism can create significant barriers for older people with disabilities if companies do not make necessary accommodations to allow for this.

Disability and Sexual Orientation and Gender Identity

[Research from CBM, Edge Effect, and the Nossal Institute for Global Health](#) found persons with disabilities and diverse sexual orientation, gender identity and/or expression, and sex characteristics (SOGIESC) were likely to face greater exclusion from development and humanitarian processes. Approaches to addressing discrimination linked to disabilities and SOGIESC are often addressed independently, with many of the international frameworks which exist such as the SDGs omitting mentions to SOGIESC. Additionally, many groups which work on disability and SOGIESC inclusion are resistant to including the other group's issues in their advocacy and support work^{lxiv}. As a result of the discrimination faced by both groups, persons with disabilities and diverse SOGIESC face exacerbated barriers to employment.^{lxv}

Best Practices for Employers

Map out the different intersectionalities

Often employment programs or policies look at specific groups separately. There will be a policy or program for gender, a policy for disability, a policy for sexual orientation etc. This ignores the fact the lived experiences of people within those groups may be very different due to overlapping identities. It is important to consider how different people will have experienced similar situations in different ways. When collecting data on disability and mapping out the current knowledge, attitudes, and practices of the staff, identifying which groups experience intersectional discrimination is important. Then data should be analysed across demographics. For a larger company this may be easier as the data set would be large enough for multiple regression analysis. For smaller companies, other methods such as qualitative research might be needed.

Language

Language is critical to ensuring an enabling environment for persons with disabilities and it is particularly important where intersectional barriers may exist. Training managers, HR and all staff on disability inclusive language will help reduce incidents of discrimination and causing offence. Terminology contributes to either positive or negative language being used. ILO's Guide to Disability Inclusion in the Workplace includes dos and don'ts for both the treatment of persons with disabilities and language to use^{lxvi}. As terminology is often specific to different countries and languages, engaging with a partner who specializes in disability such as an NGO or DPO for guidance on this is advisable.

Participation

As with other best practices, ensuring the participation of persons with disabilities in governance and employee groups is critical in general, but it should be viewed through the

lens of intersectionality to ensure the broad representation. If the company has an Employment Resource Group for Disability and other groups such as women, LGBTQI individuals, different ethnical or racial groups, then ensuring each group has a disability focal point, preferably a person with a disability will help ensure these groups are more representative. Similarly, representatives from these groups should be on the ERG. Smaller companies which may not have these groups should ensure broad representation in any groups they do have and participation in other decision-making processes.

Policies

Policies should acknowledge the multiple intersecting identities of staff members. If a separate disability policy has been developed to other HR policies, this should include references to other forms of identity and clearly set out action points, indicators, and targets for each of them. Disability should be included in policies related to non-discrimination of other groups. As with all focus on disability, leadership from the top is important to demonstrate the company is aware of the barriers intersectionality can cause and the commitment to overcome them.

Flexible Programmes

The EARN website has some [useful approaches](#) for the retention and advancement of older workers. These include offering part-time positions to allow workers to continue to work even when they do want to work full-time. This can benefit the company if one full-time position is filled by two part-time positions, with the older person sharing their experience and skill sets with a younger worker. Seasonal and snow-bird positions allow for older individuals to work at only certain times of the year or to work in two different locations through the year, which can be particularly attractive to an individual looking to avoid cold weather which might impact their health or disability.

2.3 Recommendations on the Recruitment of Persons with Intellectual Disabilities

Persons with intellectual disabilities are statistically the least likely to be employed of all persons with disabilities. The WHO World Health Report on Disability cites three studies showing the persons with intellectual disabilities to have lower rates of employment than those with other disabilities. One study found persons with intellectual disabilities to be three to four time less likely to be employed than persons without disabilities, had longer periods of unemployment and when employed be more likely to be in segregated employment^{lxvii}. [Research in Canada](#) found 73% of persons with intellectual disabilities reported their disability affected their career choice. This study also found only 26% of persons with intellectual disabilities were employed compared to 53% of persons with physical disabilities. Global estimates have put the estimates of persons with intellectual disabilities at anywhere between 9 to 40% dependent upon the country^{lxviii}.

The barriers facing persons with intellectual disabilities align with the barriers facing all persons with disabilities outlined in Part 1 but are often magnified. Social stigma towards

persons with intellectual disabilities leads to discrimination at work often stemming from fear and ignorance. Lack of training and exposure to persons with intellectual disabilities leads to staff not knowing how to interact with them. Persons with intellectual disabilities often have concerns over social interactions and this can contribute to discrimination against them. Intellectual disability generally carries a larger stigma than other disabilities and can be a particular problem in certain parts of the world where supportive services or safety net programs are not available. Persons with intellectual disabilities also struggle to access education. [A survey](#) in the US found 50% of individuals with an intellectual disability left high school without a diploma.

Despite this, the benefits to a business can be profound. The business case laid out in Part 1 applies to persons with intellectual disabilities. Managers who have participated in studies and surveys report persons with disabilities having an excellent work ethic and being dedicated to remaining in their position for the long-term. Additionally, managers reported a team building impact and team members worked to ensure the individual could be integrated into a team and making an effort to help them with their tasks, which then extended to staff in general being more willing to help each other regardless of whether they had a disability or not. This then flowed into greater team morale and the various benefits which come with a happy team such as reduced absenteeism^{lxix}.

The employment of persons with disabilities can follow the twin track approach. Employment opportunities can be offered through integrating persons with intellectual disabilities into the mainstream employment processes of a company or by customized employment programmes where the relationship between the employer and employee is personalized to meet the needs of both. This helps create a customized position for the individual.

[Keystone Human Services](#) works to ensure persons with intellectual disabilities can have opportunities for growth and making meaningful life choices, which includes employment opportunities and has conducted significant work on customized employment in different countries including Moldova, India, and the US. The important element of this work is using a person-centred approach which identifies the key strengths of each individual. Keystone reports the key steps in customized employment are:

1. “Evaluating the interests, learning style talents, and ways the individual would be able to contribute to a business or organization.
2. Matching the person’s unique contribution to a workplace where that contribution is needed.
3. Negotiating ways the employer can restructure a job which frees other workers up to more fully and efficiently use their skills, and carves out the work that a person with an intellectual disability could do.”

From there the individual begins the job with whatever support they need. Keystone’s approach incorporates the five dimensions of inclusion. The support Keystone provides helps

demonstrate the importance of structured partnerships in the recruitment of persons with disabilities and the impact these have on the other dimensions of inclusion.

Continuous networking with local groups and organizations are identified as a critical element to ensuring success. In Moldova, Keystone has engaged with public and non-profit entities to improve access to vocational training and job skills for persons with intellectual disabilities. Direct support persons are provided in job matching, “including assisting people with disability with employment interview, explaining the specifics of the job and explaining the employers requirements, identifying possible position to fill considering the skills and preferences of the person to be employed, analysing and suggesting potential workplace adjustments, facilitating a several weeks/months job trial if needed (probation period), and providing ongoing tailored support as required.”

This helps companies address the HR and management and accessibility dimensions. Organizational culture is addressed through providing support in sensitizing other employees and facilitating communication. Keystone also emphasizes the importance of businesses sharing success stories. This helps strengthen awareness of the business benefits of employing persons with intellectual disabilities and alleviates concerns and fears of other companies.

Conclusion

This guide has presented information and some good practices to develop a more inclusive employment strategy, in particular during the recruitment phase. It has stressed the importance of a holistic approach to the whole employment life cycle.

The document has presented the five dimensions of inclusion and demonstrated how each of them links the stages of the employment life cycle. Leadership from the very top of the company is crucial for setting a disability enabling environment and ensuring ownership of the process within the company.

Ensuring the HR team and hiring managers are comfortable in their knowledge of disability and how to ensure inclusion in the employment process will ensure persons with disabilities feel more confident applying to a company. This is strongly linked to the need to address the internal culture of an organization so that the enabling environment is felt throughout the company. Understanding the knowledge, attitudes and practices of the staff is the first step to achieving a disability inclusive culture.

None of this will be effective if persons with disabilities cannot access the workplace, and thus physical and digital accessibility are critical. Beginning with an accessibility audit will support the company in the other dimensions of inclusion. Finally, partnership is a fundamental pillar of becoming disability inclusive. There are many great organizations out there who are experts in this field. Identifying a number of partners to support different



aspects of inclusive employment will help strengthen the company at all stages of the recruitment cycle.

The good practices shared by Michelin are great examples of the successes a company can have when it focuses on being disability inclusive.

Becoming disability inclusive is a long learning process and seeking the advice and expertise of others in addition to the formal partnerships is advisable. Resources and people who could be consulted include:

- Persons with disabilities and OPDs;
- Companies which have prioritized disability inclusion. Members of the national chapter of the Global Business and Disability Network or who have signed up to the Valuable 500 have publicly committed to disability inclusion;
- Other companies who have recruited persons with disabilities;
- Technical and vocational training colleges who offer inclusive courses;
- Non-governmental organizations and United Nations agencies;
- Websites of organizations who specifically address the employment of persons with disabilities;

Government agencies and ministries responsible for employment and services to persons with disabilities.

List of acronyms

CEO:	Chief Executive Officer
CSO:	Civil Society Organization
CSR:	Corporate Social Responsibility
DfID:	Department for International Development
EARN:	Employer Assistance and Resource Network on Disability
EPR:	Employment to Population Ratio
ERG:	Employee Resource Group
ESCAP:	Economic and Social Commission for Asia and the Pacific
HI:	Humanity & Inclusion
ILO:	International Labour Organization
KPI:	Key Performance Indicator
LGBTQI:	Lesbian, Gay, Bi-sexual, Transgender, Queer, Trans, Intersex
ITA:	Inclusion Technical Assistance
NGO:	Non-Governmental Organization
OPD:	Organization of Person with Disabilities
SDG:	Sustainable Development Goals
SIDS:	Small Island Developing States
TVET:	Technical and Vocational Training
UN:	United Nations
UNCRPD:	United Nations Convention on the Rights of Persons with Disabilities
UNDIS:	United Nations Disability Inclusion Strategy
UNHRC:	United Nations Human Rights Council
WHO:	World Health Organization

ENDNOTES

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For a More Integrated Recruitment of People with Disabilities

Global Framework, Issues and Practices

This document, developed by Humanity & Inclusion (HI), is intended for use by businesses looking for resources to improve their employment of persons with disabilities, in particular their recruitment process. This includes businesses who want to understand what barriers exist to prevent persons with disabilities from accessing employment and how they can reduce these barriers, need to ensure that their staff, particularly management and the human resources department are disability confident, and what policies they can implement to ensure a disability inclusive company.

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