**handicap international**
humanité & inclusion

# Employment and Disability Project
Morocco Tunisia Benin Senegal

# Disability **policy**

Fact sheet
## N°4

June
2020

### Why this factsheet?

- To enable companies and employment stakeholders to define their disability policy.
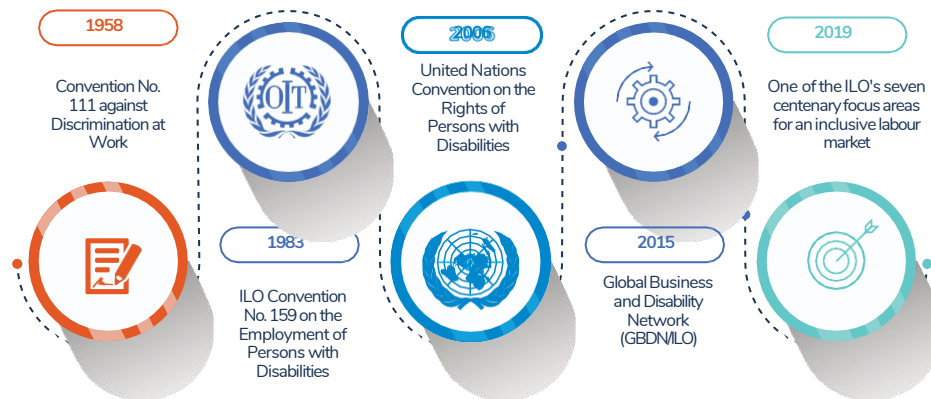
### Who is this factsheet for?

- For institutional or third-sector organizations.

- For businesses of all sizes, including multinationals that already have diversity and disability policies in place at their headquarters and want to deploy them internationally.
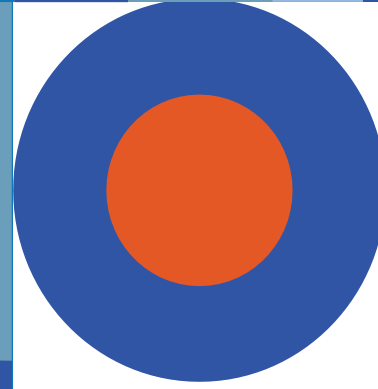
# Global context and historical overview

Since 2015, the international Global Business and Disability Network 1 and its branches in several countries, allow companies and organisations involved in the field of disability to discuss inclusive practices.

**1958**

Convention No. 111 against Discrimination at Work

**1983**

ILO Convention No. 159 on the Employment of Persons with Disabilities

**2006**

United Nations Convention on the Rights of Persons with Disabilities

**2015**

Global Business and Disability Network (GBDN/ILO)

**2019**

One of the ILO's seven centenary focus areas for an inclusive labour market

More and more businesses are committing to disability policies because these policies enable them to respond to many challenges and to reap social and economic benefits.

# Disability policy, inclusion, inclusive organisations

An organisation's disability policy constitutes a comprehensive approach to promoting the inclusion of people with disabilities within the organisation. This usually takes the form of a document that sets out the direction and outline for implementing the approach. Implementation is broken down into a number of steps, detailed below, which enable the organisation to become more inclusive.

**An inclusive organisation is one in which:**

- Views are changing because ideas and stereotypes have been deconstructed (see factsheet 3).
- People with disabilities are autonomous and have no difficulty in moving around the company or at their workstation.
- Processes are adapted to meet the needs of staff (HR, health and safety), as well as preventing and/or limiting the adverse health effects of certain aspects of the work.
- Workers with disabilities are supported, if necessary, by pre-identified staff (mentor, diversity or disability advisor, workplace buddy).
- The company works with specialised partners or service providers to source potential employees, for expert assessments, and awareness raising.
- The company is welcoming to its partners, clients and service providers with disabilities.
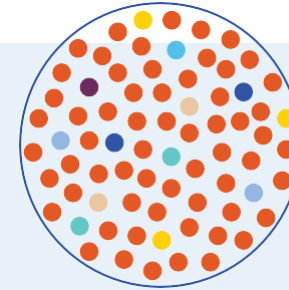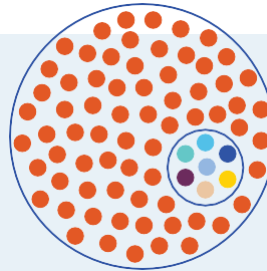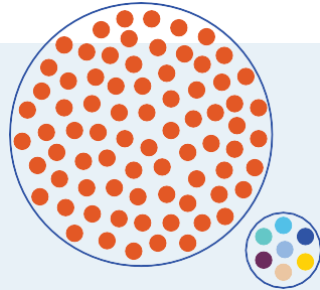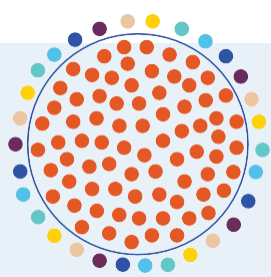
In order to understand what becoming more inclusive means, the following diagram illustrates the differences between exclusion, segregation, integration, inclusion and inclusive systems.

Integration occurs when a company recruits a worker with disabilities, but attitudes and practices remain discriminatory.

When the disabled employee feels accepted and is able to work on an equal footing with the other employees, when the company adapts its environment and its practices for all, and especially for people with disabilities, then it becomes inclusive.



| Exclusion | Segregation | Integration | Inclusion | Inclusive system |
|---|---|---|---|---|
| The person with a disability is side-lined and prevented from any social, economic and citizen involvement. They are isolated and excluded. | The person with a disability is separated from others, in an environment that severely limits his or her contact with others. They have access to some services, outside the mainstream systems. | The person with a disability is part of a group of people with common characteristics, linked to other groups in society. Access to mainstream services is fragmented. | The person with a disability shares the same environment as everyone else, has the same rights and services. Some parts of the system take into account the disability, but the person has to make an extra effort. | The environment is adapted to the difficulties of people with disabilities so that they can take part, without any hindrance, in all social, economic, citizen and cultural activities. |
| **Example**<br>A person with disabilities is unable to leave their home because road infrastructure and public transport are not accessible. People are automatically ruled out of a recruitment process because of their disabilities. | **Example**<br>The person lives in a specialized setting and their life is limited to this setting and being with their family. | **Example**<br>The person is employed in a sheltered workshop to which outside customers come. The person is a member of a sports team that plays against local youth teams. | **Example**<br>The person works in a mainstream company and is a member of a local choir. However, the person with disabilities has to adjust to their working environment and make arrangements to attend choir practice. | **Example**<br>Recruitment tests, workspaces are reorganised to facilitate movement around the workplace, and allow access to toilets or printers. Voice recognition software enables people with visual impairments to work on computers. Buildings and infrastructure are accessible, whether in private (homes, restaurants etc.) or public settings (public transport, public highways, administrative buildings). |

## Who is in charge of disability policy?

A disability policy must first involve top management. It involves a global corporate approach that mobilises the management and different departments depending on the size of the company.

This could be: human resources managers, CSR (corporate social responsibility), purchasing, health and safety, IT services, the quality department,

general resources and employee representative bodies. The disability policy is generally steered by HRDs or CSR managers and its implementation often involves a steering committee comprising the above-mentioned people.

Disability policy should therefore not be reduced to a simple human resources issue.

"
*The inclusive company is a real issue, everyone is concerned. At Webhelp, the disability policy is a 360 degree policy.*

*It's everyone's business, not just HR's. It is the business of managers, general management and employees. It's about raising awareness, over time. Inclusion must be part of the DNA of*

*the company, and we have ensured that the induction and integration of people with disabilities is part of the company culture. The cause of people with disabilities is championed by the founders of the group. They allocate the necessary budgets and energy.*

Testimony of Assia Bouaine, HR Director Webhelp. Morocco
"

## Why a disability policy?

The disability policy is a response to the challenges faced by the organization, linked its vision and ambitions: to define its disability policy,

the organization therefore needs to identify its challenges, but also the obstacles and levers for implementing this policy.

### Examples of issues for a company:

- Values: ethics, history, commitments, creativity, culture
- Recruitment: attracting talent in shortage areas
- Occupational health: prevention of accidents at work and difficult working conditions.
- CSR: CSR and social performance reporting obligations
- Social innovation and economic innovation to differentiate and perform better.

- Internal image: attracting skilled people, building employee loyalty
- External image: attracting new customers, investors...
- The legal and financial framework: obligation to employ disabled workers
- The commercial aspect: new marketing targets, responsible purchasing



### Examples of issues for an organisation:

- The obligation to deliver its service mission, for all and without discrimination
- Accessibility for all users and employees
- The need to address a social issue, concerning a population excluded from employment or with specific needs
- Exemplarity in respecting the legal framework (non-discrimination) on diversity and disability
- Organisational social responsibility (OSR)

**Employers and private sector companies must also consider other issues.**

> *Our vision is to become one of the most successful, sustainable and responsible companies in the world. To succeed, we rely on several pillars, one of which is investing in people. Investing in people means believing that difference makes the difference, it is the difference that will add value. People will make the difference.*
>
> *And the difference has to be sought through all the elements of differentiation, and can take the form of differences of age, training, culture, and also gender and disability.*
>
> *Goodwill in itself is not enough, we have been wanting to progress the issue of disabilities for several years but the status quo remains.*
>
> *Moving forward means getting help, and we found it with Handicap International. They met us, conducted audits, allowed us to have discussions, opened the door for us, and allowed us to meet other associations. This was a good start for us.*
>
> Testimony of Khalid Lahbabi,
> HRD International Paper.
> Morocco

# Steps and process for implementing a disability policy

| Steps | Assessment | Roadmap | Action plan | Implementation |
|---|---|---|---|---|
| **What?** | > Review the current situation, identify the obstacles and inclusion facilitators<br><br>> Identify the needs and target priorities for action | Support the HR team in developing a disability policy implementation roadmap. | Develop a strategic disability action plan | Roll out the initiatives in line with the schedule. |
| **How?** | > Analyze documentary resources: social audit and CSR, policy and vision of the company<br><br>> Organise individual interviews or/ and participatory assessments with the health & safety committee or as appropriate with management, HR, managers, purchasing department, quality manager, CSR manager, employees with disabilities, workplace doctor, staff representatives... | > Share assessment outcomes and recommendations.<br><br>> Prioritise actions to be implemented according to corporate vision and ambitions. | > Identify a lead and contributors.<br><br>> Propose the transposition of the roadmap into practical actions.<br><br>> Identify the schedule of implementation, the people to be involved, the budget to be mobilised | > Raise team awareness so that they can change the way they view disability.<br><br>> Set up a system for sourcing disabled workers.<br><br>> Train the teams to hire and retain disabled employees.<br><br>> Help the organisation to work with employment and disability stakeholders.<br><br>> Improve accessibility<br><br>> Monitoring and evaluation |
| **Deliverables** | Assessment report and recommendations | Strategic document containing areas of intervention | Action plan and means of implementation of the disability policy | > Tools for awareness raising and training<br><br>> Monitoring & evaluation and impact assessment tool |
| **Short term** | Six to 12 months of analysis and planning | | | - |
| **Long term** | - | | | 12 to 24 months of actions |

" The issue of diversity and inclusion of people with disabilities is a cause championed by the group's CEO and this ethic has been passed on to directors, managers and every employee of IBL. We started to integrate people with disabilities years ago. We have had difficulties with some, others have left the company but many are still there. In one of our workshops, 80% of the workforce are people with disabilities. This percentage made us think about the effectiveness of this group. We therefore wanted to roll out this approach across the company.

To improve our approach to integrating and retaining disablerd employees, we opted to be supported by Handicap International and the following stakeholders, such as associations of people with disabilities and Bizerte job centre. We therefore started by carrying out an inclusive assessment, we have defined the main areas on which we want to work, and we are in the process of finalising an action plan in order to perpetuate this approach and raise its profile.

Testimonial of Nesrine Gherib, HRD IBL, Tunisia. "

## Methodology

First and foremost, ensure that top management are involved and take ownership of the approach. To convince them, it may be necessary to organize discussions with companies already committed to this issue.

The managers, HRDs and employees with disabilities in these companies will then talk about the feasibility and benefits of the approach. The assessment revolves around the following five areas:
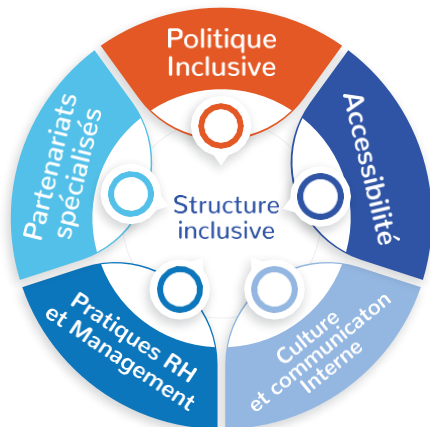


The company will identify its priorities based on these five areas.

These priorities will vary from one company to another, depending on the maturity of its commitment to diversity and its size.

## Common disability policy areas and examples of activities to be implemented

| What | How |
|---|---|
| Disability policy areas | Examples of activities to be implemented |
| Communication and raising awareness among employees | > Organize team-building activities that involve fostering contact with people with disabilities<br>>Communicate internally on the management's disability policy undertakings |
| Inclusive recruitment and career management | Train key players in the company (HR, managers, health, staff representatives, general resources, IS...) and support them in adjusting recruitment, training and evaluation processes, adjusting work spaces, and implementing accommodations. |
| Induction and inclusion of people with disabilities | Train and coach mentors, peers, and disability reps |
| Retention in employment | Implement a reasonable workplace adjustments process or internal or external professional redeployment process. |
| Promoting training of young people with disabilities | Establish partnerships with centres and universities to provide training courses and internship and work experience opportunities for young people from diverse backgrounds |
| Accessibility for customers and for employees | Carry out an accessibility audit of infrastructure and information and implement corrective actions |
| Disability prevention and understanding | Raise the awareness of health & safety and quality managers to reduce the risk of accidents and fire, and to ensure that the difficulties of employees with disabilities are taken into account in the security arrangements |
| Responsible purchasing policy | Work with suppliers and subcontractors that promote the employment of people with disabilities and add social impact criteria to the purchasing policy. |

This factsheet is part of a kit of eight factsheets designed for businesses and services supporting people with disabilities into employment.