

The background features a large, light gray watermark of the International Labour Organization (ILO) logo, which includes the letters 'ILO' and a laurel wreath.

# **Disability in the Workplace**

**and**

**The ILO Global Business and  
Disability Network**

**ILO-UN Global Compact Webinar**

**June 29, 2011**

# Topics

- **The ILO, disabled people and work**---a significant untapped human resource
- **Why employers hire people with disabilities**---from compliance to the business case
- **More about the business case**---employers realizing the benefits of disability diversity
- **What businesses are doing**---practices in the workplace
- **The ILO Global Business and Disability Network**---sharing knowledge and more
- **Other resources**---getting additional information

# What are the basic international standards and issues?

- ❑ All ILO Conventions cover people with disabilities, some are more significant, e.g. **ILO Discrimination (Employment and Occupation) Convention (No. 111), 1958** now ratified by 169 countries.
- ❑ Some address disability in particular, such as **ILO Vocational Rehabilitation and Employment (Disabled Persons) Convention (No.159), 1983**, ratified by 82 states, the accompanying Recommendation No. 168, and the voluntary **ILO Code of Practice for Managing Disability in the Workplace, 2002**
- ❑ The ILO supports the **UN Convention on the Rights of Persons with Disabilities**, ratified by 101 countries and signed by 149
- ❑ **People with Disabilities and Decent Work: Definitions, data and barriers to employment**

# ILO Convention 159

## Vocational Rehabilitation and Employment (Disabled Persons), 1983

Calls for governments to establish laws, policies, etc. to achieve equality of opportunity and treatment for all categories of disabled persons and specifically to:

- Formulate a policy on vocational rehabilitation (career guidance, employment services) and employment
- That promotes equal employment opportunities in the open labour market
- Allows for the use of positive measures to promote equal opportunity (not to be considered discriminatory)

## Implications for employers

May have lead to the adoption of laws and policies to promote:

- Employment such as quota systems, other affirmative action measures or laws
- Specialized services including training and job placement
- Employer hiring incentives
- Special services to support employers

# ILO Code of Practice

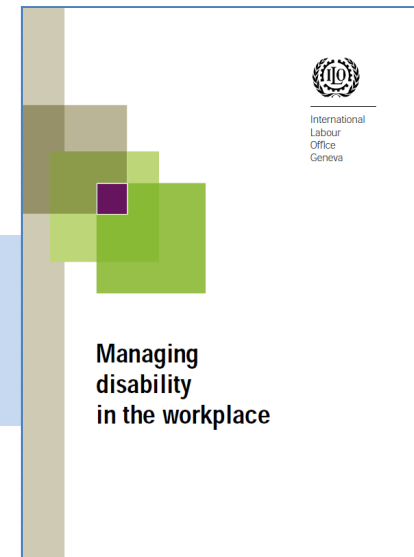
## Managing Disability in the Workplace, 2002

- Voluntary code to provide guidance to public and private sector employers
- Based on principles of equality of opportunity for and treatment of disabled persons
- Based on the conviction that employers benefit from hiring people with disabilities

## Implications For employers

The Code provides specific guidance with regard to disabled employees and disability management, such as on:

- Strategy development
- Recruitment
- Promotion
- Job retention
- And making adjustments and accommodations



# United Nations Conventions on the Right of Persons with Disabilities (UNCRPD)

First international Human Rights Treaty of the 21<sup>st</sup> Century. Adopted by the General Assembly in December 2006 and entered into force May, 2008.

**“To promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities and to promote respect for their inherent dignity.”**

The UNCRPD is promoting disability rights around the world and changing legislation in many countries.

# CRPD's relevance to the employers

## Article 5: Equality and non-discrimination

*“States Parties shall **prohibit all discrimination on the basis of disability** and guarantee to persons with disabilities equal and effective legal protection against discrimination on all grounds...”*

*“In order to promote equality and eliminate discrimination, States Parties shall take all appropriate steps to ensure that **reasonable accommodation** is provided...”*

## What is reasonable accommodation?

*“**Reasonable accommodation** means the necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms”*

# UNCRPD's relevance to the employers

## Article 27: Right to work and employment

*“Recognizes the right of persons with disabilities to work, on an equal basis with others...in work freely chosen...in a work environment that is open, inclusive and accessible...”*

*“State parties shall safeguard and promote the realization of the right to work...by taking appropriate steps including legislation, to...”*

Workplace laws and policies can be expected to be reviewed and revised to...(partial list)

- Prohibit discrimination
- Protect rights
- Promote employment in the private sector through policies and measures such as affirmative action, incentives, etc.
- Ensure that **reasonable accommodation** is provided
- Promote job retention and return to work programmes



# What is meant by disabled person?

## ILO, 1983

“...an individual whose prospects of securing, retaining and advancing in suitable employment are substantially reduced as a result of a duly recognized physical, sensory, intellectual or mental impairment”

## UNCRPD, 2006

“Persons with disabilities include 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.”

Each country has its own definition and often has different definitions for different purposes or laws, such as for employment, social security or other benefits.

# Disabled People: A significant group

## World Disability Report (WHO & WB, 2011)

- **Over a billion people, or about 15% of the world's population, live with some form of disability**
- **785 million** persons with disabilities globally are of **working age** (15 – 59 years old)
- Rates of disability are **increasing worldwide** due to population **ageing** and the global increase in **chronic health conditions**
- People with disabilities are the **world's largest minority** and **most people will experience disability** at some point in their lifetime

Data is often inaccurate or unavailable in developing countries.

# People with disabilities are a diverse group

Type	Onset
<ul style="list-style-type: none"><li>• Physical<ul style="list-style-type: none"><li>• Limited mobility, strength, dexterity</li></ul></li><li>• Sensory and Communication<ul style="list-style-type: none"><li>• Vision, hearing, speaking</li></ul></li><li>• Intellectual</li><li>• Learning (e.g., dyslexia)</li><li>• Psycho-social (e.g., mental health related)</li></ul>	<ul style="list-style-type: none"><li>• Birth</li><li>• Childhood</li><li>• Adulthood</li></ul>
Severity	Visibility
<ul style="list-style-type: none"><li>• Severe</li><li>• Moderate</li><li>• Mild</li></ul>	<ul style="list-style-type: none"><li>• Observable</li><li>• Invisible</li></ul>

While people with disabilities share common experiences of exclusion and barriers, we cannot generalize. Women with disabilities' situation is unique because they face multiple forms of discrimination.

# Decent Work Issues for People with Disabilities

## Exclusion from education and training

UNESCO estimates **only 10 per cent** of children with disabilities attend school in developing countries (2006).

**Less than 3 per cent** of persons with disabilities in Viet Nam have received skills training (2006).

## Lower rates of labour force participation

In Hungary, **only 12.8 per cent** of disabled people are in the workforce compared to 66.7 per cent for nondisabled people (Eurostat 2002).

In Korea, **only 38.2 per cent** of disabled people are in the workforce compared to 61.9 per cent for nondisabled people (Korea MOL 2007).

# Decent Work Issues (2)

Lower wages	Informal economy and poverty
<p>In the US, persons with disabilities on average make \$6,500 less annually than their non-disabled counterparts (Erikson et al. 2008)</p> <p>In Korea average annual earning for disabled workers in \$18,888 compared to \$28,800 for non-disabled persons (Korea MOL 2007).</p>	<p>More likely to be in jobs in the informal economy which lack protection and benefits</p> <p>More likely to be poor: In Bolivia, 66% of disabled persons are below the poverty line (INE Bolivia 2001)</p>

**Yet when people with disabilities do work they make excellent employees...the business case for hiring.**

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# **Why do employers hire people with disabilities?**

## **Five basic reasons:**

1. They must
2. Someone asked
3. To do the right thing
4. They are encouraged
5. It makes good business sense

# 1. They must! Legislation and policies

## Quota systems

- Requires that a certain percentage of employees have disabilities
- Binding quotas usually have a levy
- Funds then used to increase employability of disabled persons or to provide employer incentives

## Antidiscrimination Laws

- Prohibit discrimination based on disability
- Usually call for reasonable accommodation
- Several countries seeing and increase in number of complaints

## 2. Someone asked!

- A disabled person applies
- An employee is disabled on the job and wants to remain working
- Specialized employment services personnel
  - Use a marketing approach---employers are customers
  - Individualized job matching based on employer need
  - Specialized trained staff
  - Disabled persons trained in self-placement
- Regular employment services
- Participation in job fair
- Approached by a current employee to hire someone with a disability





### 3. They should! Do the right thing---

- Human rights
  - ILO standards
  - UNCRPD
  - UN Business and Human Rights Framework
- Corporate social responsibility
- Economic reasons
  - ILO study estimates the cost of overall social exclusion of people with disabilities is 3 to 7 per cent of GDP
- Company policy

- Public image
- Certification programmes
  - ISO 2000-type
  - Others
- Codes of conduct
  - Industry-based or others
- Framework agreements
  - with trade unions
- United Nations Global Compact

# 4. They are encouraged

## By government

- Tax incentives
- On-the-job training funds
- Collaborative training programmes
- Income support
- Awards and recognition
- Technical supports
- Partnership programmes

## By peers or trade unions

- Trade unions, workers organizations and others working in partnership with business
  - Kanagawa Regional Council of the Japanese Electrical, Electronic and Information Union
- Other employers networks, such as Chambers, ILO employers organizations, or technical networks
  - US Business Leadership Network
  - Employers Network on Disability in Ceylon
  - Employers Disability Network in Australia

## 5. It makes sense! The business case



In the United States, Walgreens set up a fully accessible distribution centre and hired many disabled employees, including those with autism and intellectual disabilities. The results--- production increased by 20 per cent and the model is being copied at its other centers.

- Managing a diverse workforce, including disabled workers, is a major factor in efficiency, productivity and overall success
- When matched to jobs, people with disabilities have:
  - good productivity
  - often better attendance rates
  - excellent safety records
  - exemplary job retention rates
- People with disabilities are customers, with large disposable incomes in some countries
- Hiring disabled workers can lead to better public image for the company and increased morale at the workplace



# **More about the business case:**

## **What have companies and researchers have found:**

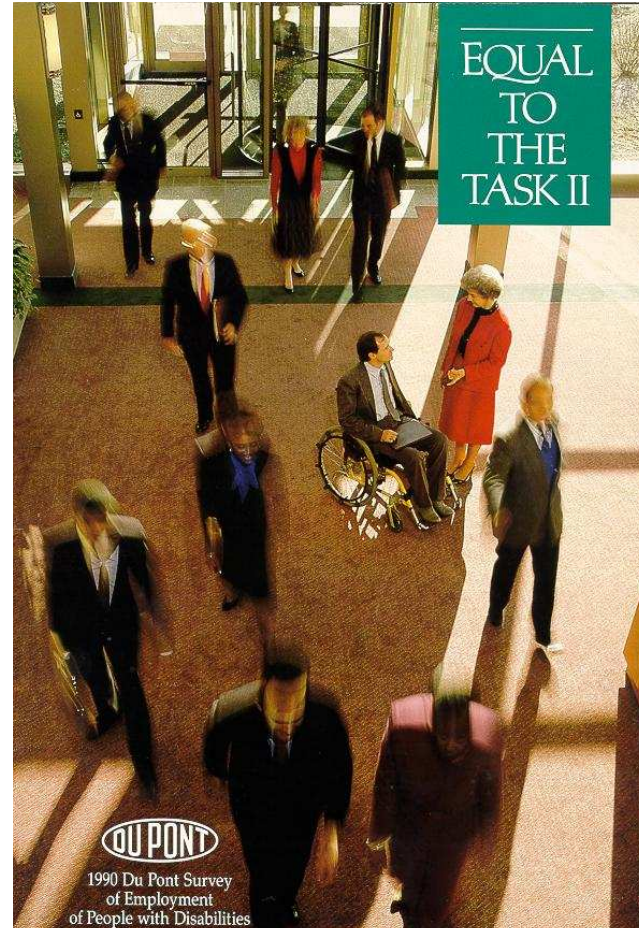
1. Good dependable employees
2. Better job retention
3. Improved company image
4. Disabled people as a market

# Good, dependable, employees

## Dupont Study (1958-1990)

Disabled workers performed comparable to or better than nondisabled peers with regard to:

- Safety
- Attendance
- Job Performance



# Better job retention

## Tricon Restaurants, Australia

- Hired 180 over 2 year period
- **Retention rates 4.5 per cent higher**
- 100 per cent safety record
- 85 per cent rated as equal to or better than other employees

*Unlocking the Evidence, Employers' Forum on Disability, 2001*

## Marriott hiring through its programme Pathways to Independence, US

- 6% turnover rate compared to 52% for overall workforce

[www.askearn.com](http://www.askearn.com)



# Company image...attracting customers

National Survey of consumer Attitudes towards Companies that Hire People with Disabilities (*Journal of Vocational Rehabilitation*, 2005)

- 92% view companies that hire people with disabilities favourably
- 87% prefer to give business to companies that hire
- 57% of customers would switch brands because of a cause



Carrefour store in Eastern Europe

# Disabled people as customers: Overlooked Market

## Annual Disposable Income

- Nearly 30% of American families have at least one family member with a disability.
- The disability market, which includes customers with disabilities and their families represents a **US \$ One Trillion Dollar** market segment. ([www.askearn.org](http://www.askearn.org))
- In UK: £80 Billion/US \$128 Billion (Disability Action.org)
- In Canada: \$25 Billion (Royal Bank of Canada, 2001)





# What are the costs?

- In many countries the government provides subsidies to reduce costs of extra training or reasonable accommodation.
- But often, there are no additional costs  
The US Labor Department's Job Accommodation Network, reports that 56% of the accommodations made by businesses cost absolutely nothing. When costs are incurred, they average less than \$600.

Marks and Spencer found that when accommodations are required, two-thirds do not result in additional costs

- Benefits may outweigh the cost of accommodation



# What are the savings?

## A company example

- Carolina Fine Snack, US SME
- Started hiring disabled employees
- Turnover dropped from 80% every six months to 5%
- Productivity rose from 70% to 95%
- Absenteeism dropped from 20% to less than 5%
- Tardiness dropped from 30% of staff to zero

*“And”, according to the manager, “the positive attitude of disabled workers rubbed off on co-workers as well.”*

*Reported in Fortune Magazine and found on [www.askearn.com](http://www.askearn.com)*

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# **What are companies doing to become more disability diverse?**

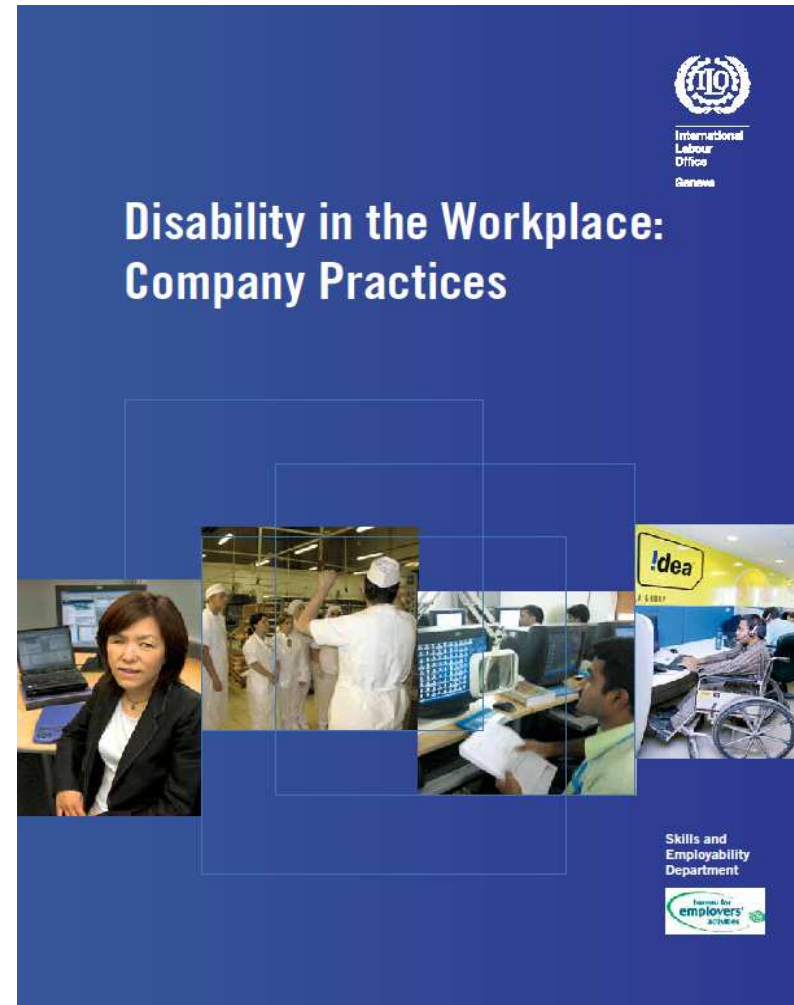
## **Some common areas of practice and change related to:**

1. Internal operations and policies
2. Training, hiring and retention practices
3. Partnerships, collaboration and the supply chain

---Based mostly on *Disability in the Workplace: Company Practices*, ILO, 2010

# Practices in internal operations

- Policy statements on non-discrimination and inclusion
- Benchmarking activities
- Measures to make workplace, printed materials, websites and commercial outlets or distribution points accessible
- Employee disability networks
- Disability awareness training

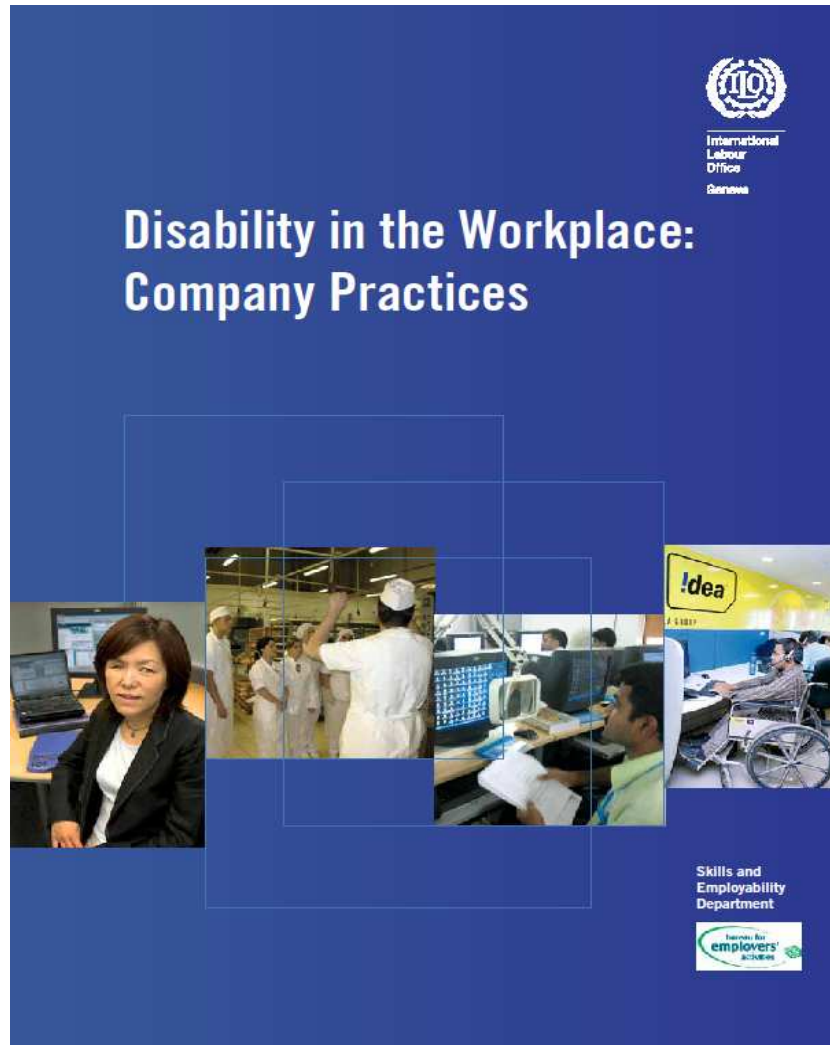


# Example: Disabled Employee Networks

These groups typically involve disabled employees or those interested in disability which serve internal advisory, advocacy, or support functions

- **Dow's DisAbility Employee Network**
  - Improves perceptions about people with disabilities.
  - Fosters professional and personal success of people with disabilities through resources and mentoring
  - Promotes community outreach
  - In November 2009, Dow India launched DEN

# Practices in training, hiring or retention



- Specific recruitment or community outreach to attract disabled candidates
- Training, mentoring or leadership programmes
- Interns with disabilities
- Human resource or management staff trained and assigned to address work-related disability issues
- Policies and practice for business-to-business relationships with entrepreneurs with disabilities

# Example: Internships and training

## Internship

**IBM Project Able** provides internships for university student with disabilities in partnership with the American Association for the Advancement of Science and Entry Point!

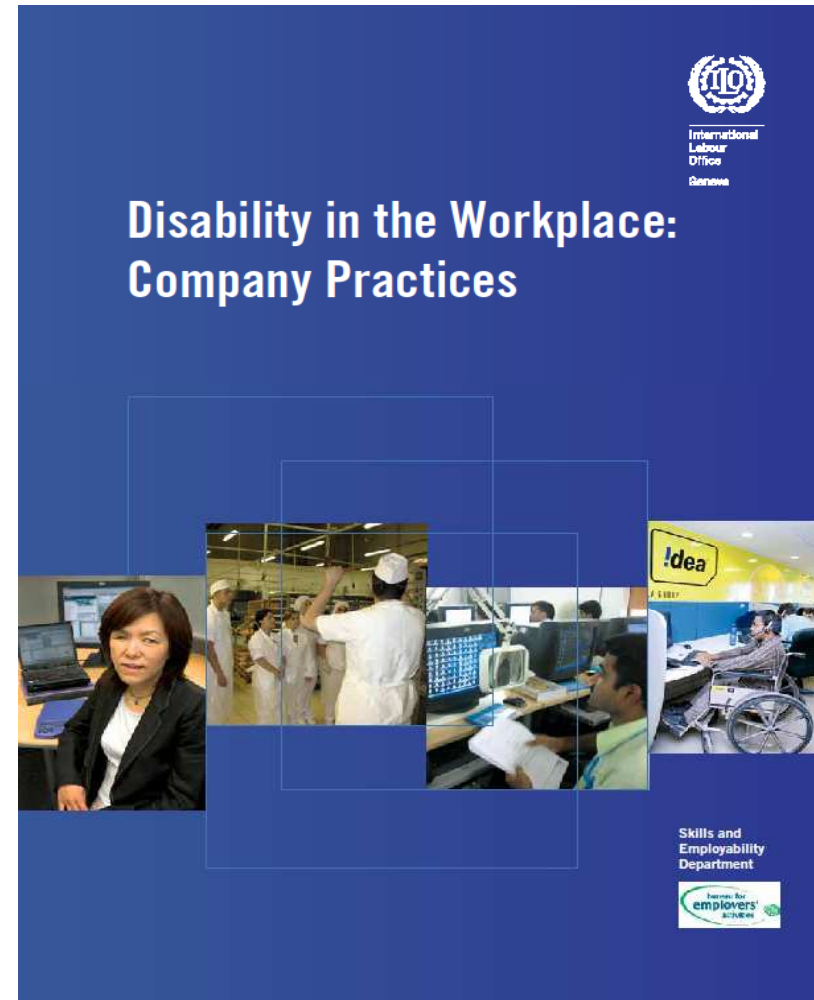
## Training

**Telenor Open Minds programme** is a two-year on-the-job training programme for people with physical disabilities, which operates in Norway, Sweden, Malaysia and Pakistan



# Practices in partnership

- Policies, standards or specific programmes that reach out or influence vendors and the supply chain
- Employee volunteer programmes
- Collaboration with unions, non-governmental organizations and governments
- Collaboration with disabled persons' organizations
- Adherence and promotion of accessibility standards
- Participation in business groups and networks





# Example: Collaboration

## MphasiS in India

- Coordinates to funds the Office of Disability Services (ODS) at the India Institute of Management in Bangalore (IIM-B)
- ODS supports students with disabilities and provides accommodations
- MphasiS hires many graduates



# What is the ILO Global Business and Disability Network?

## Members

- Multinational companies
- Employers' organizations
- Selected NGOs and DPOs
- National and regional networks that address disability issues

## Purposes

- Sharing of good practices
- Strengthening of employers organizations at country level
- Joint projects, activities and tool development
- Link to ILO projects and activities

## Sharing good practices

- Example: Publication of 25 company profiles, “Disability in the Workplace: Company Practices”
  - Illustrates works on disability as they relate to
    - Hiring and retention
    - Products and services
    - Corporate social responsibility

## Strengthening EOs

- Employers’ organizations have greater access to small and medium size companies at the national level
- Example: The ILO is collaborating with the Employers’ Federation of Ceylon in Sri Lanka to conduct a study tour involving 7 employers’ organizations in Asia

## Developing joint products and services

- Compilation of national disability laws, especially as they relate to labour issues and hiring of disabled persons



Disabled female worker benefits from Marks and Starts

## Link to ILO projects

- Example: Marks and Spencers' works with its supply chain to encourage integration of people with disabilities into the workforce--- **Marks and Starts**.
  - Marks and Starts started the programme in Bangladesh in 2006
  - 222 people with disabilities had been trained to work in 21 sourcing facilities
  - The ILO Technical and Vocational Education Training (TVET) Reform project provided technical assistance and equipment to streamline and upgrade the training of the NGO
  - As a result, the capacity to train has doubled to meet increased demand for workers

# Organizational progress

## Members and meetings

- 35 multinational company members
- 12 employers' organizations
- Other members: Representatives of disabled persons' organizations and resource networks
- Held 3 inaugural planning meetings:
  - Paris, sponsored by Accor Hotels
  - New York, sponsored by USCIB
  - Bangalore, sponsored by Wipro
- Meetings planned
  - Latin American in Sept 2011
  - African and other regions (upcoming)

## Structure and communication

- Formed a Steering Committee which met for the first time in July 2011
- Established communications strategy for Network
- Operational procedures in place
- Website being developed
- Social media coming soon

# Members: 35 Companies

- Accor Hotels, France
- Adecco, Switzerland
- Allianz, Germany
- American Express, USA
- Carrefour, France
- Casino, France
- Cisco, USA
- Credit Suisse, Asia
- Dow Chemicals, USA
- Delta Holding, Serbia
- Ernst & Young, USA
- H & M, Sweden
- IBM, USA
- Infosys, India
- KPMG, USA
- Kyobo Life Insurance, Korea
- L'Oreal, France
- Manpower, USA
- Marks & Spencer, UK
- Mphasis, India
- Nokia, Finland
- Novartis, Switzerland
- Orange, France
- PepsiCo, USA
- Samsung Electro-Mechanics, Korea
- Sodexo, France
- Tata Consultancy, India
- Telefonica, Spain
- Telenor, Norway
- Thomson Reuters, Bangalore
- Yum! Brands, USA
- UBS, Asia
- Volvo, Sweden
- Walgreens, USA
- Westpac, Australia
- Wipro, India

# Members: Employers' Organizations and Networks

- Australian Employers Network on Disability
- Bangladesh Employers' Federation
- Employers' Federation of India, Mumbai
- Mauritius Employers' Federation
- Mongolian Employers' Federation
- Namibian Employers' Federation
- National Association of Software and Services Companies (NASSCOM)
- BusinessNZ, New Zealand
- PHD Chamber of Commerce and Industry, New Delhi, India
- The Employers' Federation of Ceylon, Sri Lanka
- US Council for International Business

People with disabilities are represented by the International Disability Alliance. Regional networks of resource NGOs, universities, etc. are also members.

# Benefits of joining the Network

- ✓ You will be in 'good company'
- ✓ Business 2 Business knowledge sharing
- ✓ Access to ILO institutional knowledge
- ✓ Stay up to date on current international standards and changing national frameworks
- ✓ Increased access to untapped talent
- ✓ Opportunity to help craft the Network
- ✓ Help in meeting HR diversity and CSR goals through Network activities



# Resources on the Web

## ILO Websites and ILO TV:

**Disability:** <http://ilo.org/disability>

**Employer Activities:** <http://www.ilo.org/actemp>

**NATLEX:** Database of national labour, social security, and related human rights legislation  
<http://www.ilo.org/dyn/natlex>

**ILO TV:** Global Business and Disability Network playlist  
<http://www.youtube.com/ilotv#p/c/73A22D93B709417B>

**ILO Helpdesk for Business:** <http://www.ilo.org/business>

## Other Sources:

**UN Enable: Convention on the Rights of Persons with Disabilities** <http://www.un.org/disabilities>

**US Department of Labour/Cornell University Project**  
<http://www.askearn.org>

**Job Accommodation Network:** <http://www.jan.edu>

**Australia JobAccess:** <http://jobaccess.gov.au>

# References and Publications

**Disability in the Workplace: Company Practices (2010)**

[http://www.ilo.org/public/english/dialogue/actemp/downloads/publications/working\\_paper\\_n3.pdf](http://www.ilo.org/public/english/dialogue/actemp/downloads/publications/working_paper_n3.pdf)

**Employability: A Resource Guide on Disability for Employers in Asia and the Pacific (2007)**

[http://www.ilo.org/wcmsp5/groups/public/@ed\\_emp/documents/publication/wcms\\_103320.pdf](http://www.ilo.org/wcmsp5/groups/public/@ed_emp/documents/publication/wcms_103320.pdf)

**Code of Practices for Managing Disability in the Workplace (2002)**

[http://www.ilo.org/wcmsp5/groups/public/@ed\\_emp/documents/publication/wcms\\_103324.pdf](http://www.ilo.org/wcmsp5/groups/public/@ed_emp/documents/publication/wcms_103324.pdf)

**Equality at Work: Tackling the Challenges (2007)**

[http://www.ilo.org/asia/whatwedo/publications/lang--en/docName--WCMS\\_099329/index.htm](http://www.ilo.org/asia/whatwedo/publications/lang--en/docName--WCMS_099329/index.htm)

**Equality at Work: The continuing Challenge (2011)**

[http://www.ilo.org/public/libdoc/ilo/P/09382/09382\(2011-100\).pdf](http://www.ilo.org/public/libdoc/ilo/P/09382/09382(2011-100).pdf)

**ILO Disability Publications List:** <http://www.ilo.org/skills/what/pubs/>

**Unlocking the Evidence: The New Disability Business Case, Employers Forum on Disability (2001)**

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# Contacts

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**Website coming soon!**

**For more information on the ILO and UN Global Compact Labour Principles,  
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