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► Disability-Inclusive Supply Chains: A Guide for Business



► **Disability-Inclusive
Supply Chains:
A Guide for Business**

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► Table of Contents

Executive Summary	1
1. Introduction	3
2. Why and How to Promote Disability Inclusion in Supply Chains	5
2.1. Benefits of Disability Inclusion in Supply Chains	6
2.2. Global Frameworks and Strategies	12
2.3. Promoting Disability Inclusion along Supply Chains	13
2.3.1. ILO GBDN Self-Assessment Tool	13
2.3.2. Senior Management Leadership	14
2.3.3. Knowledge Sharing, Capacity Building and Incentivising	16
2.3.4. Supplier Code of Conduct	18
3. Human Rights Due Diligence and Disability Inclusion in Supply Chains	21
3.1. Identify and Analyse Discrimination Against Persons with Disabilities	22
3.2. Develop Inclusive Business Policies and Mainstream Inclusive Practices	25
3.3. Develop and Implement Measures to End Discrimination and Promote Inclusion	27
3.4. Measure and Communicate Progress	30
3.5. Establish Grievance and Remediation Mechanisms	30
4. Conclusion	33
5. References	35

► Case Studies

Case Study 1: Disability-inclusive agricultural supply chains of East Africa Breweries Limited	6
Case Study 2: Making a global coffee supply chain fully inclusive	7
Case Study 3: Benefits of employing persons with disabilities in the hospitality industry	9
Case Study 4: Disability inclusion in supplier diversity initiatives of Fortune 500 companies	10
Case Study 5: Employment of women with disabilities by Coca-Cola Beverages Africa in Kenya	11
Case Study 6: Capgemini's global self-identification campaigns	15
Case Study 7: Employment of persons with disabilities in Jordan's garment sector	16
Case Study 8: Apple's support to suppliers for inclusive employment	17
Case Study 9: Microsoft's supplier code of conduct and support for suppliers	19

► Acronyms

CRPD	Convention on the Rights of Persons with Disabilities
DEI	Diversity, Equity and Inclusion
DOBE	Disability-Owned Business Enterprises
ERG	Employee Resource Group
ESG	Environmental, Social, and Governance
GBDN	Global Business and Disability Network
HRDD	Human Rights Due Diligence
ICT	Information and Communications Technology
ILO	International Labour Organization
ISO	International Organization for Standardization
KPI	Key Performance Indicator
MNE	Multinational Enterprise
OECD	Organisation for Economic Cooperation and Development
OPD	Organisation of Persons with Disabilities
RBC	Responsible Business Conduct
SA	Social Accountability
SME	Small and Medium-Sized Enterprises
UN	United Nations
UNGPs	United Nations Guiding Principles on Business and Human Rights
WCAG	Web Content Accessibility Guidelines
SA	Social Accountability
SME	Small and Medium-Sized Enterprises
UN	United Nations
UNGP	United Nations Guiding Principles
WCAG	Web Content Accessibility Guidelines

► Executive Summary

This guide by the International Labour Organization (ILO) Global Business and Disability Network (GBDN) aims to foster the inclusion of persons with disabilities in supply chains by providing practical guidance for companies. It is intended for large national and multinational enterprises (MNEs) and small and medium-sized enterprises (SMEs), particularly recognising that domestic supply chains generate large volumes of employment but also often exhibit the most severe decent work deficits.

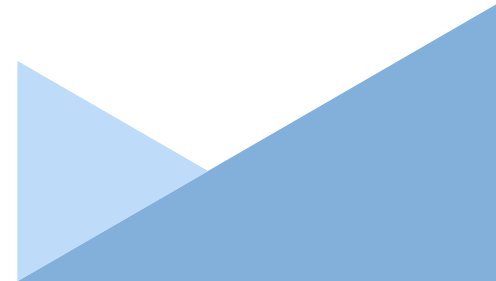
The guide highlights that disability inclusion is a human rights issue and at the same time offers considerable economic and social benefits. Diverse supply chains increase talent pools and innovative approaches to problem-solving, improve stakeholder relationships and increase resilience of supply chains against disruptions. Disability-inclusive businesses are also better positioned to connect with a larger customer base, leading to better market opportunities and higher levels of customer satisfaction.

The guide refers to several relevant key international frameworks, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy (MNE Declaration), ILO Conventions No. 111 and No. 159, the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises, and the United Nations (UN) Convention on the Rights of Persons with Disabilities (CRPD). These frameworks provide a solid foundation for promoting disability-inclusive strategies in supply chains.

The guide acknowledges human rights due diligence (HRDD) as an important avenue for promoting issues related to the inclusion of persons with disabilities in supply chains. The HRDD approach is instrumental for both determining risks of the violation of human rights and mitigating those risks, with a view to ensure that the rights of persons with disabilities are respected and promoted in supply chains.

It is important to recognise that - while companies have a critical role to play in ensuring disability-inclusive supply chains - labour markets and market systems include other actors which also have, or can have, significant influence. For instance, it is the primary responsibility of States to implement and enforce national laws, including laws as they relate to the employment of persons with disabilities. Additional actors like workers' organisations and Organisations of Persons with Disabilities (OPDs) can potentially play supporting functions within labour markets.

Furthermore, it is important to distinguish between what a company can achieve in its own operations versus the operations of its business partners where the business partner retains control. This significant difference recognises the necessity of different approaches, including investments in business partners' capacity and the application of contractual codes of conduct, to realise positive change for greater disability inclusion along supply chains.



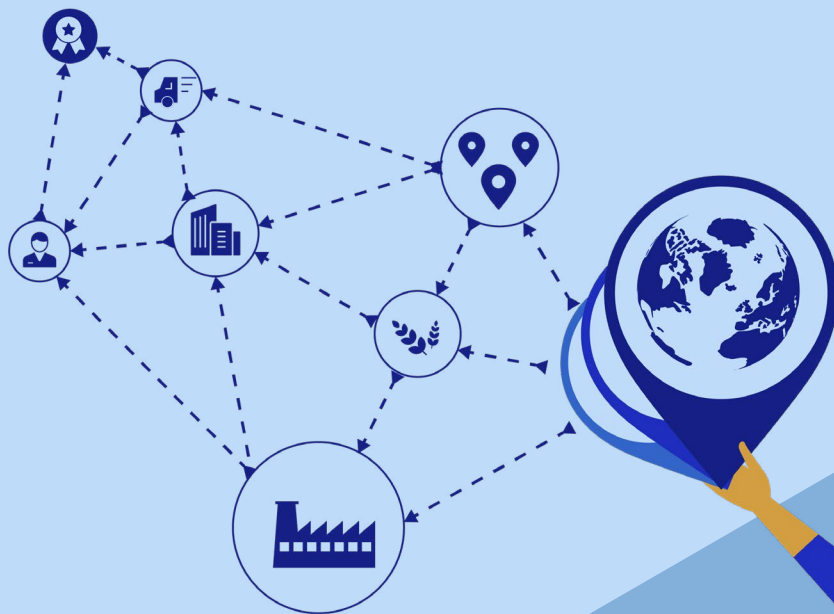
A central component of this ILO GBDN guide is its five actionable steps for promoting and enhancing disability inclusion in supply chains. First, businesses are advised to identify and analyse risks of disability-based discrimination within their operations and supply chains. From there, they can develop inclusive business policies and integrate respective practices into their own operations and encourage suppliers to take similar measures. Concrete measures to reduce and eliminate disability-based discrimination and improve accessibility by businesses and their business partners should follow, enabling persons with disabilities to participate fully. Progress is then monitored by using Key Performance Indicators (KPIs) and communicated to stakeholders. Finally, businesses are encouraged to establish accessible grievance mechanisms, allowing affected individuals to report cases of discrimination and to have these situations remediated.

All businesses, regardless of their location in supply chains, are encouraged to use the free-of-charge ILO GBDN Self-Assessment Tool to identify and address gaps in their disability inclusion policies and practices.

Finally, the guide includes good practices that showcase the benefits of the presented strategies. These case studies reveal how inclusive strategies contribute to both social and economic gains, including elevated business performance.



1. Introduction



“Disability” is an evolving concept, and one that results from the interaction between impairments and the attitudinal and environmental barriers that hinder persons with disabilities’ full and effective participation in society. The concept encompasses a wide range of impairments, including physical, mental, intellectual, or sensory.¹

Issues related to the inclusion of persons with disabilities are oftentimes still missing in businesses’ Diversity, Equity and Inclusion (DEI) and corporate sustainability strategies - particularly in the area of supply chains. On this basis, the inclusion and rights of persons with disabilities in supply chains has been brought to the fore by the ILO GBDN. This effort is based on previous ones, including the “Guide for Business on the Rights of Persons with Disabilities”² by the ILO and the UN Global Compact (UNGC).

This guide aims to inform supply chain managers, DEI leaders and business sustainability professionals on the importance, benefits, and methodology for including persons with disabilities in supply chains. It showcases good corporate disability inclusion practices and provides technical guidance for all businesses operating within domestic and global supply chains on how to improve disability employment practices within their commercial relationships.

In the guide, domestic supply chains refer to goods and services for consumption or as inputs for further production, and global supply chain refers to goods and services that cross international borders for consumption or as inputs for further production.

The guide also aligns with the ILO Centenary Declaration³ and the ILO strategy on decent work in supply chains,⁴ both of which cover domestic and global supply chains. Of particular importance is to recognise that domestic supply chains generate the vast majority of Gross Domestic Product (GDP) and employment but cause more severe decent work deficits.⁵

1 UN (2006), [Convention on the Rights of Persons with Disabilities](#)

2 UN Global Compact and ILO (2017), [Guide for Business on the Rights of Persons with Disabilities](#)

3 ILO (2019), [Centenary Declaration](#)

4 ILO (2023a), [ILO strategy on decent work in supply chains](#)

5 ILO (2021), [Gap analysis of ILO normative and non-normative measures to ensure decent work in supply chains](#)



2. Why and How to Promote Disability Inclusion in Supply Chains



2.1. Benefits of Disability Inclusion in Supply Chains

Businesses that are disability-inclusive will have access to a wider pool of talent and skill sets in the labour market. This drives greater diversity in the workplace, with diversity being recognised as key advantage in areas like problem solving and innovation, which in turn are essential to sustainable business success.⁶

Businesses with more disability-inclusive supply chains are more likely to be better equipped companies when reacting to disruptions - including natural disasters and geopolitical conflicts. More inclusive supply chains tend to have a more diversified base of suppliers, reducing dependence on any one source and thus enhancing flexibility in times of crisis. This makes them more agile and capable of sustaining operations when such disruptions occur. Moreover, such inclusiveness increases stakeholder relations with the company and raises its positive reputation, which in turn contributes to sustainability and long-term success.⁷

Case Study 1: Disability-inclusive agricultural supply chains of East Africa Breweries Limited⁸



East Africa Breweries Limited (EABL), a subsidiary of Diageo, is focused on increasing disability representation in its business and supply chains. EABL's goal is to have at least a 3% representation of people with disabilities along the whole of its supply chains from "grain-to-glass".

6 Accenture (2023), The disability inclusion imperative

7 Bucholz, L. (2023), [Unlocking the power of a diverse and inclusive supply chain](#)

8 The case study was developed based on an interview with Sightsavers and a presentation by Mwai, W. (2024), [ILO GBDN webinar "Procurement Power: What about Disability?"](#), 19 June 2024 and an analysis of the EABL value chain: USAID and Inclusive Futures (2023a), [EABL Value Chain Analysis](#)

Working with the Sightsavers-led consortium implementing the previous USAID-funded Global Labor Program “Inclusive Futures” in Kenya, and its precursor UKAid-funded “Inclusion Works!” programme, EABL has made significant progress towards this goal in its sorghum supply chain.

Sorghum farmers with disabilities, and small holder sorghum farmers without disabilities, join one of 135 commercially sustainable farmer hubs to access training, quality inputs (seeds, fertilisers, crop protection products), mechanisation, extension advisory services, and crop aggregation. Additional services, including access to crop finance and insurance, are being prepared.

Thousands of farmers have been enrolled into the EABL supply chain, 46% of which are female farmers and 18% are farmers with disabilities. Of the farmers with disabilities, again 46% are female farmers with disabilities. It is anticipated that farmers, independent of gender or disability, will realise material increases in crop yield, gross income, and cost reduction in each kilogram of crop produced. The programme also begins to see changes in the relationships the farmers have with EABL, through early stages of social dialog and collective bargaining as the result of ongoing association and unionisation.

In parallel, EABL has benefited from more resilience and organisation of its sorghum supply chain and has begun to pilot similar work in Tanzania.

Case Study 2: Making a global coffee supply chain fully inclusive⁹



While not a typical private sector-led supply chain, The Lucy Foundation solution to disability inclusive supply chains is important to recognise in the context of this guide.

The Lucy Foundation (TLF), a disability-led NGO based in New Zealand, has created a product supply chain that is entirely inclusive of persons with disabilities. The project begins with coffee farms in Pluma Hidalgo, Oaxaca, Mexico, and ends with the beans being sold by a team of persons with disabilities in New Zealand. In Pluma Hidalgo, the coffee beans are grown, picked, and processed by persons with disabilities and their families.

The project also focuses on environmental sustainability, helping families implement organic practices to restore soil and plant health, thereby increasing yield and coffee quality.

⁹ Zero Project (2025), [Making a global coffee supply chain fully inclusive – from growing to trading, roasting, and selling](#)

The coffee beans are then exported to New Zealand by a disability-led import/export company. Once in New Zealand, the beans are roasted, packaged, and sold by a disability-diverse team. The Seed Training Programme supports young people with intellectual disabilities to participate in paid work experience, where they learn about the coffee industry, particularly dispatch and sales. Trainees also engage with local businesses and organisations to discuss disability rights, diversity, inclusion, accessibility, and of course coffee, thereby building networks and relationships with potential future employers.

Fears that recruiting and employing persons with disabilities is costly due to lower work efficiency are typically based on misconceptions and stereotypes. However, by recognising and accommodating individual needs, companies create work environments that truly welcome the diversity of their staff and thereby contribute to greater business success.^{10,11} Reasonable adjustments, which to a large degree do not require a financial investment, aim to provide equal opportunities for employees at the workplace, so their skills and talents can be used to full capacity. This equally applies to job candidates and staff who do not have a disability and might need workplace adjustments as well, including employees with family responsibilities or of religious minorities.¹² In any case, not all persons with disabilities do require reasonable accommodations at work.

Companies adopting an inclusive recruitment strategy often report increased profitability due to a lesser need for recruitment and training, reduced absenteeism, and insurance payouts. For instance, some companies in high-income countries have reported a return on investment within a few years following adopting an inclusive recruitment strategy.^{13,14}

- 10 ILO (2009), [The price of exclusion: The economic consequences of excluding people with disabilities from the world of work](#)
- 11 Morgan Banks, L. and Polack, S. (2014), [The Economic Costs of Exclusion and Gains of Inclusion of People with Disabilities](#)
- 12 ILO (2016), [Promoting Diversity And Inclusion Through Workplace Adjustments - A Practical Guide](#)
- 13 ILO (2009), [The price of exclusion: The economic consequences of excluding people with disabilities from the world of work](#)
- 14 Morgan Banks, L. and Polack, S. (2014), [The Economic Costs of Exclusion and Gains of Inclusion of People with Disabilities](#)



Case Study 3: Benefits of employing persons with disabilities in the hospitality industry¹⁵



Employees with disabilities bring firsthand experience related to challenges and needs of customers and clients with disabilities. Employees with disabilities are valuable in making products, services, and environments more accessible and user-friendly. Without their input, hotels may overlook crucial aspects that make a significant difference to the experience of guests with disabilities. Workers with disabilities can provide practical insights into necessary accommodations and modifications, such as the appropriate height for counters or the layout of accessible bathrooms. Their lived experiences help identify potential barriers and solutions that might not be apparent to those without disabilities.

From the check-in at the hotel to moving around facilities, having staff who understand the importance of accessibility can give customers with disabilities a more inclusive and positive experience. This ultimately improves the experience of all customers in general, including those with a temporary disability, and customers with young children.

Disability-inclusive companies receive more positive reviews on platforms like Glassdoor. These companies have a 7.5% higher sentiment score than their industry peers and receive four times as many positive reviews on disability inclusion. The positive feedback is crucial for attracting top talent and retaining employees (with and without disabilities), as potential and current employees increasingly prioritise inclusivity when evaluating employers.¹⁶

Companies setting goals for disability inclusion in their broader sustainability and Environmental, Social, and Governance (ESG) frameworks show pioneering commitment. Showcasing the importance of driving disability inclusion in sustainability and ESG frameworks, senior executives (including two CEOs) from nine ILO GBDN company members – Accenture, AXA, Capgemini, Egis, L'Oréal, Orange, Repsol, Salesforce and Sanofi – signed the ILO GBDN's "[Business Leaders' Pledge on Disability-Inclusive Sustainability Practices](#)" on the occasion of the ILO GBDN's "From Margin to Mainstream: Disability in Business" 11th global conference in November 2024.

¹⁵ Interview with Anjana Raza of the World Sustainable Hospitality Alliance

¹⁶ Accenture (2023), [The disability inclusion imperative](#)

One of the six objectives of the ILO GBDN's Business Leaders' Pledge commits the signatories to "Promote supplier diversity by prioritizing engagement with disability-inclusive and disability-owned businesses and track the percentage of procurement spend dedicated to diverse suppliers in ESG disclosures". This type of accountability ensures that disability inclusion remains a priority and helps companies meet regulatory requirements and stakeholder expectations. Transparency in reporting disability inclusion efforts is becoming increasingly important. Including disability metrics in business sustainability and ESG reports ¹⁷ and other public disclosures can enhance a company's reputation and build trust with investors, customers, and employees.

Case Study 4: Disability inclusion in supplier diversity initiatives of Fortune 500 companies¹⁸



A study from 2024 explored how the inclusion of disability-owned business enterprises (DOBE) in U.S. corporate supplier diversity programmes is influenced by company size, type of industry, and government contracts, and articulates the associated benefits at large.

The study describes numerous benefits of disability inclusion. The inclusion of DOBEs in supplier diversity programmes helps companies achieve customer diversity, increasing brand loyalty and customer satisfaction. In addition, companies with programmes to include persons with disabilities in supply chains often report higher profit margins due to the innovative solutions and efficiency of diverse suppliers. Inclusive practices are part of corporate social responsibility goals and help establish a company as a brand, attracting employees and customers who value diversity.

The larger and more established the company is, the more likely it will be to have a comprehensive supplier diversity programme. Among the largest 100 of the Fortune 500 companies, 70% report having disability-inclusive supplier diversity programmes.

¹⁷ ILO (2024a), [Putting the I in ESG: Inclusion of Persons with Disabilities as Strategic Advantage of Sustainability Practices for Corporates and Investors](#)

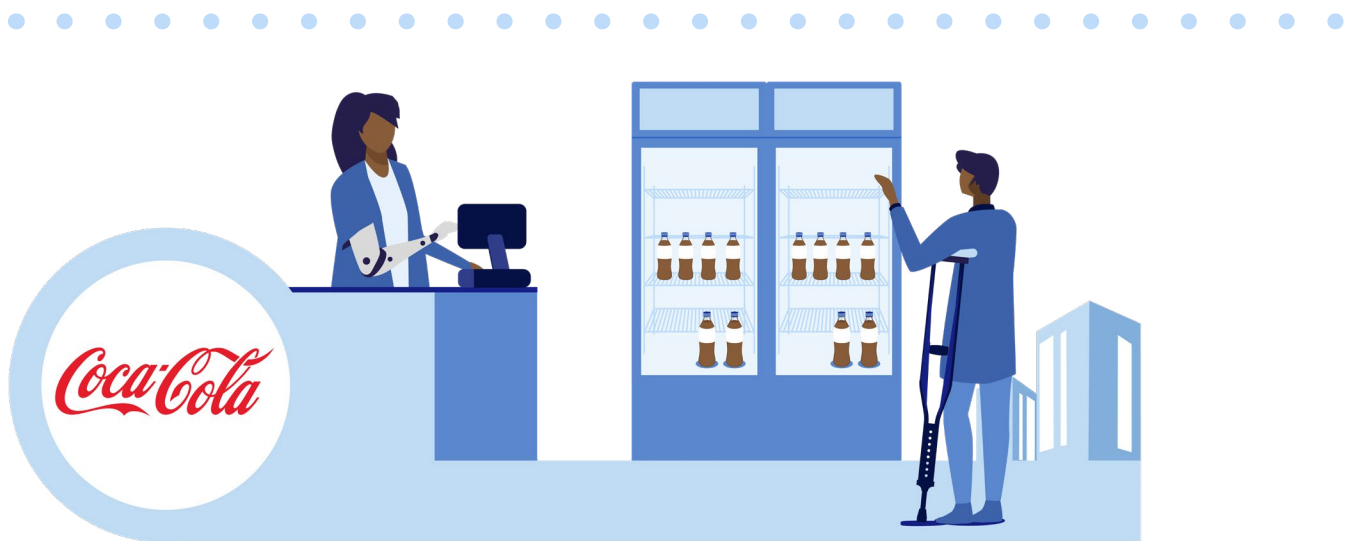
¹⁸ Goodman, N., Wise, F.A., Hyseni, F. et al. (2024), [Disability Inclusion in Corporate Supplier Diversity Initiatives](#), *J Occup Rehabil* 34, 373–386 (2024)

The percentage drops as the size of the company listing goes down: 49% for those ranked between 101-200, 32% for those ranked 201-300, 22% for those companies ranked between 301-400, and 17% for companies ranked 401-500.

It also shows that industry type has a considerable effect on including disability in the supplier diversity programmes. According to the findings, companies associated with finance, insurance, and real estate have the highest number of firms with disability-inclusive supplier diversity programmes, at 62.2%. In contrast, fewer than one-third of the Fortune 500 companies in retail trade, wholesale trade, mining, or construction have fully inclusive supplier diversity programmes. Companies with disability-inclusive supplier diversity programmes have an average pre-tax profit margin of 17.6%, compared to 11.2% for companies that do not.

The authors do recognise important limitations of their study, not least that it relies on companies listing disability in their supply chain diversity initiatives. Companies are not disclosing financial spend data, introducing a risk that inclusion does not actually lead to tangible business contracts. Company data also tends towards Tier 1 suppliers which maybe masking inclusion (or exclusion) further up supply chains.

Case Study 5: Employment of women with disabilities by Coca-Cola Beverages Africa in Kenya¹⁹



Coca-Cola Beverages Africa – Kenya (CCBA) has partnered with the United Disabled Persons of Kenya and a Sightsavers-led consortium implementing the previous USAID-funded Global Labor Program “Inclusive Futures”, to increase the representation of women with disabilities in its retailer network in Kenya. Several hundred women with disabilities have been enrolled in the programme, accessing training, mentoring and business development services to grow existing or establish new retail businesses.

¹⁹ The case study has been developed based on an interview with Sightsavers. For further information visit its [Global Labor Program, which includes “Analyses of CCBA and EABLs’ value chains in Kenya”](#); USAID and Inclusive Futures (2023b)

CCBA has an ambition to replicate the work across its pan-African footprint, as a core part of its economic inclusion framework which focuses on women, youth, and persons with disabilities.

The work has provided valuable insights for the company and addressed issues within the supply chain which materially impact tens of thousands of retailers across Kenya, including access to efficient stock replenishment, cooling solutions, and finance. As such, it is anticipated that the inclusion of women with disabilities has delivered business value to CCBA in terms of operational improvements that potentially enhance the efficiency of the whole retail network.

2.2. Global Frameworks and Strategies

The United Nations Guiding Principles on Business and Human Rights (UNGPs)²⁰, endorsed by the UN Human Rights Council in 2011, establish a global standard for preventing and addressing human rights abuses linked to business activities. The UNGPs are grounded in the recognition of: (a) States' existing obligations to respect, protect and fulfil human rights and fundamental freedoms; (b) role of business enterprises as specialised organs of society performing specialised functions, required to comply with all applicable laws and to respect human rights; and (c) the need for rights and obligations to be matched to appropriate and effective remedies when breached. The UNGPs are not legally binding but have influenced international law, corporate policies, and national action plans on business and human rights worldwide.

The OECD Guidelines for Multinational Enterprises²¹ make detailed recommendations concerning policies, human rights, employment and industrial relations, environmental care, consumer interests, science and technology, competition, and taxation. The guidelines also encourage companies to create enabling environments in which persons with disabilities are treated fairly and equally in areas of recruitment, assignment, and compensation, or in any matters relating to career development. The guidelines aim to ensure that, on top of all other requirements in this regard, companies take steps to include marginalised groups in vocational training and up-skilling programmes, and thus provide equal opportunities for acquiring vocational skills and for promoting career development. Further, the guidelines set out the responsibility to exercise due diligence to identify and mitigate adverse impacts and further ensure transparency in corporate operations and activities.

The ILO's "Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy"²² (MNE Declaration) was adopted in 1977 and amended most recently in 2022. Its principles are addressed to multinational and national enterprises, governments of home and host countries, and employers' and workers' organisations. The MNE Declaration provides guidance in areas such as employment, training, conditions of work and life, industrial relations as well as general policies. Disability inclusion issues are covered in the MNE Declaration as part of a general statement on non-discrimination.

²⁰ OHCHR (2011), [Guiding Principles on Business and Human Rights](#)

²¹ OECD (2023), [OECD Guidelines for Multinational Enterprises on Responsible Business Conduct](#)

²² ILO (2022a), [Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy](#)

In 2023, the ILO's Governing Body adopted a strategy to promote decent work in supply chains.²³ By using all ILO means of action - including normative, research, and development cooperation - this five-year strategy aims to support governments, employers' organisations and workers' organisations in their efforts to advance decent work throughout supply chains worldwide. One of the guiding principles set out in this strategy is "Gender equality, non-discrimination, and inclusion,"²⁴ underscoring the need to deal with disparities between genders and the importance of including and protecting marginalised groups, including persons with disabilities.

While not specific to supply chains, the ILO Discrimination (Employment and Occupation) Convention, 1958 (No. 111)²⁵ and the ILO Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159)²⁶ are both relevant to the discussion on inclusive supply chains. Both ILO conventions promote the inclusion of persons with disabilities in employment and the creation of state policies and legislation consistent with that, including access to vocational training and guidance, and the removal of barriers which prevent full participation for persons with disabilities.

The United Nations Convention on the Rights of Persons with Disabilities (CRPD) indirectly discusses the inclusion of persons with disabilities in supply chains. While the CRPD is about the promotion and protection of the full and equal enjoyment of all human rights of persons with disabilities, it also details broader societal and economic issues that include aspects related to supply chains. Article 4 of the CRPD specifically deals with general obligations and requires States Parties to take measures to ensure that all public and private organisations consider the rights of persons with disabilities when conducting business operations. Indirectly applicable to supply chains is CRPD Article 27 on Work and Employment, as it aims to promote labour rights, inclusion in all forms of work which can be extended to mean recruitment practices, inclusion in supply chains, and accessibility of the workplace.

2.3. Promoting Disability Inclusion along Supply Chains

The above frameworks provide an important foundation for businesses in designing and implementing disability inclusion policies and practices in their own businesses and positively influencing the same in the businesses of their suppliers. The following sections present practical tools and approaches in this regard.

2.3.1. ILO GBDN Self-Assessment Tool

The free-of-charge and publicly available ILO GBDN Self-Assessment Tool for companies²⁷ is a universally applicable management tool for identifying gaps in corporate disability inclusion policies and practices and for prioritising corrective actions accordingly.

23 ILO (2023a), [ILO strategy on decent work in supply chains](#)

24 The full wording of the guiding principle is: "Gender equality, non-discrimination and inclusion: Achieving decent work in supply chains requires a commitment to addressing gender disparities and inequalities in supply chains and prioritising the inclusion and protection of groups of workers who are likely to be more exposed to vulnerable situations resulting in decent work deficits, mindful of intersecting factors for discrimination."

25 ILO (1958), [ILO Discrimination \(Employment and Occupation\) Convention, 1958 \(No. 111\)](#)

26 ILO (1983), [ILO Vocational Rehabilitation and Employment \(Disabled Persons\) Convention, 1983 \(No. 159\)](#)

27 ILO (2022b), [ILO GBDN Self-Assessment Tool](#)

Guided by the ten principles of the ILO GBDN Charter²⁸ and the CRPD, it provides a structured assessment - independent of jurisdiction - for improvements across four domains (1. Fundamentals: Ensuring Respect, Fairness, Equality, Accessibility; 2. Promoting a Disability Confident Best Practice Culture; 3. Enabling dignified and equal access for customers with disabilities; 4. Allyship and Reporting), based on a total of 47 questions. Question 5 of the tool's fourth domain "Allyship and Reporting" asks companies: "Do you support your suppliers to improve their disability equality and inclusion practices?".

Businesses are encouraged to ask their suppliers to apply the ILO GBDN Self-Assessment Tool, so suppliers can identify and act upon the most pressing areas for improvement regarding their own internal disability inclusion policies and practices.

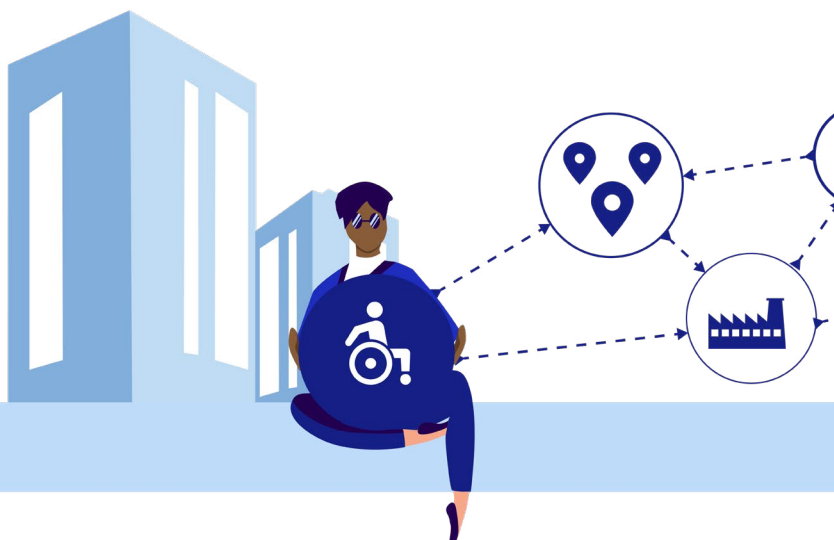
2.3.2. Senior Management Leadership

Senior management and business owners have an overarching influence on the operational direction and commitment to disability inclusion. Equitable access for persons with disabilities and prioritising disability inclusion as an essential aspect of supply chain management depends on the work environment that senior executives establish. When inclusion is prioritised at a company level, it allows strategic planning, and the allocating of resources required to effectively develop and implement inclusive policies and practices.

A mandate by senior management to become more inclusive can set out that procurement and supply chain management is guided by considerations of equity and inclusion. These are powerful signals to the suppliers regarding the values of the company regarding inclusion issues. Company leaders should drive the training of procurement and finance teams to better understand what it means to be inclusive. Further, it is essential that the creation of an inclusive environment is empowered by regular engagement with suppliers regarding their compliance with the company's policies and policies on inclusion.²⁹

28 ILO (2020), [GBDN Charter](#); The ILO GBDN Charter outlines key principles for businesses to promote disability inclusion. These principles include respect for rights, non-discrimination, equality of opportunities, accessibility, job retention, confidentiality, attention to various disabilities, collaboration, evaluation, and knowledge sharing. The charter emphasises creating inclusive workplaces and sharing best practices to advance the employment of persons with disabilities.

29 GIZ (2022), [Guidelines on inclusion in textile supply chains](#)



Case Study 6: Capgemini's global self-identification campaigns³⁰



For Capgemini, a self-identification campaign regarding disability status of employees shows that data is key to driving inclusive policies and programmes. Employees have been reassured that their information remains confidential, shared only at an aggregate level, and utilised solely to drive improvements in inclusivity and support within the organisation. Building trust is important, as the more employees feel that information about them will be treated with respect and used in ways that are positive, the more ready they will be to self-identify.

The campaign is global but with a local definition and perception of disability, which may differ from country to country. This helps in getting higher participation rates and more accurate data. Key channels for running such campaigns include internal newsletters, town halls, onboarding processes, and Employee Resource Group (ERG) events, all aimed at making sure that all employees are informed about why self-identification is important.

30 Liber Cormier, J. and Kimball, L.M. (2024), [Presentation during ILO GBDN COSP side event "Business driving sustainable futures: disability-inclusive employment & ESG" on 10 June 2024](#)



Case Study 7: Employment of persons with disabilities in Jordan's garment sector³¹



The attitude of employers to the recruitment of persons with disabilities in Jordan's garment sector is a mix of cultural perception, level of awareness, and practical considerations.

While a wide range of challenges still need to be tackled, certain factories have begun to make positive changes. For instance, staff at some factories provide employment contracts in Braille or audio format and started including persons with disabilities in training programmes.

To support employers in Jordan, the Better Work programme developed specific guidelines³² on the inclusion of persons with disabilities in the work environment. These guidelines particularly address those employers that are committed to employing workers with disabilities, but do not know where to begin with revising their corporate policies and practices.

2.3.3. Knowledge Sharing, Capacity Building and Incentivising

By implementing internal disability-inclusive practices, businesses develop expertise that can be shared with suppliers. This can include training programmes and capacity building for suppliers on how such inclusion practices are carried out effectively.

For instance, disability awareness training for employees is essential for developing a positive work culture that promotes diversity and helps staff interact effectively with colleagues with disabilities. The training aims to remove negative attitudes, address and reduce unconscious biases and stereotypes, and instil positive attitudes and behaviours toward ensuring a respectful and inclusive work environment.

³¹ The case study has been developed based on an interview with [ILO's Better Work Programme in Jordan](#)

³² ILO (2024b), [Guidelines for Enhancing the Employment of People with Disabilities in the Jordanian Garments Sector](#)

Moreover, disability inclusion can be promoted not only through the criteria used by businesses in selecting suppliers but also through incentives such as offering long-term contracts or preferential treatment to suppliers that demonstrate progress on disability inclusion and accessibility issues. A supplier's commitment to disability inclusion can, in turn, lead to competitive advantages because suppliers who share this commitment are more likely to win contracts and be preferred partners as they help businesses achieve their inclusion goals and improve their ESG scores.³³

Case Study 8: Apple's support to suppliers for inclusive employment³⁴



Apple's "Vocational Education for Persons with Disabilities" programme supports employees with disabilities in their professional growth and development, especially in the manufacturing business. Manufacturing faces some unique challenges: the physical nature of the work, it often requires specialised training, and usually there is a lack of awareness or infrastructure to support employees with disabilities. Recognising this gap, Apple took steps to address these challenges within its supply chain. Launched in 2022, the respective programme began targeting supplier facilities in the People's Republic of China. So far, the programme has brought 24 supplier facilities on board, creating thousands of job opportunities.

To further support the programme's expansion, Apple created the role of "inclusion ambassadors". These are workers who act as liaisons between supplier management and employees with disabilities. Inclusion ambassadors are important in ensuring that the needs and concerns of employees with disabilities get through to management.

In addition, Apple holds inclusion workshops at the level of supplier management and conducts forums to facilitate the sharing of good practices among the participating suppliers. Such forums are effective in scaling up the programme collaboratively, by learning from the experiences and challenges others have faced.

As the end of 2023, Apple had extended the programme successfully to India, and in 2024 to Viet Nam.

³³ ILO (2024a), [Putting the I in ESG: Inclusion of Persons with Disabilities as Strategic Advantage of Sustainability Practices for Corporates and Investors](#)

³⁴ Apple (2024), [People and Environment in Our Supply Chain - 2024 Annual Progress Report](#)

2.3.4. Supplier Code of Conduct

A supplier code of conduct is a set of guidelines and expectations that a company establishes for its suppliers, ensuring that their operations are within the standards set by the company in terms of ethical, social, and environmental performance.

The code of conduct can often be considered as an extension of the values a company holds, for example, as outlined in its disability inclusion policy. The code of conduct should be approved by the highest-level executive to underline its importance within the organisation.

When developing supplier codes of conduct, companies often refer to the manifold international standards to ensure coverage of what is required. These include the ILO's international labour standards, and in particular fundamental principles and rights at work,³⁵ the UNGC Ten Principles,³⁶ and the UNGPs.³⁷

A code of conduct for suppliers needs to be cast out for wide consultation with stakeholders, including the suppliers themselves, their industry peers, and representatives from civil society, including Organisations of Persons with Disabilities (OPDs), together with internal subject matter leads. In this way, the code of conduct will represent a broad spectrum of views to be suitably prepared against a wide range of challenges that might arise.³⁸

It should be clearly mentioned in the code that discrimination against persons with disabilities is unacceptable and that suppliers are obliged to provide equal opportunities for persons with disabilities, including their employment. Suppliers should be reminded of their responsibility to provide reasonable accommodations³⁹ and to ensure that general facilities and products are accessible to persons with disabilities. The code should reference relevant national,⁴⁰ regional and global standards⁴¹ as well publications by third parties.⁴²

35 ILO (2020b), [Fundamental Principles and Rights at Work Fact Sheet](#)

36 UN Global Compact (2015), [Supply Chain Sustainability - A Practical Guide for Continuous Improvement \(Second Edition\)](#)

37 UN (2011), [Guiding Principles on Business and Human Rights](#)

38 UN Global Compact (2015), [Supply Chain Sustainability - A Practical Guide for Continuous Improvement \(Second Edition\)](#)

39 ILO (2016), [Promoting Diversity And Inclusion Through Workplace Adjustments - A Practical Guide](#)

40 For example:

- ▶ Germany: Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (2014), [Guideline Accessibility in Building Design](#)
- ▶ Indonesia: Minister of Public Works and Public Housing (2017), [Peraturan Menteri Pekerjaan Umum Dan Perumahan Rakyat Republik Indonesia Nomor 14/Prt/M/2017 Tentang Persyaratan Kemudahan Bangunan Gedung](#)
- ▶ Ireland: National Disability Authority (no date), [Building for Everyone](#)
- ▶ USA: Institute for Human Centered Design (2017), [ADA Checklist for Existing Facilities](#)

41 For example:

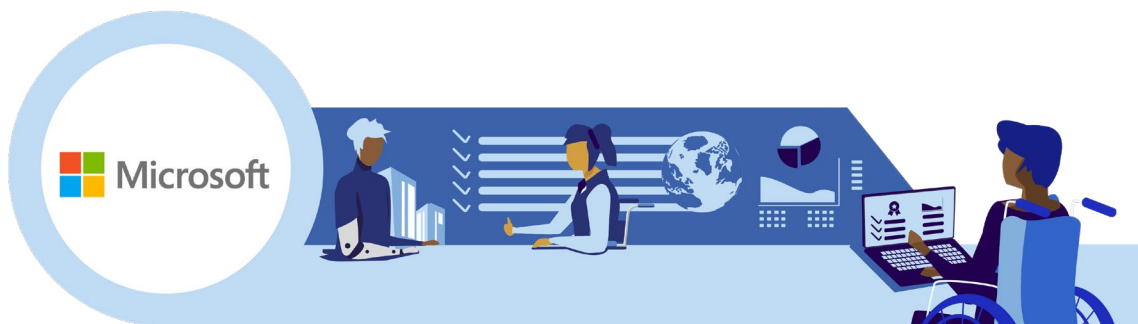
- ▶ EU: European Commission (2016), [European Accessibility Act](#) and EU (2016), [Web Accessibility Directive](#)

42 For example:

- ▶ CBM (2008), [Guidelines for Promoting Access to the Built Environment](#)
- ▶ European Telecommunications Standards Institute (2021), [Accessibility requirements for ICT products and services](#)
- ▶ International Organisation for Standardization (2012), [ISO/IEC 40500:2012 Information technology - W3C Web Content Accessibility Guidelines \(WCAG\) 2.0](#)
- ▶ International Organisation for Standardization (2021), [ISO 21542:2021 Building construction - Accessibility and usability of the built environment](#)
- ▶ W3C Web Accessibility Initiative (2024), [WCAG 2 Overview](#)

An easily accessible mechanism for reporting instances of discrimination or inaccessibility must be established through which employees may easily report incidents without fear of reprisal. Suppliers should be required to conduct and provide information on periodic audits and assessments to ensure compliance with disability-related provisions and metrics, with a view to evaluate the effectiveness of inclusion policies and practices.

Case Study 9: Microsoft's supplier code of conduct and support for suppliers⁴³



In its supplier code of conduct, Microsoft encourages their suppliers to have an inclusive workplace by ensuring diversity in recruitment, hiring, and promotion. It requires suppliers to have policies which address the inclusion of underrepresented groups, including women, persons with disabilities, and LGBTQI+ persons.⁴⁴

In addition, Microsoft suppliers must comply with accessibility standards such as the Web Content Accessibility Guidelines (WCAG) to ensure products and services are usable by persons with disabilities.

Microsoft monitors supplier compliance through regular audits and assessments, requiring suppliers to provide documentation and evidence of their adherence to the code. Suppliers are also encouraged to establish internal compliance programmes.

Microsoft also offers training resources to help suppliers understand and comply with the suppliers' code of conduct, promoting diversity, equity, inclusion, accessibility, sustainability, and ethics.

In parallel, Microsoft has a global policy to not work with suppliers that pay people with disabilities a sub-minimum wage (including in certain states of the U.S. and other jurisdictions where a sub-minimum wage for persons with disabilities is legal).

⁴³ Microsoft (2023), [Microsoft Supplier Code of Conduct](#)

⁴⁴ Lesbian, Gay, Bisexual, Trans, Intersex, Queer, Asexual. The '+' represents minority gender identities and sexualities not explicitly included in the term LGBTQI+.



3. Human Rights Due Diligence and Disability Inclusion in Supply Chains

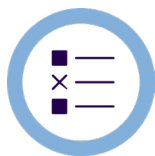


HRDD is among the foundational concepts of responsible business conduct (RBC) in ensuring a company's operations and business relationships do not violate human rights. HRDD provides companies with an opportunity to apply the UNGPs within their own business operations and their supply chains.

Within that, HRDD can push for transforming attitudes and practices towards persons with disabilities. Companies can advance their respect for human rights by embedding disability inclusion within operations and business relationships.

Integrating the HRDD steps articulated in the UNGPs⁴⁵ and the MNE Declaration⁴⁶ is indispensable in making a supply chain inclusive of persons with disabilities.

The following sections provide actionable steps in applying HRDD frameworks to disability inclusion. These apply to all businesses, large and small, multinational and national. They are intended to complement and to be used alongside the ILO GBDN Self-Assessment Tool introduced earlier in this guide.



3.1. Identify and Analyse Discrimination Against Persons with Disabilities

Companies must identify and analyse risks related to the inclusion of persons with disabilities. The risk analysis is focussed on negative impacts on disability rights and not primarily on the company's financial risks.

At this point, a company must understand its risk profile. This means the identification and assessment of possible country- and product-related risks. The company and its supply chain should be considered to understand the risk in each stage of production.

Risks could include discrimination against employees with disabilities, lack of occupational safety and health measures, sub-minimum wages, and lack of workers' representation. This risk assessment involves questions such as:

- Do the policies or legislation in the country encourage and/or mandate employment of persons with disabilities?
- Under what circumstances are workers with disabilities able to access the workplace? (An assessment must not be limited to physical or digital accessibility; it includes recruitment, onboarding and employment procedures and provision of reasonable accommodations in the workplace)
- Are working conditions equally applied to all employees, specifically to employees with disabilities performing equal work, compared to their peers without disabilities?
- Do female employees with disabilities access the same working conditions equally as male employees without disabilities?

⁴⁵ UN (2011), [Guiding Principles on Business and Human Rights](#)

⁴⁶ ILO (2022a), [Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy \(Sixth Edition\)](#)



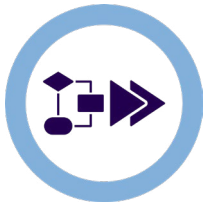
Practical tips:

1. **Conduct a Broad Scoping Exercise:** Map operations, supply chains, and business relationships to identify areas where disability-related adverse impacts might occur. Use information from sectoral, geographic, and company-specific risks, focusing on disability inclusion where challenges are commonly observed in supplier operations. The ILO GBDN Self-Assessment Tool ⁴⁷ can be helpful in such a mapping exercise.
2. **Deepen Supplier Assessments on Disability Inclusion:** Start with high-risk suppliers and conduct iterative assessments, mapping accessibility and inclusivity across operations. Engage with suppliers and business partners to gather information on how they are addressing disability-related risks and implementing accessibility standards.
3. **Involve Stakeholders and Rightsholders:** Proactively consult persons with disabilities, OPDs,⁴⁸ and experts during the assessment process. Include input from employees with disabilities to better understand barriers to workplace accessibility and inclusion.
4. **Develop Supplier-specific Inclusion Plans:** For prioritised suppliers, co-create corrective actions to identified gaps. These plans should include clear timelines, measurable goals, and regular monitoring.
5. **Leverage Existing Relationships for Inclusion:** Use leverage, where it exists, to encourage adoption of disability-inclusive policies, offering resources and training to improve suppliers' capacity for inclusion. Foster industry-wide collaboration, sharing knowledge on disability inclusion practices and addressing common barriers collectively - including through National Business and Disability Networks.⁴⁹
6. **Prioritise Continuous Monitoring and Engagement:** Set regular intervals to reassess inclusion practices and identify any new or persisting risks. Engage periodically with employees and community representatives to track inclusion progress and adapt strategies based on their feedback.
7. **Encourage Cross-tier Influence:** For impacts involving sub-suppliers, encourage primary suppliers to promote disability inclusion within their own supply chains, aiming for consistency in standards.

⁴⁷ ILO (2022b), [ILO GBDN Self-Assessment Tool](#)

⁴⁸ The International Disability Alliance (IDA) is a coalition of 14 global and regional OPDs. Companies interested in partnering with local OPDs can contact IDA for support in identifying suitable OPDs, establishing collaborations, and fostering inclusive environments. The OPDs can provide guidance and resources to ensure these connections are meaningful and promote inclusive business practices. To contact IDA to introduce a company to local OPDs, one can [visit IDA's contact page](#)

⁴⁹ ILO (2023b), [The 'Why' and 'How' of National Business and Disability Networks](#)



3.2. Develop Inclusive Business Policies and Mainstream Inclusive Practices

Inclusion must be addressed at the strategic level and integrated into management and operational processes. Existing knowledge can be leveraged and inclusion strategies subsequently formed implemented in a structured manner.

Addressing inclusion may be conceptualised in terms of a twin-track approach:⁵⁰



Track 1 - Disability mainstreaming:

Disability and accessibility are considered a cross-cutting issue and taken into consideration in all company processes and along the entire supply chain. It includes applying a disability lens onto other disadvantage factors which may already cut across the same elements (e.g. gender, migration or informality of labour).



Track 2 - Targeted support and empowerment of individuals with disabilities:

Businesses should provide appropriate support measures to individuals with disabilities. For instance, reasonable accommodations based on individual needs should foster their participation in and success in the company.

Companies must be committed to respecting the rights of persons with disabilities. This must be expressed by the company's top management to ensure strategic anchoring and resource allocation. It applies to all companies, regardless of their size, industry or position in the supply chain.

50 CBM (2024), [Inclusive Participation Toolbox – Twin-track approach](#)



Practical tips:

1.

Policy Development and Communication: Develop and update policies that address disability inclusion, including in supplier relationships. This could include disability inclusion policies, accessibility requirements, and commitments to inclusive practices. Make these policies available on websites, social media and in locations accessible to suppliers. Communicate them during supplier onboarding and provide updates as needed.

2.

Supplier Engagement and Contracts: Ensure contracts with suppliers who explicitly include commitments to disability inclusion, such as non-discrimination clauses and accessible facilities and processes. Evaluate suppliers on disability inclusion. Suppliers should demonstrate inclusive practices as part of their eligibility.

3.

Training and Capacity Building: Offer training for suppliers on disability inclusion, covering accessible design, communication, and inclusive hiring practices. Provide resources to help suppliers improve their disability inclusion efforts, such as guides on accessibility standards and inclusive communication practices. Businesses are encouraged to ask their suppliers to apply the ILO GBDN Self-Assessment Tool,⁵¹ as it can also serve as a tool for awareness raising, highlighting areas of disability inclusion that suppliers might not have yet thought about.

4.

System Integration and Accountability: Assign responsibility for disability inclusion within supplier relationships to senior management or dedicated departments, ensuring accountability at the highest levels. Coordinate efforts across departments (e.g. legal, compliance, and procurement) to ensure consistent implementation of disability inclusion practices across all supplier interactions.

5.

Tracking and Monitoring: Develop systems to track and monitor suppliers' compliance with disability inclusion commitments. Collect data on supplier practices and assess progress periodically. Create feedback loops with suppliers to identify barriers to disability inclusion and collaboratively address them.

51 ILO (2022b), [ILO GBDN Self-Assessment Tool](#)



3.3. Develop and Implement Measures to End Discrimination and Promote Inclusion

Companies can take numerous measures to improve the inclusion and participation of persons with disabilities in their own operations and in their supply chains.

One of the most common tools to track success is the establishment of KPIs. This could include both qualitative and quantitative goals. For instance, they could include metrics on how many suppliers are implementing inclusion actions, or the proportion of employees that have completed disability inclusion training. The ILO GBDN's Self-Assessment Tool and also its guide on disability-inclusive sustainability practices can help companies to reflect on and design KPIs on disability inclusion.⁵²

To overcome barriers, close cooperation between inclusive businesses and inclusive suppliers is needed. Both sides should undertake HRDD processes and develop solutions together, such as the inclusion of persons with disabilities in existing production lines or in administration and maintenance.

Prejudices must also be broken down at an interpersonal level within companies and awareness of the abilities of persons with disabilities must be raised. This is best achieved through encounters, dialogue and training for employees and suppliers, involving persons with disabilities and their lived experiences.

Companies should embed inclusion in their structures by appointing a responsible person or a point of contact for inclusion and diversity issues. Further, they should integrate inclusion measures into the purchasing processes and formulate clear expectations vis-à-vis suppliers. This can be done through supplier codes of conduct, audit reports, supplier questionnaires and factory visits.

Standards and policies of suppliers should be critically reviewed for their coverage of inclusion aspects, and companies should seek dialogue with standard-setting organisations.

52 ILO GBDN (2024), [Putting the I in ESG: Inclusion of Persons with Disabilities as Strategic Advantage of Sustainability Practices for Corporates and Investors](#)

Key standards that are relevant for disability inclusion include:

		
Standard	Focus	Inclusion aspect
International Organization for Standardization (ISO) 45001⁵³	Occupational health and safety management systems	Ensures safe and healthy workplaces, including considerations for persons with disabilities to ensure they are not excluded from safety measures.
ISO 21542⁵⁴	Building construction accessibility and usability	Specifies requirements and recommendations for the design of buildings and their accessibility for persons with disabilities.
WCAG 2⁵⁵ or ISO/IEC 40500⁵⁶	Web accessibility	Provides guidelines to make web content more accessible to people with disabilities, including visual, auditory, physical, speech, cognitive, language, learning, and neurological disabilities.
EN 301 549⁵⁷	Accessibility requirements for Information and Communications Technology (ICT) products and services.	Provides accessibility requirements for public procurement of ICT products and services in Europe, ensuring they are usable by persons with disabilities.
ISO 30415⁵⁸	Human resource management - Diversity and inclusion.	Provides guidelines on how organisations can create inclusive workplaces, including provisions for accommodating and supporting persons with disabilities.
SA 8000⁵⁹	Social accountability in the workplace.	Includes provisions against discrimination and for fair treatment of all workers, including those with disabilities.
ISO 26000⁶⁰	Guidance on social responsibility.	Addresses various aspects of social responsibility, including the inclusion and non-discrimination of persons with disabilities in organisational practices.

53 International Organisation for Standardization (2018), [ISO 45001:2018 Occupational health and safety management systems - Requirements with guidance for use](#)

54 International Organisation for Standardization (2021), [ISO 21542:2021 Building construction - Accessibility and usability of the built environment](#)

55 W3C Web Accessibility Initiative (2024), [WCAG 2 Overview](#)

56 International Organisation for Standardization (2012), [ISO/IEC 40500:2012 Information technology - W3C Web Content Accessibility Guidelines \(WCAG\) 2.0](#)

57 European Telecommunications Standards Institute (2021), [Accessibility requirements for ICT products and services](#)

58 International Organisation for Standardization (2021), [ISO 30415:2021 Human resource management - Diversity and inclusion](#)

59 Social Accountability International (2014), [SA8000:2014 Standard](#)

60 International Organisation for Standardization (2010), [ISO 26000 Social responsibility](#)

**Practical tips:**

- 1. Establish Inclusive KPIs:** Develop qualitative and quantitative indicators for disability inclusion. Examples include tracking the percentage of roles filled by individuals with disabilities or the accessibility of facilities.⁶¹
- 2. Periodic Assessments:** Conduct regular audits or assessments of suppliers to ensure adherence to disability inclusion policies and to verify if adverse impacts are effectively mitigated.
- 3. Stakeholder Feedback:** Implement mechanisms to gather feedback from employees with disabilities both in one's own company and its business partners (suppliers) and other impacted stakeholders. This could be done through surveys or feedback sessions to ensure that impacts are being addressed effectively.
- 4. Adjust Based on Results:** Use tracking data to continuously improve policies and practices. If tracking reveals persistent issues, work with suppliers to refine their inclusion efforts, such as additional training or policy adjustments.
- 5. Transparent Reporting:** Encourage suppliers to communicate their progress on disability inclusion to relevant stakeholders. Transparency can build accountability and showcase commitment to responsible business conduct.

61 ILO (2024a), [Putting the I in ESG: Inclusion of Persons with Disabilities as Strategic Advantage of Sustainability Practices for Corporates and Investors](#)



3.4. Measure and Communicate Progress

Before performance improvements on disability inclusion can be reported, progress must be measured. Measures need to be relevant to and consistent with overall goals and objectives, and the data need to be gathered along supply chains.

Examples of good practice and success should be balanced with yet-to-be resolved challenges to the inclusion of persons with disabilities.



Practical tips:

1.

Stakeholder-Focused Reporting: Publicly report due diligence measures on disability inclusion, regarding policies, processes, and activities aimed at preventing and mitigating adverse impacts. Ensure reports cover efforts at the levels of suppliers and highlight specific disability inclusion initiatives, benchmarks, and outcomes.

2.

Inclusive Communication Channels: Use accessible and culturally sensitive communication methods for stakeholders, including persons with disabilities. This can include accessible websites and social media, in-person consultations, and sign language interpreters. Ensure materials are in accessible formats and local languages to increase reach and understanding.

3.

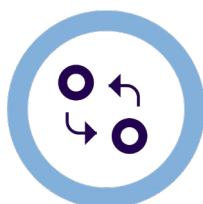
Transparent and Timely Disclosure: Share updates on any identified adverse impacts affecting individuals with disabilities, demonstrating that the enterprise is actively addressing them. Use timelines, benchmarks, and outcomes to transparently track improvements and ensure this information is communicated in a way that respects privacy and confidentiality.

4.

Collaborative Engagement: Engage suppliers, trade unions, and OPDs in regular discussions to review and improve disability inclusion practices. This could involve sharing audit findings and addressing identified gaps, with sensitivity to commercial confidentiality and competitive concerns.

5.

Feedback Mechanisms: Establish accessible feedback channels where stakeholders with disabilities can share their experiences and express concerns about inclusion. Use this feedback to assess the effectiveness of implemented measures, adjusting where necessary to better address disability inclusion.



3.5. Establish Grievance and Remediation Mechanisms

A properly functioning grievance mechanism supports measures which effectively address discrimination at work. There will not be a one-size-fits-all solution. Solutions within own operations may be different from those required by suppliers. Grievance channels for the entire supply chain do not need to be established by a single company; rather, the company should work in cooperation with suppliers in finding accessible solutions.

To reduce barriers for employees with disabilities, the grievance channel should offer various communication methods, including phone, email, chat, letter, and voice message. In some cases, using ombudspersons who have the trust of affected individuals can provide a safe space for discussing issues.

A company should evaluate whether their suppliers provide employees with legitimate, balanced, and reliable grievance channels and provide feedback whether improvements are necessary. Companies must therefore examine if existing certificates and standards already provide for grievance channels.

Consideration of how grievances should be handled is essential. An effective grievance management system includes remedy measures through involvement of the affected people in designing solutions that will work for both parties. Attention should be focused on the needs of persons with disabilities, to ensure they are confident to report grievances without any fear of prejudice, and that they are satisfied with the outcomes provided.



Practical tips:

1.

Review Grievance Mechanisms: Work with suppliers and business partners to create accessible, culturally appropriate grievance systems that include processes for raising and addressing disability-related grievances. Ensure mechanisms are transparent, incorporating clear timelines, outcomes, and feedback loops. Involve stakeholders with disabilities to validate accessibility.

2.

Engage in Multi-Stakeholder Grievance Mechanisms: Where feasible, encourage suppliers to participate in collective grievance systems or multi-stakeholder initiatives that provide support for individuals with disabilities. These platforms often offer broader resources for remediation.

3.

Track and Report on Remediation Outcomes: Require suppliers to monitor and report the outcomes of disability-related grievances. Regular assessments should ensure satisfaction with resolutions and gather data on long-term improvements in inclusion practices.

4.

Utilise Leverage for Systemic Improvements: Collaborate with suppliers to set up preventative measures against discrimination and exclusion of persons with disabilities. Use established channels (e.g. trade unions, worker representatives) to encourage continuous improvements.

5.

Provide Support and Resources: Assist suppliers in establishing resources like training or educational programmes on disability rights and inclusion, tailored to their operational context. Include guidance on implementing non-discriminatory practices and fostering an inclusive workplace culture.

4. Conclusion



Promoting the inclusion of persons with disabilities in supply chains is a responsibility and a business opportunity to drive innovation, resilience, and long-term sustainability. Companies that foster an inclusive supply chain can access a wider talent pool, improve stakeholder relationships, and reduce risks by constructing more diverse and agile operations capable of managing shocks. Businesses that include persons with disabilities tend to exhibit stronger economic performance, have more loyal customers, and a better brand reputation.

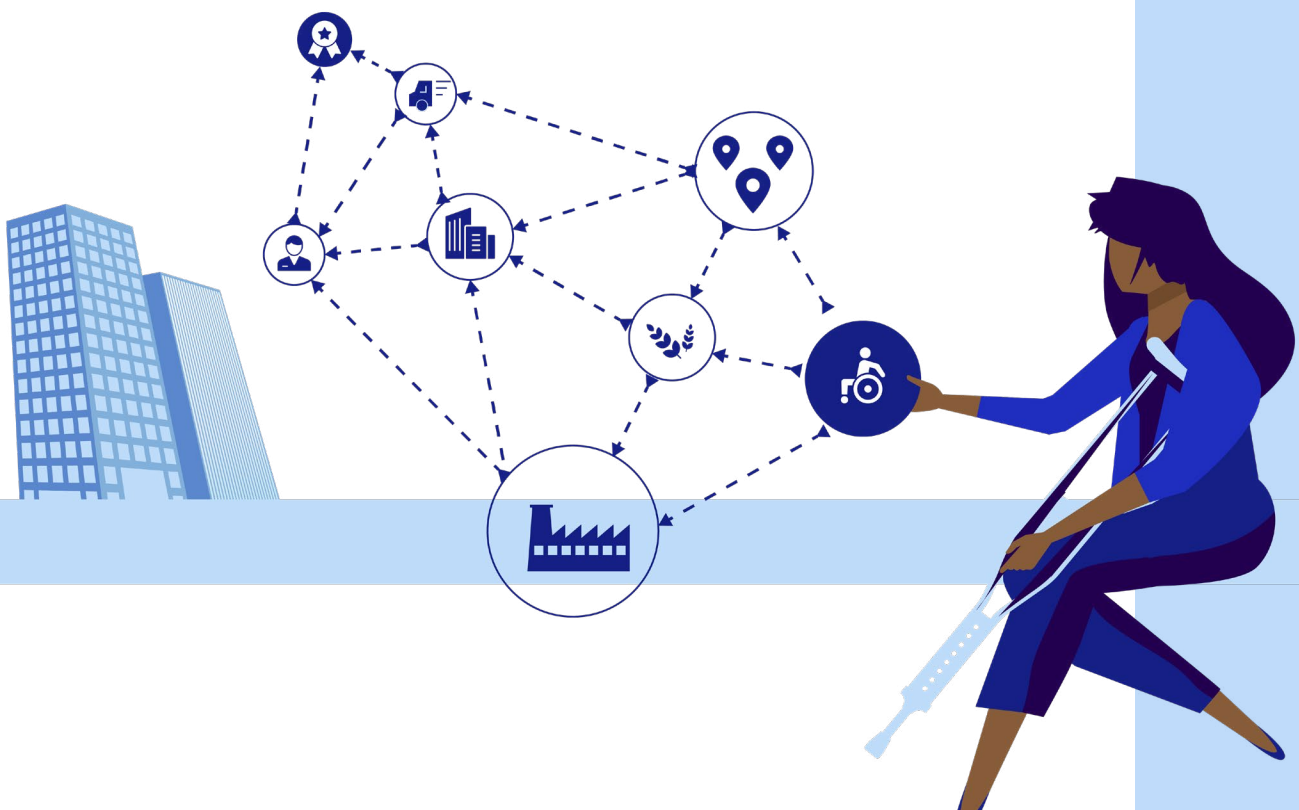
A particular focus on the inclusion of women with disabilities is essential in reducing discrimination along intersectional lines and increasing equal opportunities across the labour market.

Global frameworks provide an important foundation for companies to build their inclusion programmes on and to then leverage existing tools and resources in designing and implementing actions that realise material and positives changes for greater inclusion.

Practical tools include the ILO GBDN Self-Assessment Tool, which companies are encouraged to use in their own businesses and to recommend to business partners in their supply chains.

Leadership within companies is key, as is collaboration and capacity building along supply chains to address barriers to inclusion. Contractual codes of conduct can be effective in holding supply chains to account on disability inclusion issues.

HRDD can be adapted to apply the UNGPs to disability inclusion within supply chains, and this offers a significant opportunity in identifying risk of discrimination, developing inclusive business policies and practices, measuring and communicating progress and in ensuring meaningful and accessible grievance management and remediation processes.



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We are the world's only coming-together of leading multinational companies working with the ILO – the United Nations agency for the world of work – to the benefit of business, persons with disabilities and economies and communities worldwide. As ILO Global Business and Disability Network, we aim to promote decent work for persons with disabilities in the private for-profit sector – with a geographical focus on developing countries. At global level, our Network comprises more than 40 leading multinational enterprises from diverse industry sectors as well as several international non-business entities with specialised disability expertise, including the International Disability Alliance. At the level of individual countries, more than 45 National Business and Disability Networks on all continents pertain to our Network.

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