



Base Code Guidance: **Disability inclusion in the global supply chain**



This guidance is in line with the UNGC/ILO Guide for Business on the Rights of Persons with disabilities (2017).

It relates to ETI's **Base code clause 7**, which stipulates:

No discrimination is practiced - there is no discrimination in hiring, compensation, access to training, promotion, termination or retirement based on race, caste, national origin, religion, age, **disability**, gender, marital status, sexual orientation, union membership or political affiliation.

Terminology

Following the lead of the UN Convention on the Rights of Persons with Disabilities (CRPD), preferred usage in most countries is "person with a disability" (and thus "people with disabilities" or "persons with disabilities"). In the UK preferred usage is "disabled person" and "disabled people". This guidance uses both terms, but internationally accepted words are privileged in order to facilitate global usage.

Photos: ILO

For information about alternative formats contact eti@eti.org.uk

Key terms

Accessibility: The concept by which environments, processes, goods, products and services, as well as tools, devices, objects and instruments, should be understandable and usable by all people in the safest, most natural and most convenient way. When achieved using the principles of universal design, products, environments, processes, services and programmes become flexible and simpler, and need little or no adjustment to meet individual needs.

Disability: Disability is a combination of individual factors (impairments) and social factors (barriers). According to Article 1 of the UN Convention on the Rights of Persons with Disabilities (CRPD), people with disabilities are “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”.

Disability inclusion: Promoting and ensuring the participation of people with disabilities in all aspects of society, including employment, on a basis of equality with others.

Disabled Persons’ Organisation (DPO): An organisation which represents people with disabilities and advocates for their rights. Most DPOs are organisations of people with disabilities, rather than for disabled people.

Discrimination in the workplace: Any distinction, exclusion or preference, based on certain grounds, which nullifies or impairs equality of opportunity or treatment in employment. Apparently neutral situations, regulations or practices which result in unequal treatment of people with certain characteristics are considered indirect discrimination.

Impairment: A person’s condition – for example, hearing impairment or impaired dexterity.

Non-disabled: The preferred term for people who do not consider themselves to have a disability.

Reasonable accommodation: The CRPD defines reasonable accommodation as “necessary and appropriate modification and adjustments, not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms”. UK law calls this “reasonable adjustment”.

Contents

Foreword	3
1. Introduction	4
2. What is discrimination in the workplace?	6
3. What is disability?	7
4. What does international law say about disability inclusion?	10
5. UN standards and disability	11
6. Disability inclusion and ETI's Base Code	13
7. Why should businesses employ people with disabilities?	16
8. Challenging myths and misconceptions	18
9. How can companies begin changing attitudes?	20
10. Employing people with disabilities	22
11. Job modifications	24
12. Reasonable accommodations	25
13. How can companies succeed at disability inclusion?	26
14. Resolving challenges of disability inclusion in the global supply chain	30
15. The role of trade unions in disability inclusion	32
16. Who can help?	33
Annex 1: International laws and standards	35
Annex 2: Selected additional resources	36
References	38

Foreword



The 2030 Agenda commits to leaving no-one behind - it requires that all of the Global Goals and targets be met for all segments of society. The UK Government is committed to challenging the barriers that deny poor people opportunities and limit their potential; this commitment extends to the most marginalised, including those with disabilities.

In 2017 our first Economic Development Strategy publically affirmed our commitment to do more to help people with disabilities access economic opportunities. In low and middle-income countries, people with disabilities face many challenges accessing decent work. These are caused by a number of factors such as a lack of training, inaccessible workplaces and a lack of a vibrant formal sector. The loss from exclusion of people with disabilities from labour markets is estimated to be between 3 and 7% of GDP.

The Global Disability Summit will be a catalytic moment in driving positive change on the economic empowerment of people with disabilities, and fighting the stigma and discrimination that limits economic and political opportunity. DFID will support people with disabilities as employers, employees and consumers, ensuring those in the informal sector are protected by labour legislation, expanding access to decent jobs, improving accessibility and supporting businesses to target people with disabilities for their goods and services. We recognise the vital role business has to play in this. We will also drive forward access to a decent education and the provision of job specific skills, so that people with disabilities are in the best position to take up economic opportunities.

This guidance on disability inclusion in global supply chains outlines important steps private sector companies can take in order to become a disability inclusive employer. It showcases best practice examples of both UK and international businesses creating good jobs for people with disabilities. The economic empowerment of people with disabilities can only be realised through dynamic and innovative partnerships with the private sector that tackle the systemic barriers that exist in workplaces, supply chains and in society more broadly.

I believe that by partnering with organisations like the Ethical Trading Initiative, we can better encourage businesses to contribute to economic development in ways that are socially responsible, environmentally sound and that ensure that no-one is left behind.

Matthew Rycroft CBE

Permanent Secretary, Department for International Development

1. Introduction

People with disabilities make up at least 15% of the world's population¹, with the prevalence of disability higher in Africa and Asia than in Europe and North America². Of the 1bn people with disabilities, some 80% are believed to be of working age³. Yet, because of traditional attitudes and discrimination, people with disabilities make up only a tiny percentage of personnel in formal employment in most countries.

Discrimination against people with disabilities is found almost everywhere in the world and:

- fosters social, attitudinal, environmental, information and systems barriers which prevent access to decent work
- results from stigma, myths and traditional attitudes
- contravenes UN Global Compact Principles, the UN Convention on the Rights of Persons with Disabilities (CRPD), national laws and basic human rights business practice.

Furthermore, **discrimination against people with disabilities cuts companies off from the productive potential, talents, contributions and the purchasing power of a significant part of the population**. The ILO calculates that excluding people with disabilities costs countries 3-7% of annual GDP⁴. But, as this guidance demonstrates, the opportunity costs of inclusion can be huge, for companies and for society. Sustained, meaningful inclusion creates fairer, safer and more equitable conditions for all.

"Promoting the rights of persons with disabilities ... is a triple win: a win for persons with disabilities, a win for business, and a win for society in general."

UN Global Compact (UNGC)/ILO Guide for Business on the Rights of Persons with Disabilities

It is widely assumed that including people with disabilities within the workforce is expensive and complicated, and that the tangible benefits of doing so are few. This guidance challenges that view. It shows that sound human rights-based practice can bring companies valuable benefits and advantages. It aims to help businesses to understand disability and to build their confidence and competence. It provides advice on how to avoid discrimination (as required by Clause 7 of ETI's Base Code) and how to promote disability inclusion as a matter of rights, not charity or welfare.

While there is no one blueprint that all companies can follow to avoid discrimination and to promote disability inclusion, the outlined principles and approaches can be applied by every company to its own situation.

Disability inclusion is just as applicable – and achievable – for SMEs as for global brands, for suppliers as for retailers. Additionally, the avoidance of discrimination against people with disabilities and the promotion of disability inclusion are relevant to every level in the supply chain, from raw materials, through design, to production, sales and delivery of goods.

This guidance is in line with the UNGC/ ILO Guide for Business on the Rights of Persons with Disabilities (2017). It is a beginning, not a definitive guide. Helpful organisations, guides and information sources, listed in Annex 2, can assist companies to find answers to specific questions needing specialist expertise.



2. What is discrimination in the workplace?

Discrimination in the workplace happens when a person or category of people are treated less well than others because they have, or are thought to have, a specific defined characteristic. The ETI Base Code Clause on Discrimination includes disability as one of many grounds on which discrimination must be avoided.

Aspects of working life in which discrimination may occur include:

- recruitment
- how jobs are described or classified
- contracts, terms and conditions including pay
- skills training, promotion and regrading
- work experience
- dismissal
- collective bargaining.

There are several types of discrimination against people with disabilities:

- **Direct discrimination** happens when a person with a disability is treated less well than others on purpose, because of their impairment. It is also direct discrimination if a manager or supervisor tells a worker to treat another worker less well.
- **Indirect discrimination** happens when regulations or practices result in unequal treatment of people with disabilities. For example, an employer may say that workers can eat only in the canteen.

There may be good reasons for this, but if the canteen is not accessible to people with mobility impairments, the rule discriminates against them.

- **Discrimination by association** happens when someone is treated less well than other people because of who they know or are connected to. For example, an applicant is refused a job because the employer knows that they have a family member with Hansen's disease (leprosy), and thinks that this may lead to problems in the company.
- **Discrimination by imputation** happens when someone is treated less well than other people because they are wrongly believed to be a person with a disability. For example, workers refused posts due to their weight, which is imputed to be an impairment that compromises their ability to learn new skills or undertake more responsibility, when this is not the case.

ETI Base Code Clause 7: No discrimination is practised

7.1 There is no discrimination in hiring, compensation, access to training, promotion, termination or retirement based on race, caste, national origin, religion, age, **disability**, gender, marital status, sexual orientation, union membership or political affiliation.

3. What is disability?

Disability is a combination of individual factors (impairments) and social factors (barriers). According to Article 1 of the CRPD, people with disabilities are “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”⁵.

Impairments

No one is “perfect”. Having impairments is a normal part of human diversity. The CRPD covers people with:

- physical impairments (such as mobility impairments or impaired use of their hands)
- sensory impairments (such as impaired sight or hearing)
- intellectual impairments (which affect people’s capacity to learn)
- mental health/psychosocial difficulties (which can affect or disorder people’s thinking).

Impairments may be visible or invisible, lifelong or acquired at any stage in a person’s life. They can also lessen or get more serious over time.

However, incidence increases steadily with age, with most impairments being acquired in adulthood⁶. More females than males have impairments⁷ and, because they face more barriers to inclusion than men, they are also more marginalised.



Barriers

People with different impairments face different barriers. For example, buildings with many steps and narrow doorways are a barrier for people with mobility impairments, but not for people with hearing impairments, who instead face many barriers to accessing information.

The barriers which prevent people with disabilities from accessing decent work and many other aspects of daily life include, but are not limited to:

- **attitudinal barriers** (such as the misconception that people with disabilities cannot do productive work to the same standard as non-disabled people)
- **environmental barriers** (such as inaccessible buildings, streets and transport)
- **communication and information barriers** (such as small print size, poorly-designed websites, complex instructions, lack of sign language interpretation)
- **systems and policy barriers** (such as invisibility in official statistics, exclusion from mainstream education and training).

Attitudinal barriers, which are often the least tangible, can be the most disabling. These include stigma and over-protection, as well as prejudice and discrimination. However, when attitudes change, all other barriers can be dismantled quickly.

To ensure a win-win that allows both people with disabilities and companies to benefit, it is the responsibility of companies to:

- **stop discrimination against people with disabilities within the workplace**
- **remove the barriers that prevent people with disabilities from accessing decent work.**

Impairment + barrier = disability

Taking away the barriers means that people with impairments can participate and contribute to their full potential on a basis of equality with others.

It's the barrier, not the impairment, that holds them back.



4. What does international law say about disability inclusion?

People with disabilities are included in all international instruments, such as the International Bill of Human Rights and the ILO's Declaration on Fundamental Principles and Rights at Work. The main international treaty which recognises and explains these rights is the UN Convention on the Rights of Persons with Disabilities (CRPD), which has been ratified by over 90% of UN Member States since its adoption in 2006. Article 27 of the CRPD, on Work and Employment, is one of the most detailed in the Convention (see Annex 2) and takes a human rights/ non-discrimination approach to this issue.

Following ratification of the CRPD, many countries have introduced stronger laws to protect the rights of people with disabilities and mainstream disability rights into labour codes, procurement regulations

and other measures. Even where this has not yet happened, the CRPD overrides inconsistencies in existing national employment and labour law. All this is of direct relevance to companies.

In many countries, disability inclusion is a relatively new concept. Indeed, until ratifying the CRPD, the definition of "disability" in some countries was viewed as "that which is outside the range considered normal for a human being". In some places, disability is still considered to be a punishment for past sins. Business can take a lead in challenging such traditional views and replacing them with inclusive thinking, while at the same time benefiting from the talents and skills which disability inclusion brings to the workplace.

Laws, policies and guidance documents, both official and company-based, often include people with disabilities in the category of "vulnerable people" who need protection. Thinking of people with disabilities only in terms of their "vulnerability" leads others to believe that they need care, rather than equality of participation, and that they have little to contribute. Companies should check that their policies and practices enable equity in participation, choice and opportunity.

5. UN standards and disability

Respecting the rights of people with disabilities is part of general corporate responsibility, and goes beyond compliance with the law. The UN Guiding Principles on Business and Human Rights (UNGPs) provide a standard for business to prevent and address the risk of human rights abuses in general, including throughout their supply chains. They also encourage business to consider additional standards to address the rights of groups, such as people with disabilities, that need particular attention. The UN Global Compact, which incorporates the UNGPs, in 2017 collaborated with ILO to produce a Guide for Business on the Rights of Persons with Disabilities (see Annex 3 for details).

In addition, people with disabilities are named specifically in several of the targets and indicators in the Sustainable Development Goals (SDGs), the UN-led agenda for global development. Of particular relevance are:

- **SDG 4:** ...ensure equal access to all levels of education and vocational training for...persons with disabilities.
- **SDG 8:** Achieve full and productive employment and decent work for all women and men, including for...persons with disabilities, and equal pay for work of equal value.

- **SDG 10:** Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

The SDGs add weight to the efforts of companies that are committed to promoting disability inclusion.



Case study: Global Impact Sourcing Coalition

The Global Impact Sourcing Coalition (GISC) is an initiative hosted by Business for Social Responsibility (BSR), a global not-for-profit organisation which works on sustainable business strategies and solutions. Launched in 2016, GISC aims to build more inclusive global supply chains through the wide-scale adoption of impact sourcing.

Within impact sourcing, companies procure products and services from suppliers who recruit and employ workers from previously excluded groups, including people with disabilities. Impact sourcing is seen to benefit companies (through recruiting loyal, dedicated workers) as well as impacting positively on communities, families and individuals.

Impact sourcing can be embedded within existing procurement processes. Microsoft, for example, awards higher points in procurement evaluation to companies which have inclusive employment practices. It also runs an annual awards competition for its suppliers.

Case study: Developing disability inclusion in Bangladeshi garment factories

ETI supermarket member, Tesco, sources garments from dozens of factories in Bangladesh. Nineteen of these employ workers with disabilities, mainly women, who have completed a four-month training course delivered by CRP, a local disability NGO funded by Tesco. The workers, who have a range of impairments, are employed in stitching and quality control, according to their level of skill and the factories' requirements. Each has the support of a co-worker "buddy" as well as regular follow-up from CRP or similar organisations. Pay is equal to that of non-disabled workers, with additional bonuses for good performance. Particular attention is paid to emergency planning, for example, through the "buddying" system, and the installation of alarms including flashing lights and sounders (sirens).

6. Disability inclusion and ETI's Base Code

Disability is a cross-cutting issue. It has significance for every part of ETI's Base Code, not just Clause 7. Examples include:

- **Clause 1: Employment is freely chosen**

- There are many documented cases of people with disabilities, especially those with intellectual impairments or mental health difficulties, being sold or forced into unsafe or unpaid work or situations of modern slavery. In some countries people with disabilities are allowed entry only to certain jobs. Companies need to check carefully to ensure that their suppliers are not exploiting disabled people alongside others from vulnerable groups. Mining, quarrying, crops and fishing need particular attention.

- **Clause 2: Freedom of association and the right to collective bargaining**

- While many trade unions include and represent people with disabilities⁸, barriers to accessing information may prevent people with disabilities from finding out about or accessing their rights in the workplace.
- Companies should check that unions and other forms of worker representation in their supply chains include and represent disabled

workers, supported by clear policy and guidelines. Collective Bargaining Agreements should include clauses addressing equity of rights, pay, and terms and conditions for disabled workers.

- **Clause 3: Safe and hygienic working conditions**

- Poor working conditions can compromise the safety and health of all workers, including those with disabilities. Occupational health and safety which factors in the presence of disabled people through good levels of accessibility, is safer for everyone. However, safety and health measures should not be misused as a means of preventing people with disabilities from working in certain roles.

- **Clause 4: No child labour**

- Child labour in any form is unacceptable. Where disabled adults are excluded from accessing employment, their children, whether disabled or not, may be at greater risk of exploitative work.
- Hazardous child labour can result in life-long impairments and disability.

- **Clause 5: Paying a living wage**
 - Unscrupulous employers may argue that people with disabilities are not as productive as non-disabled people and use this as an excuse to pay lower wages. This is unacceptable.
 - The employer has the responsibility to provide any necessary reasonable accommodations or adjustments (see page 25) so that people with disabilities can work to their full potential.
- **Clause 6: Working hours are not excessive**
 - Workers with disabilities, especially those with intellectual impairments or mental health difficulties, may be more easily persuaded than others to work excessive hours. Barriers to accessing information can also prevent workers with sensory impairments from knowing their rights.
 - Investigation of violations should always involve talking with disabled workers themselves, as well as with trade union representatives.
- **Clause 7: No discriminatory practices**
 - Companies need to make sure that all anti-discrimination activity reaches, and includes, people with disabilities. Any discrimination they face will be deepened by their experience of disability-related barriers.
- **Clause 8: Regular employment**
 - Based on false assumptions about their lack of capability, workers with disabilities may be offered inferior contracts which they may not understand or which put them at a disadvantage in relation to other workers.
 - Freedom of association and collective bargaining can help ensure that all workers have fair and equal terms and conditions for employment.
- **Clause 9: No harsh or inhumane treatment**
 - People with disabilities can face physical ill-treatment, harassment and verbal abuse. Female workers with disabilities are at particular risk. Harassment and violence of any kind in the workplace should not be tolerated.
 - Companies should have effective grievance mechanisms to ensure that all cases of disability-related harassment and violence are thoroughly investigated.

Gender and disability

Gender is a cross-cutting issue which intersects with disability throughout the global supply chain. For example:

- More women than men have impairments
- Women with disabilities are less likely than either non-disabled women, or disabled men, to have access to decent education, healthcare and nutrition, or to training, jobs or a social or family life of their choice
- Women with disabilities are more likely than either non-disabled women, or disabled men, to be poor, harassed, exploited or trafficked.

How does this guidance fit with ETI's Human Rights Due Diligence (HRDD) Framework?

The ETI HRDD Framework outlines ETI's recommended approach to conducting human rights due diligence in respect of labour rights and in line with the UNGPs. It involves:

- assessing actual and potential human rights risks for workers
- identifying leverage, responsibility and actions
- providing remedy to, or remediation for, workers
- monitoring, reviewing, reporting and improving.

ETI's recommended approach to HRDD is:

- active, based on discovery, understanding and action
- based on building internal knowledge and skill
- based on effective stakeholder engagement – within the company, with other companies, with suppliers, with trade unions, government agencies, civil society organisations, experts and multi-stakeholder initiatives.

This guidance provides information and encouragement to enable companies of all sizes and in all tiers of the global supply chain to develop creative approaches to disability inclusion which are in line with ETI's HRDD principles and practice.

7. Why should businesses employ people with disabilities?

Upholding human rights, benefits every individual and makes sound business sense. Looking beyond discriminatory stereotypes can unlock compelling benefits for companies in every tier of the supply chain:

- **Untapped talent:** Recruiting from a bigger pool offers employers broader potential and more capability. Because they have to negotiate barriers every day, people with disabilities can be resilient innovative workers and problem-solvers. They can also help companies understand better the needs of a broader range of consumers.
- **Enhanced productivity:** People with disabilities often have valuable skills and talents, such as high levels of concentration, tolerance for repetition and attention to detail, all of which contribute to company efficiency – less mistakes, better outcomes⁹.
- **Loyalty and reliability:** People with disabilities are generally highly motivated and less likely than others to seek other jobs. They also take less sick days than other workers¹⁰.
- **Increased employee satisfaction:** Many employers report that teamwork and morale improve when people with disabilities become part of the staff. A diverse workforce can reduce absenteeism and raise levels of employee satisfaction¹¹.
- **Safer workplaces:** Workplaces which are accessible for people with disabilities are safer and easier for everyone to use, making the workplace more organised, efficient and productive. Systems and processes designed with people with disabilities in mind are more supportive for everyone.
- **Leadership and reputational advantage:** Companies which live up to their values and responsibilities impress buyers and consumers. Research shows that 92% of the general public in the US view companies which hire people with disabilities more favourably than those which do not¹².
- **Innovation and responsiveness:** Open minded companies with diverse workforces are more likely to be agile and innovative, and thus attract more business.
- **Buying power and community influence:** Brands which promote disability inclusion in their products and supply chains can benefit from the spending power of people with disabilities and their families. For example, this is more than £250bn in the UK alone¹³. This can also translate into enhanced respect and commercial advantage.



8. Challenging myths and misconceptions

Traditional thinking and attitudes perpetuate discrimination and present the biggest barriers to disability inclusion. For example:

MYTH: Disability equals incapacity

REALITY: In many countries, it is believed that disabled people have no or limited capacity for work, learning or independent living. Business magnate Richard Branson, founder and CEO of a cosmetics company Francesco Clark, marketing expert Jon Morrow and other disabled entrepreneurs show this to be wrong.

While people with disabilities can sometimes absorb the views of those around them and believe that they lack capacity, support from Disabled People's Organisations (DPOs), and more positive experiences of inclusion, can change this view. Or, if people with disabilities appear to have less skills than others, it is usually due to barriers (such as being barred from mainstream education and training) and to discrimination and prejudice in society at large. In this case, companies can play their part by encouraging and supporting disabled applicants.

MYTH: Most people with disabilities are wheelchair users

REALITY: There are many forms of impairment: hearing, seeing, thinking, learning, dexterity and breathing. A person can be affected profoundly, or hardly at all¹⁴ and not all impairments are obvious. For example, wheelchair users make up a very small minority of people with disabilities¹⁵. In reality, people with mobility impairments mainly use crutches or walking sticks – or nothing at all. Whatever impairment a person has, whether they can or cannot do things depends far more on the barriers which employers or society in general put in their way, than on the impairment itself.

MYTH: Hiring people with disabilities will impact quality and productivity

REALITY: Sometimes workers or supervisors oppose the employment of people with disabilities, believing it will result in production bottlenecks, missed targets and loss of bonuses. This is not true and fears about lowering standards and poor productivity stem from discrimination, prejudice and traditional attitudes. Any employee, disabled or not, may be efficient or inefficient, motivated or lazy. With reasonable accommodations (see page 25) in place, there is no reason why a person with a disability would be less productive than a non-disabled worker. Moreover, companies worldwide which employ people with disabilities report high satisfaction ratings.

MYTH: Changing the working environment is essential, and expensive

REALITY: There is a myth that employing people with disabilities inevitably means costly changes to the working environment. But, many workers with disabilities do not need any changes (see page 24). Additionally, required changes are often free, or cost very little. Some countries offer grants or tax breaks to cover all or part of any necessary workplace adaptations. Support for disabled workers' wages may also be available. These incentives are meant to encourage companies to employ a previously excluded segment of society, and should not be understood as compensation for expected poor productivity.

MYTH: People with disabilities need special treatment

REALITY: Every individual is different. Employers need to be sensitive to what will enable people with disabilities to do a good job, but there is nothing to be gained from treating them as "special" or "different". Discrimination, and the segregation which can result from it, still keep people with disabilities and non-disabled people apart in many countries. In these circumstances it can be hard, at first, for non-disabled people to understand that people with disabilities are no more difficult to deal with than anyone else.

Sometimes it is suggested that people with disabilities should work on segregated production lines or in separate parts of the premises, with different conditions, levels of pay, expectations and benefits. This isolation and segregated treatment is contrary to the principles of human rights-based business practice.

MYTH: There's only one way of doing a job

REALITY: Flexibility is vital to making sure that workers with disabilities can give their best. So-called "custom and practice" can exclude people more effectively than inaccessible premises. Positive changes come from solving problems posed by existing methods and can lead to innovation. Rethinking jobs so that people with disabilities can work more easily can also lead to profitable and productive modifications.

Certificates of disability

In some countries people with disabilities have certificates which "show" the "level" of their impairment. A certificate can often be the only way to access certain benefits. But, many people with a disability do not have a certificate because of the stigma associated with these certificates and the complexity of getting them. Often people with disabilities do not want them or do not have them.

9. How can companies begin changing attitudes?

The exclusion of people with disabilities is endemic in many countries. Businesses may feel overwhelmed and believe that there is little they can do to change this. But tackling discrimination mainly means a shift in attitude. Once attitudes change, everything else falls into place more easily.

Raising awareness at every level of the company

Many organisations offer disability awareness and sensitisation workshops. For example, the ILO offers disability equality training (DET) which, among other topics, includes disability concepts, etiquette, policies and practices. Through participatory groupwork, DET seeks to change attitudes and practices and encourage greater inclusion of people with disabilities in mainstream employment, services and programmes. ILO-trained facilitators conduct DET in many countries with workshops tailored to meet the needs of specific participants (management, specialists, supervisors, line managers, co-workers...). DET is also used in-company to sensitise line supervisors and co-workers to disability inclusion.

Using the right words

While preferred language varies between countries, using terminology that is acceptable to people with disabilities shows respect. How people are described has a major influence on how they are seen; some terms empower, while others reinforce exclusion.

There can also be a big difference between language in common usage and the terminology that people with disabilities themselves prefer.

The evolution of the terms for “disabled person” in Mandarin Chinese is a clear example. The traditional term is “canfei” (残废), which means “useless person”. The official term, used by the Government, is “canji” (残疾), which means “diseased (or ill) person”. People with disabilities, advocates and companies which support the human rights of people with disabilities now use the term “canzhang” (残障), which implies a person who faces barriers in their life.

When in doubt about the right terminology to use, ask. People with disabilities, DPOs and specialist organisations can explain what local terms are considered empowering.



Personal contact

Segregated provision, over-protection, traditional attitudes and discrimination are just some of the reasons why many non-disabled people claim never to have met a person with a disability. Bringing people together is the best way to challenge and overcome these self-limiting attitudes, and to ensure buy-in for respecting the human rights of people with disabilities. Company-based activities which enable disabled and non-disabled people to mix and socialise will increase all participants' levels of confidence and mutual respect.

10. Employing people with disabilities

No business must employ someone who cannot do the job on offer. But what is “the job”? What are the essential parts of the job? Would one or two small changes enable a person with a disability to excel at it?

What jobs can people with disabilities do?

Not every individual can do every job, but that is the same for everyone, disabled or not. Skills, experience, aptitude and interest are the main determinants of whether someone can do a job successfully. Saying that some jobs are “too dangerous” or “too complex” for people with disabilities dismisses them unfairly. By contrast, thinking about people with disabilities in relation to the essential components of jobs, and the conditions in which they are done, can make work more productive, safer and successful for everyone.

There are few jobs which are more suitable or less suitable for people with disabilities than for non-disabled people. Stereotypes put limits on potential. All people with disabilities are individuals, and are different from each other, just like everyone else. Starting from the standpoint of ability and creativity will yield far better results than beginning from a false assumption of difficulty. Job sampling, apprenticeships, in-house training and similar measures will help to assess people’s aptitude and potential in a supportive way.

Case study: Disability inclusion in Indonesia

Working from the viewpoint that “no-one is disabled” – and with strong support from a senior manager who has a family member with a disability who has struggled to find work – some 2% of one garment factory’s workforce comprises people with disabilities (PT Globalindo Intimates). A teacher from a local vocational school provided training for supervisors on how to communicate using sign language and on working with people with disabilities in a factory environment. Changes to the environment have included assigned parking spaces near the factory entrance for three-wheel bikes and emergency alarms with flashing lights and sounders.

Case study: Flex

Flex is a global company that employs 200,000 employees in 30 countries. The company makes smart components and designs and delivers high-tech solutions for sectors as diverse as aerospace, energy and health. In 2015 Flex Zhuhai, in Guangdong Province, China, began recruiting people with disabilities into jobs such as assembler, quality administrator, procurement supervisor and production operator as well as employing disabled people as clerks, personal assistants and engineers.

Flex Zhuhai summarises its people management philosophy as:

- Look at talent and skill sets, not disability
- Treat everyone equally. Don't treat people with disabilities as "special" or "different".

According to Flex Zhuhai, being fully inclusive means that companies must apply the same strategies to managing, empowering and developing all talent by "staffing an open position with the best talent you can find". They believe that adjusting the workplace to ensure that everyone can meet their fullest potential is essential. Increased accessibility and necessary reasonable accommodations have been accompanied by awareness campaigns, DET (see page 20) and other training.

"We have a QA administrator whose job is to key in data. He has no arms. Instead, he operates the keyboard with his feet," says Gerhard Zebe, Flex VP of Mech Operation China. "We need people who want to work for us, and are willing to learn and can adapt to change."

Case study: Regatta

The UK-based, international outdoor clothing group and ETI member Regatta supports disability inclusion in several ways. Championed by owner and Director Joanne Black, the group collaborates with the United Response charity to provide work and work experience for people with disabilities at the Manchester Head Office. Abroad, the company's Honesty Project advocates for the employment of people with disabilities in its supply chain in Bangladesh and China, instituting reasonable accommodation where needed. Regatta has also built and now supports a school in Bangladesh which has a quota of 25% of pupils with physical impairments and/or learning difficulties. The school, which also provides a nutritious daily meal for every pupil, is local to Regatta's sourcing factories, thus providing valuable support to workers who have disabled children.

11. Job modifications

Many jobs have been designed with non-disabled people in mind. Changing small elements of a job can make it easier for a person with a disability to do it. For example, moving a heavy box twice a day may be a small part of someone's job and will take only a few minutes for a person who does not have a mobility impairment. A simple job modification would involve asking a non-disabled person to perform this task, while giving the worker with a mobility impairment something else to do at this time.

Companies can analyse jobs by considering:

- the general purpose of a job, and its most critical elements
- the most important tasks, and how they relate to other jobs in the section, department or company as a whole
- the environment and working conditions in which the job is done
- the skills, know-how and attributes needed for the job.

Doing this will enable the company to identify:

- what is essential to the job, and what could be changed if necessary to enable a person with a disability to do it
- what adaptations or reasonable accommodations (see page 25) would help.



12. Reasonable accommodations

Making the workplace accessible will be enough to enable many workers with disabilities to function on a basis of equality with other employees. Sometimes, however, a personalised change, such as a different height of chair, an adapted tool or instructions provided in a different format, may be needed. Sometimes it's a change in working patterns, such as short breaks or moving someone's workstation to another part of the premises.

These changes are called reasonable accommodations (known as "reasonable adjustments" in the UK). They are defined in the CRPD. The more accessible the workplace, and the more flexible the work practices, the less reasonable accommodations will be needed.

Reasonable accommodations are specific to the individual who needs them. People with disabilities know what will help them to achieve their full potential in the workplace. DPOs and specialist organisations can help, too.

The CRPD stresses that companies do not have to implement reasonable accommodations which create a disproportionate or undue burden on the company. However, most reasonable accommodations are simple to achieve. According to a 2017 US report, nearly 60% of reasonable accommodations cost nothing at all, and 36% involve relatively modest one-time costs¹⁶. In some countries employers can apply for grants and subsidies to offset the costs of reasonable accommodations.

Establishing a specific fund or budget line can help to ensure the availability of any necessary funds in-house.

Case study: Inclusion Factory

Inclusion Factory provides full time paid jobs and social benefits for 22 people who have intellectual impairments in Taicang, near Shanghai, China. Its focus is assembling work and wire harnessing on behalf of Tier 1 suppliers to the German automotive and electronic industry. Inclusion Factory has developed an innovative system including intelligent workstations and visual-aided control panels. These allow the employees to take part in complicated production processes.

Since Inclusion Factory's overall aim is to prepare people with intellectual impairments for employment in the open labour market, each employee also benefits from a tailor-made personal and vocational development programme. Inclusion Factory shows how equipment, adapted machinery and professional job coaching combine. Limitations are overcome and employees' self-esteem and skills are increased.

In addition, Inclusion Factory operates Inclusion Academy and Inclusion Advisory which train in-company and independent job coaches to work with people with disabilities and build best practice.

13. How can companies succeed at disability inclusion?

Making a success of disability inclusion involves commitment, thought and preparation. Some companies start with good intentions but fail to plan or think through the implications and practicalities. Unsuccessful disability inclusion can result from factors such as:

- Treating disability inclusion as separate from other human rights-based actions
- Not providing necessary reasonable accommodations (see page 25)
- Lack of preparation, especially of supervisors, line managers or co-workers
- Unforeseen difficulties, like inaccessible public or factory transport.

The suggested “first steps” in this section are used by companies at every level of the supply chain in countries throughout the world.

Starting the disability inclusion process

Commit to doing it and assess the situation in the company:

- Ensure top-level buy-in, inspire staff and reach out to DPOs
- Set up an action group with high-level members who can make things happen, with advice and involvement from disabled employees, trade unions, DPOs and specialist organisations

- Look at current policy and practice, make a plan and start implementing it
- Communicate with suppliers, buyers and customers, DPOs and the general public.

Reaching out

Local DPOs run by people with disabilities themselves operate in virtually every country in the world. Many are affiliated to global DPOs (see Annex 2). DPOs can help companies with:

- Advice on accessibility and reasonable accommodations
- Finding suitable candidates for jobs on offer
- Preparation and support for people with disabilities in the world of work
- Assistance with training staff
- Planning and implementation of disability inclusion policies.

Recruiting people with disabilities without discrimination

- Recruitment processes should stress the company’s commitment to and action in favour of disability inclusion. They should also make it clear that applicants with disabilities are welcome, and that reasonable accommodations can be provided at interviews. E-recruitment should also be accessible.

- People with disabilities often have less, or different, social networks than others, so employers need to use multiple channels, including DPOs and specialist organisations, to reach them. Building relationships with mainstream and specialised vocational training centres can also be useful
- Participating in job fairs, holding open days and job-sampling events organised by DPOs, National Business and Disability Networks (see page 33), Chambers of Commerce and others are among the many ways that companies can reach out to potential workers with disabilities. Participating in events organised by DPOs in particular, can be very effective in creating trust and interest
- On-the-job training, internships, apprenticeships and other flexible entry points can help people with disabilities to make up for lack of qualifications and experience caused by systemic exclusion
- Providing anti-bias training for interviewers helps to ensure that all applicants get an equal chance
- Employers should avoid medical tests for applicants with disabilities unless it is a requirement for all candidates
- Making the workplace and its surroundings tidier, with no obstacles to movement
- Using tactile surfaces to signal changes in environment (for example when approaching a step or moving to an area in which hazardous materials are present), installing non-slip flooring and adding handrails where needed
- Installing emergency alarms with flashing lights and sounders
- Adding more and clearer signage and providing written instructions and notices in bigger, clearer writing, pictures and simpler words
- Providing clean, accessible, useable toilets, showers and other sanitary facilities.

Creating an accessible working environment

All workplaces should aim to conform with national accessibility standards, where available, and to national building codes. Eliminating or reducing barriers in the workplace is generally neither costly nor cumbersome. Measures include:

Steps and changes of level should not prevent workers with mobility impairments from free circulation in all parts of the premises. Employees with disabilities need to be able to access and use all facilities that are available to non-disabled workers. They should not be confined to “special” facilities.

In many countries DPOs or specialist organisations can conduct access audits of premises, information provision and websites, and offer good-value suggestions about possible improvements.

Making a safe, healthy workplace in which people with disabilities can thrive

A workplace that is accessible to people with various forms of impairment is easier and safer for everyone to use. A workplace which respects everyone’s rights will uphold the dignity of people with disabilities.

- Emergency and evacuation plans, and health and safety plans, should include specific measures to guarantee the wellbeing of disabled workers
- Include disability as a specific issue in workplace policies and practices aimed at preventing violence and harassment, and include it in any associated training.

Disaggregating staff satisfaction and other surveys by disability, as well as by gender, will offer companies vital information about the success of disability inclusion policies and practices.

Stamping out stigma, prejudice and discrimination in the workplace

Workplace policies and practices aimed at increasing respect and dignity in the workplace (see above) are important tools for ensuring that prejudice and discrimination receive zero tolerance in any company. In addition:

- Supervisors, colleagues, worker representation committee members and others will benefit from disability equality training (DET, see page 20)
- Disability support networks in companies can enable workers with disabilities to share and raise concerns. However, employee networks for people with disabilities are not a substitute for inclusion in worker representation committees and social dialogue structures
- Management need to lead by example, treating staff with disabilities with respect and ensuring that they can participate in all activities, opportunities and facilities on a basis of equality with others, and without patronising
- Initiatives such as training on respect and dignity in the workplace and anti-harassment training should include disability as a topic
- In-company grievance procedures should include disability as a specific ground.

Career development and retention for workers with disabilities

- Companies should ensure that employees with disabilities have access to in-house training and to promotion opportunities
- All businesses should have return-to-work schemes which enable people who become injured or disabled to return to work, either to the same kind of work, or re-training for another post.

Policy

- Make sure that people with disabilities are included in supplier codes of conduct (see page 29), in all organisational anti-discrimination policies, as well as in HR and other operational policies
- Use a self-assessment tool, such as those administered by ILO's Global and National Business and Disability Networks (see page 33), to identify what needs to be done to make disability inclusion a reality.

Being a positive force in the lives of people with disabilities

- Inclusive CSR initiatives might involve companies in consulting with people with disabilities about what would really make a long-term difference to their life chances. For example, companies can offer hard and soft skills enhancement to people with disabilities, as well as running job-sampling open days, advice with writing CVs and presenting at interviews, and many other practical topics
- Companies can use their influence to lobby governments for changes, such as access for people with disabilities to quality mainstream education and training, which will ultimately benefit all partners
- Donations to DPOs or running charitable events under CSR initiatives are to be commended, but are less effective in bringing about disability inclusion than providing equal employment or reasonable accommodations for workers with disabilities.

Checking the commitment of suppliers

Including disability inclusion as a cross-cutting issue in all human rights due diligence with suppliers is a systematic way of checking the commitment of suppliers. In particular, companies can check if their suppliers include disability as an issue in their anti-discrimination policy, practice and training, or if they have a specific disability policy, endorsed by top management. What steps are suppliers taking to implement these policies, what progress are they making and what impact are they having?

Companies can extend their impact by supporting suppliers to become disability inclusive

Disability inclusion and accessibility requirements in procurement processes will be more impactful if companies provide their suppliers with advice and support.

Supporting suppliers which are owned or run by people with disabilities can be a good way of increasing disability inclusion in the supply chain, but companies should exercise caution. Just because a supplier is owned or run by a person with a disability is no guarantee of disability inclusion or human rights-based business practice. Companies should also exercise care when sourcing supplies from enterprises which employ only people with disabilities. Segregated employment may not necessarily offer rights, choice, trade union membership or decent work or wages to disabled workers.

14. Resolving challenges of disability inclusion in the global supply chain

Examples of systemic and other challenges related to disability inclusion in the global supply chain appear below. Companies can resolve them without undue difficulty.

Lack of data on numbers including lack of birth certificates and identity papers:

Numerical data on people with disabilities is very hard to collect, often because census and survey questions are framed in ways which exclude or stigmatise. Data on levels of impairment in a population is also rarely accurate. Additionally, the births of children born with impairments may not be registered, leading to complications with official papers in adulthood.

Companies do not have to wait for accurate statistics before starting a process of disability inclusion. Treating everyone as a valued individual and ensuring that people with disabilities can get and keep decent jobs, is all that is needed. Companies can also liaise with local DPOs to establish the identity of people with disabilities who do not have official papers.

Legal barriers and barriers to education and training: Some countries have laws which preclude people with disabilities from doing certain jobs. While some of these may be common sense – such as needing a certain level of vision in order to become an airline pilot – others are rooted in custom and practice, notions of “protection”, or do not take account of advances in technology.

Such laws do not cover all jobs in an enterprise and should not be interpreted as providing a blanket ban.

In addition, in some countries, people with disabilities may find it hard to access schooling or vocational training. Companies can provide on-the-job training which makes up for educational deficits.

Quota systems: Many countries require employers to show that they have a certain percentage of people with disabilities in their workforce, usually 1-5%. Quotas can be useful in drawing companies’ attention to employing people with disabilities, but implementation is often weak or tokenistic. Some companies prefer to factor in fines or penalties for non-compliance as a business expense.

“Fake employment” can also be common. This practice involves companies in paying people with disabilities a small regular sum of money to have their names on the official company register, but without actually being required to work. Companies need to check carefully that their suppliers in countries which operate quotas are not avoiding their legal responsibilities and are instead offering decent work opportunities.

Outsourcing: Some businesses outsource jobs for people with disabilities. While some specialist facilities are empowering and geared to the open labour market (see

page 25 for an example in China), many are segregated workshops which may not offer choice and appropriate wages or conditions. Local DPOs will be able to assist in evaluating specialist facilities. Companies should also take care not to perpetuate isolation, as well as poor working conditions, through the use of inappropriate homeworking arrangements.

Not knowing what to do: Just ask. In every country, DPOs and people with disabilities are ready to help companies to succeed at disability inclusion. National and international networks of companies which champion disability inclusion can share a wealth of experience. Specialist agencies can

provide training, advice and linking services. See pages 33-34 for more information on the kinds of organisations which can help. The resources section in Annex 2 lists useful and practical guidance documents.

Reluctance to identify as people with disabilities: Because of their experience of stigma and discrimination, some people with disabilities are reluctant to reveal their status. This makes it hard for companies to measure progress in disability inclusion, or to ensure that staff with disabilities reach their best potential. Companies can use workplace diversity policies and practices to encourage employees to self-identify.



15. The role of trade unions in disability inclusion

Many trade unions promote disability inclusion as part of their social justice and equality remit¹⁷. As well as ensuring that the voice of workers with disabilities is heard directly in workplace negotiations, trade unions that are active in disability inclusion can, among other actions:

- raise disability issues in advocacy and collective bargaining and address the barriers to decent work faced by people with disabilities
- work for remediation of discrimination and harassment aimed at workers with disabilities, argue for necessary reasonable accommodations and improved working conditions, and support individual workers with disabilities as necessary
- promote equal employment and equal treatment for people with disabilities.



Trade unions in the UK are supporting disability inclusion in supplier countries. For example, the TUC, in partnership with unions and specialist organisations, runs a Disability Champions International Programme in four sub-Saharan countries. The main focus is Ethiopia, where the project aims to ensure that all trade unions affiliated to the Confederation of Ethiopian Trade Unions:

- set up a Disability Committee
- have at least one Disability Champion
- write a commitment to people with disabilities into their constitution and each collective bargaining agreement negotiated with employers.

16. Who can help?

Annex 2 (pages 36-37) contains many sources of help and guidance. The most useful support may come from other companies which have already started the process of disability inclusion.

The ILO has established:

- National Business and Disability Networks (NBDNs): Operational in 20 countries and business-led, they bring together companies and organisations with disability inclusion interests and expertise
- The Global Business and Disability Network (GBDN): This is the ILO's global network of multinational companies, employer federations and others that promotes the employment of people with disabilities in the private sector.

Vital to the advancement of disability inclusion are **Disabled People's Organisations (DPOs)**. People with disabilities are the experts in their own situations and requirements, and "nothing about us without us" is the unifying call of the international disability rights movement. International DPOs which help

companies link with business-focused DPOs around the world include Disabled People's International (www.dpi.org) and the International Disability Alliance (www.internationaldisabilityalliance.org).

As the UN agency dealing with the world of work, the **International Labour Organisation (ILO)** sets international labour standards, promotes rights at work and encourages decent employment opportunities. Its specialist Disability Team, based in Switzerland, produces supportive guidance for companies, some of which is listed in Annex 2.

Specialist organisations can help companies link with people with disabilities and can support employers with know-how and contacts. Effective specialist organisations can help a company to develop its capacity in managing disability inclusion, job-matching, barrier removal, the provision of reasonable accommodations and coalition-building. Companies should choose specialist organisations which work from the human rights-based model of disability, and which have private sector experience and know-how.

Case study: Bangladesh Business and Disability Network

Officially launched in 2016, the Bangladesh Business and Disability Network (BBDN) brings together businesses, DPOs and NGOs with the aim of generating inclusive employment for people with disabilities. Operating under the Bangladesh Employers' Federation, BBDN runs seminars and job fairs and highlights the social and economic benefits of disability inclusion for companies and for the country as a whole. BBDN offers practical advice to companies and enables them to share experiences and best practice. It also aims to promote collaboration between demand and supply side stakeholders.

Case study: Helm

Helm is a small award-winning specialist organisation based in Egypt, which aims to facilitate the employment of people with disabilities by bridging the gap between disabled people and employers. To date, it has supported 1,500 people with disabilities and delivered disability equality training to over 5,000 employees of client companies. In conjunction with local and international companies, Helm is:

- helping people with disabilities leverage their skills to be more attuned to job market needs
- working with companies to make their culture and environment receptive to staff with disabilities
- providing job-matching services and designing interactive corporate open days aimed at changing corporate perceptions of disability and disabled people
- helping disabled workers and companies identify necessary reasonable accommodations (see page 25).

Case study: Business Disability Forum and Business Disability International

Business Disability Forum (BDF) has offered services and support to private sector companies in the UK for nearly 30 years. It promotes benchmarking and self-assessment against a Disability Standard through which companies strive for continual improvement in disability inclusion. BDF also runs an awards scheme, operates a resource library and offers advice, consultancy, training, mediation and networking opportunities to its members.

Related to BDF, Business Disability International works on the global stage and advises companies, funders and NGOs around the world on disability inclusion issues.

In many countries, including in Asia and Africa, there are independently-run schemes which provide job coaches. They help people with disabilities, especially those with intellectual impairments or mental health difficulties, navigate the first few weeks or months of a new mainstream job. The job coach assesses the job on offer, helps the person with a disability to learn the tasks, prepares supervisors and others in the company for the arrival of the new worker and supports all players through the familiarisation process.

Annex 1: International laws and standards

All international human rights and labour standards cover people with disabilities, even if they are not always named explicitly.

UN Convention on the Rights of Persons with Disabilities

The main international treaty which recognises and explains the rights of people with disabilities explicitly is the UN Convention on the Rights of Persons with Disabilities (CRPD), which has been ratified by nearly 180 countries since its adoption at the end of 2006. Article 27 of the CRPD, on Work and Employment, is one of the most detailed in the Convention. It outlines the agenda concerning disability inclusion in work and employment which will inform policy and practice for the foreseeable future. It can be accessed at <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>

ILO Conventions

The ILO's disability-specific labour standard is ILO Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159). The standard helps to reinforce work-related provisions of the CRPD and sets out the role of workers' organisations, an element not included in the later treaty. In general, however, the CRPD is more far-reaching in its scope and more closely aligned with contemporary practice on disability inclusion.

ILO Discrimination (Employment and Occupation) Convention, 1958 (No. 111) does not name disability as a specific prohibited ground of discrimination. It does, however, make provision for "special measures" in favour of disabled people: "Any Member may, after consultation with representative employers' and workers' organizations, where such exist, determine that other special measures designed to meet the particular requirements of persons who, for reasons such as sex, age, disablement, family responsibilities or social or cultural status, are generally recognised to require special protection or assistance, shall not be deemed to be discrimination." (Art. 5(2))

The ILO has a Code of Practice on Managing Disability in the Workplace, and issues many useful guidance documents, some of which are detailed in Annex 2.

UN Global Compact

The UN Global Compact, the world's largest corporate sustainability initiative, collaborated with ILO in 2017 to produce a Guide for Business on the Rights of Persons with Disabilities. ETI's guidance on disability inclusion is fully aligned with this document. Access details appear in Annex 2.

Annex 2: Selected additional resources

Supports for businesses

- ILO disability website contains many guidance documents and links to business-oriented initiatives on disability inclusion <http://www.ilo.org/global/topics/disability-and-work/lang--en/index.htm>
- ILO Global Business and Disability Network: www.businessanddisability.org. The website also contains links to more than 20 National Business and Disability Networks around the world.
- Guide for Business on the Rights of Persons with Disabilities (UNGC/ ILO, Geneva, 2017) <https://www.unglobalcompact.org/library/5381>
- Business Disability Forum <https://businessdisabilityforum.org.uk/> and Business Disability International <https://www.businessdisabilityinternational.org/> provide information to the private sector in the UK and globally.
- EmployAbility: A Resource Guide on Disability for Employers in Asia and the Pacific (ILO, Geneva, 2007) http://www.ilo.org/asia/publications/WCMS_BK_PB_98_EN/lang--en/index.html
- Employing Persons with Disabilities: Guideline for Employers (Better Work Indonesia, ILO, Jakarta, 2013) http://www.ilo.org/jakarta/whatwedo/publications/WCMS_207845/lang--en/index.htm
- ILO Code of Practice: Managing Disability in the Workplace (ILO, Geneva, 2002) http://www.ilo.org/wcmsp5/groups/public/---ed_protect/--protrav/---safework/documents/normativeinstrument/wcms_107777.pdf
- Promoting Diversity and Inclusion through Workplace Adjustments: A Practical Guide (ILO, Geneva, 2016) http://www.ilo.org/global/topics/equality-and-discrimination/WCMS_536630/lang--en/index.htm

Selected ILO guidance documents:

- Business as Unusual: Making Workplaces Inclusive of People with Disabilities (ILO, Geneva, 2014) https://www.ilo.org/skills/pubs/WCMS_316815/lang--en/index.htm
- The Competitive Advantage of Hiring Persons with Disabilities (ILO, Dhaka, 2017) http://www.ilo.org/dhaka/Whatwedo/Publications/WCMS_543490/lang--en/index.htm
- The Case for Impact Sourcing (Everest Group, Dallas, 2014) <https://assets.rockefellerfoundation.org/app/uploads/20140901161823/The-Case-for-Impact-Sourcing.pdf>
- Disability in the Workplace: Company Practices (ILO, Geneva, 2016) http://www.businessanddisability.org/images/pdf/pubs/Disability_business_networks.pdf

- Fostering Innovation through a Diverse Workforce (Forbes, New York, 2011) https://www.forbes.com/forbesinsights/innovation_diversity/
- Inclusion of Youth with Disabilities: the Business Case (ILO, Geneva, 2014) http://www.businessanddisability.org/images/pdf/pubs/ILO_YouthDisabilities.pdf
- Introducing an Inclusive Procurement Strategy (Powerpoint presentation) (Business Disability Forum, UK) <https://members.businessdisabilityforum.org.uk/resource-category/resource/introducing-an-inclusive-procurement-strategy/>
- JAN (Job Accommodation Network), US www.askjan.org contains much useful information and guidance, including Workplace Accommodations: Low Cost, High Impact <https://askjan.org/media/LowCostHighImpact.html>
- Learning Directly from Disabled People: a toolkit for global business (Business Disability International, London, 2017) <https://www.businessdisabilityinternational.org/wp-content/uploads/2016/10/bdi-publication-Learning-Directly-From-Disabled-People.pdf>
- Tapping into Hidden Human Capital (Ruh, Debra, G3ICT, USA, 2016) <http://www.lulu.com/shop/debra-ruh/tapping-into-hidden-human-capital-how-leading-global-companies-improve-their-bottom-line-by-employing-persons-with-disabilities/paperback/product-22725569.html>
- Towards Disability Inclusion: A Handbook for Inclusion of Persons with Disabilities in Government Programmes and the Apparel Industry (Centre for Disability and Development, Dhaka, 2017) <https://ethicaltrade.org/resources/towards-disability-inclusion>
- Trade Union Action on Decent Work for Persons with Disabilities (ILO, Geneva, 2017) https://www.ilo.org/actrav/info/pubs/WCMS_608665/lang--en/index.htm
- World Report on Disability (WHO, Geneva, 2011) http://www.who.int/disabilities/world_report/2011/report.pdf



References

- ¹ World Report on Disability (WHO, Geneva, 2011) http://www.who.int/disabilities/world_report/2011/report.pdf
- ² World Report on Disability (WHO, Geneva, 2011) http://www.who.int/disabilities/world_report/2011/report.pdf
- ³ ILO Disability and Work introductory webpage <http://www.ilo.org/global/topics/disability-and-work/lang--en/index.htm>
- ⁴ Backup, Sebastian: The Price of Exclusion (ILO, Geneva, 2009) http://www.ilo.org/employment/Whatwedo/Publications/working-papers/WCMS_119305/lang--ja/index.htm
- ⁵ UN Convention on the Rights of Persons with Disabilities (2006) <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>
- ⁶ Employing Disabled Talent: A guide for the TV sector (Channel 4, London, 2018) https://s3-eu-west-1.amazonaws.com/c4-cp-assets/corporate-assets/documents/2018-02/TV%20Sector%20Guide%20to%20Employing%20Disabled%20Talent_Version1.pdf
- ⁷ World Report on Disability (WHO, Geneva, 2011) http://www.who.int/disabilities/world_report/2011/report.pdf
- ⁸ Trade Union Action on Decent Work for Persons with Disabilities (ILO, Geneva, 2017) https://www.ilo.org/actrav/info/pubs/WCMS_608665/lang--en/index.htm
- ⁹ Employing Disabled Talent: A guide for the TV sector (Channel 4, London, 2018) https://s3-eu-west-1.amazonaws.com/c4-cp-assets/corporate-assets/documents/2018-02/TV%20Sector%20Guide%20to%20Employing%20Disabled%20Talent_Version1.pdf
- ⁹ World Report on Disability (WHO, Geneva, 2011)
- ¹⁰ The Competitive Advantage of Hiring Persons with Disabilities (ILO, Dhaka, 2017) http://www.ilo.org/dhaka/Whatwedo/Publications/WCMS_543490/lang--en/index.htm
- ¹¹ Why Should You Hire People with Disabilities? (ILO, Geneva, no date) http://www.businessanddisability.org/images/pdf/factsheets/ilodisabilityfactsheets_why_hire.pdf
- ¹² *ibid*
- ¹³ The spending power of disabled people and their families in 2014/5 (Department for Work & Pensions, London, 2016) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/572187/spending-power-of-disabled-people-and-their-families-2014-15.pdf
- ¹⁴ *ibid*
- ¹⁵ *ibid*
- ¹⁶ Workplace Accommodations: Low Cost, High Impact (Job Accommodation Network, West Virginia, 2017) www.askjan.org <https://askjan.org/media/LowCostHighImpact.html>
- ¹⁷ Trade Union Action on Decent Work for Persons with Disabilities (ILO, Geneva, 2017) https://www.ilo.org/actrav/info/pubs/WCMS_608665/lang--en/index.htm

Supported by



© Ethical Trading Initiative 2018. All rights reserved. V1/07/18

The Ethical Trading Initiative (ETI) is a leading alliance of companies, trade unions and NGOs that promotes respect for workers' rights around the globe. Our vision is a world where all workers are free from exploitation and discrimination, and enjoy conditions of freedom, security and equity.

Ethical Trading Initiative
8 Coldbath Square, London
EC1R 5HL
UK

+44 (0)20 7841 4350
eti@eti.org.uk
@ethicaltrade
ethicaltrade.org