



International
Labour
Organization

GLOBAL BUSINESS
AND DISABILITY
NETWORK

► Businesses leading the way on disability inclusion

A compilation of good corporate practices



▶ **Businesses leading the way on disability inclusion**

A compilation of good corporate practices

► Foreword

There are an estimated 1.3 billion people with disabilities in the world. That is one in six persons globally. On average, people with disabilities are two times less likely to be employed, compared to their peers without disabilities. Due to numerous attitudinal, physical and digital barriers, persons with disabilities oftentimes continue to face challenges accessing and remaining in decent work – typically aggravated by intersecting identities like gender identity, age, sexual orientation, race and ethnicity. The fight against disability-based discrimination and inequitable treatment of persons with disabilities is essential to move towards greater social justice within and across countries worldwide.

The ethical and economic imperative of including persons with disabilities in their workforces, policies and operations, is increasingly understood and acted upon by enterprises – big and small – across the globe. Companies are frequently acknowledging that pursuing effective and sustainable disability inclusion, with a focus on employment, leads to better business practices and thereby is beneficial for all involved.

To be disability-inclusive, businesses need to consider all aspects of employment – from fully accessible recruitment processes to skills training for persons with disabilities, to awareness raising for all employees, to accessible physical and digital infrastructures, to providing reasonable workplace adjustments, to name a few.

This comprehensive compilation includes good corporate practices from 30 multinational enterprises, all members of the ILO Global Business and Disability Network, who share the goal of creating a work culture that is welcoming and inclusive of persons with disabilities. Each company presented here has shared their single best practice regarding disability inclusion, with the aim to inspire and encourage other companies to learn from these practices and to improve the inclusion of persons with disabilities in their specific corporate setting. This is even more important as more and more companies are starting their disability inclusion journey, while others are working to continue improving what already exists in their enterprises.

We hope that readers from all backgrounds will find this compilation insightful and valuable in their efforts to support business to do better on disability inclusion and accessibility issues.

We wish to express our gratitude to those involved in the development of this compilation, including Jürgen Menze, Disability Inclusion Specialist, and Aria Tung, Junior Project Officer Disability Inclusion. The 30 companies are especially acknowledged and appreciated for having taking the time to share their good practices for this publication. Special thanks go to Christian Tasso for the graphic design of this publication.

Sukti Dasgupta

Director

Conditions of Work and Equality Department (WORKQUALITY)

Deborah France-Massin

Director

Bureau for Employers' Activities (ACT/EMP)

▶ Table of Contents

▶ Introduction	1
▶ Accenture – Accommodation Support Tool	2
▶ Accor – Awareness raising through World DuoDays	4
▶ Adecco Group – Conscious Inclusion as Strategic Pillar	5
▶ Atos – Accessibility within ESG Efforts and Generally	6
▶ AXA – Neurodiversity Pilot Leading to a Broader Accessibility Project	8
▶ BNP Paribas – Network for Employees with Disabilities	10
▶ Capgemini – Medical Plan for Neurodivergent Individuals	11
▶ Deloitte – Enabling Deloitte’s People to Better Understand the Experiences of Others	12
▶ ENGIE – Bringing Digital Accessibility to Scale	14
▶ GSK – Global Disability Council	16
▶ IBM – Neurodiversity Self-Identification	17
▶ Inditex – Setting Targets for Employing Persons with Disabilities	19
▶ ISS – Accessible Workplace for All	20
▶ L’Oréal – Inclusive Dream Maker Programme	22
▶ MAPFRE – Measuring Disability Inclusion in the Workplace	24
▶ Microsoft – Annual Ability Summit	26
▶ Nestlé – Journey to be Inclusive of Deaf and Hearing-impaired People	27
▶ Orange – Neuroteam Programme	28
▶ Repsol – Employment of Persons with Intellectual Disabilities	30
▶ Salesforce – Workforce Navigator	32
▶ Sanofi – Diversity, Equity and Inclusion Board	33
▶ Savola Group – Workplace Adjustment Services	34
▶ Société Générale – Collaborating with Trade Unions	35
▶ Sopra Steria – HandiTutorat Mentoring Programme	36
▶ Standard Chartered Bank – Disability-confident Assessment	38
▶ Tata Consultancy Services – Cross-functional Team on Accessibility	39
▶ TotalEnergies – Partnering with Disability Organisations	40
▶ Unilever – Disability-inclusive Business Integrity Framework	41
▶ Veolia – Escape Game to Raise Disability Awareness	43
▶ Zain – Career Development Programme	44



▶ Introduction

At the heart of the ILO Global Business and Disability Network (GBDN) lies the facilitation of companies' peer-to-peer learning and the sharing of good corporate practices in the many areas enterprises are addressing to become more inclusive of persons with disabilities – including as job seekers, employees, managers and customers.

The ILO publication "[Disability in the Workplace: Company Practices](#)" from 2011 was one of the first attempts of the ILO GBDN to facilitate the exchange of good corporate disability inclusion practices. Several companies featured in that publication have become members of the ILO GBDN in the meantime. The constant increase in ILO GBDN membership shows that more than a decade since the first compilation, disability is becoming an integral part of the global business community's work on diversity, equity, and inclusion. At the same time, there remains the need to ensure that disability issues are addressed whenever companies aim to strengthen and improve their efforts on diversity, equity, and inclusion.

From within the current group of ILO GBDN company members, 30 enterprises have contributed a single corporate practice or initiative to the present compilation. The companies presented here do have several other relevant practices, however, they were encouraged to choose the one that most other companies might not have yet in place.

Each good corporate practice is typically presented on a single page to provide the key insights – e.g. on the development process, geographical scope or measurable results so far – and oftentimes provides sources for further reading.

The fact that ILO GBDN company members – in general and those presented in this compilation – represent a wide range of industry sectors shows that the inclusion of persons with disabilities is increasingly recognised as an economic and ethical imperative for businesses worldwide. The hope of the ILO GBDN is that the present publication will inspire and encourage further enterprises across the globe to do even better on disability inclusion and accessibility issues.

► Accenture – Accommodation Support Tool



Industry sectors:
Information Technology and Consulting



Number of employees worldwide (as of 2022): 738,000



Turnover in USD (as of 2022):
61.6 billion

Accenture has become a leader in employing persons with disabilities through their commitment to accessibility and a culture of inclusion. Accenture's culture is supported by more than 39,000 Disability Inclusion Champions.

One of the key areas of focus at Accenture is the provision of easy-access reasonable accommodations to enable individuals to thrive – around the globe.

Accenture launched their [Accommodation Support Tool](#) in late 2019 to meet the accommodation needs of their employees within three pilot countries. As of 2023, employees across 43 countries can make requests through a process that is accessible, funded centrally and that is supported via local case management professionals.

Located on the main Accenture Support page, the Accommodation Support Tool is easily accessible for all live locations. Without any preapproval, an employee can create a request based on their needs. Once the request is opened, a case manager is assigned to the case automatically and they act based on the type of request. They follow up as necessary with any Key points: of contact and ensure compliance and timeliness. Once the case is closed, feedback is collected.

One size does not fit all and disabilities vary from person to person.

To ensure that needs are met with the right reasonable accommodation, case managers have extensive training on disability-related accommodations and disability etiquette to ensure they are making the best recommendations.



accenture



Key points:

- Easy access to reasonable accommodations
- 39,000 Inclusion Champions
- 43 countries covered

The top three accommodation requests are:

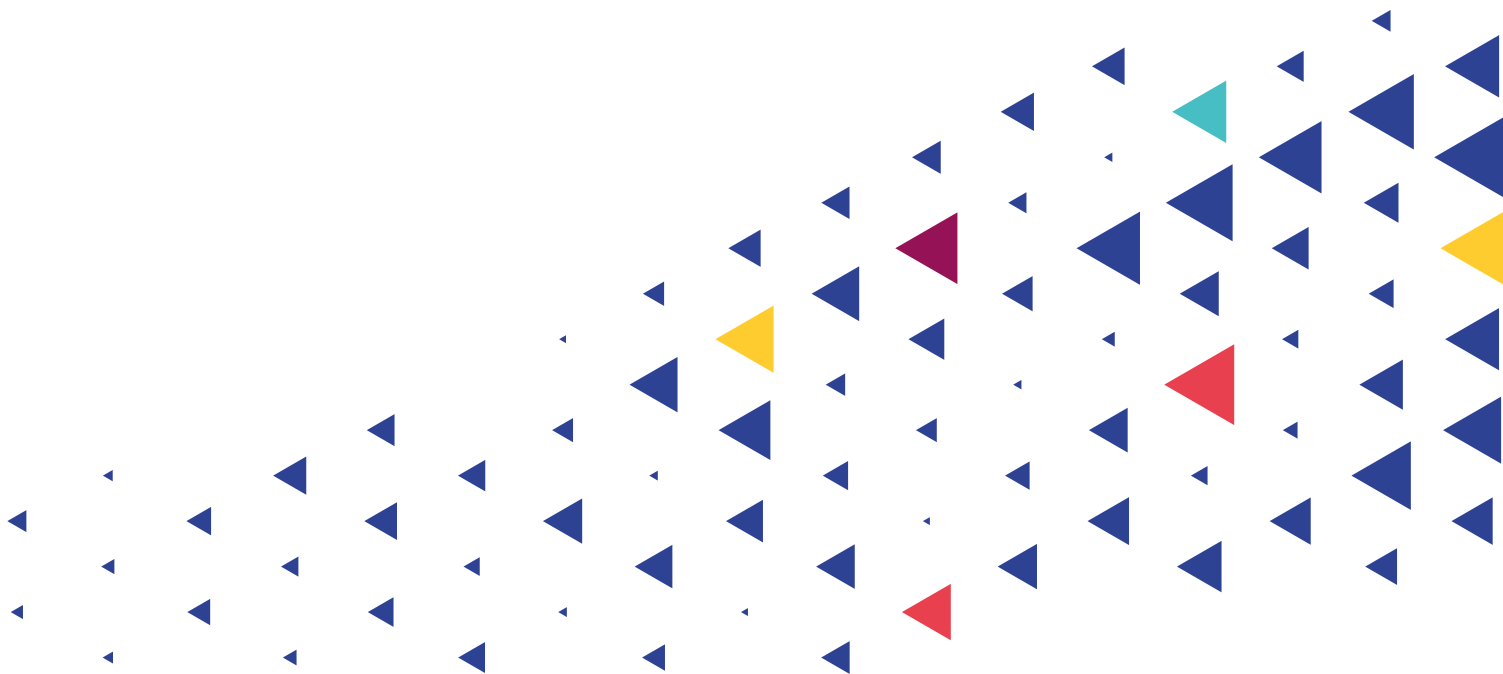
- i. Human Resources-related accommodations (such as a location change or a flexible work arrangement),
- ii. workplace and ergonomics (such as an ergonomic chair or home set-up), and
- iii. Assistive Technologies (such as specialised headphones).

One individual with mobility limitations from Accenture's office in the Philippines takes three jeepneys to get to the office and when it is busy, the journey becomes very long and tiring. When they reach the office, a motorised wheelchair organised using the Accommodation Support Tool is waiting for them in the lobby. In an interview they shared that,

"It frees me from the stress because I just have to sit down."

Similarly, a blind colleague from São Paulo, Brazil, shared the following during an internal interview:

"I recently changed my computer, and I needed a different lock cable. Those that are being used regularly, they are not useful for people who are visually impaired like me. So, we need another kind of lock cable. You know where to get help with your needs and follow a regular procedure."



► Accor – Awareness raising through World DuoDays



Industry sector:
Hospitality



**Number of employees worldwide
(as of 2022):** 300,000



Turnover in USD (as of 2022):
4.6 billion

Training and raising awareness of all company players is essential to change how persons with disabilities are viewed in the workplace. Being aware of stereotypes, prejudices, and decision-making biases can facilitate fairer recruitment practices, more effective inclusion, and professional development for all.

On the occasion of the International Day of Persons with Disabilities and the European Disability Employment Week, Accor launched the World DuoDays – from 17 November to 3 December 2022.

For five years, Accor had offered employees the opportunity to voluntarily share their activities and tasks with people with disabilities who wish to explore the Accor Group's ecosystem. Initially launched in France, this initiative went global in 2022 with the World DuoDays.

Whether employees work in a hotel or at the head office, they have the opportunity to participate in a DuoDay.

Taking part in the World DuoDays is a unique opportunity to raise awareness among teams, to discover and demonstrate the qualities and professional skills of people with disabilities

around the world. It is an effective way for employees to share their personal experiences with other colleagues and learn about each other's roles and responsibilities.

For the event, different countries received a communication kit and a video from the diversity and inclusion Department as well as the CEO of Accor.

For the World DuoDays initiative, Accor also collaborated with organisations of persons with disabilities.



 ACCOR



Key points:

- Disability awareness training
- Communication kits
- Active collaboration with organisations of persons with disabilities

▶ Adecco Group – Conscious Inclusion as Strategic Pillar



Industry sector:
Recruitment



**Number of employees worldwide
(as of 2022):** 38,000



Turnover in USD (as of 2022):
24.8 billion

The Adecco Group seeks to foster a culture of belonging and purpose, an environment where everyone can thrive and feel engaged, and where differences are respected and valued. The company's strategic diversity and inclusion agenda drives actions to support that culture through their pillars of structural and conscious inclusion, inclusive leadership and accountability. The pillar "Conscious Inclusion" focuses on driving a culture where everyone can thrive, regardless of their individual background and characteristics.

As part of this pillar, the Adecco Group runs their "Future@Work" series, where Adecco Group leaders highlight their perspectives on how they see their role and responsibilities in driving a more inclusive workplace for people with disabilities. By sharing good practices on inclusive language, addressing personal anxieties, and encouraging and enabling honest conversations to take place within the organisation, their leaders are able to honour their commitment to equity, equal opportunity, inclusion, and diversity within The Adecco Group.

The Adecco Group also provides mandatory training for all their employees that encourages open dialogue and small actions that can be taken

to become more conscious of other people's needs and preferences. This training can help people open their minds when it comes to disability inclusion and bias.

To be more disability-inclusive, the company created an accessibility guide on how to use accessible materials and tools, and how to create accessible content. This guide aims to ensure that every person is judged by the quality of their skills, experiences, and potential and that opportunities and services are accessible to everyone.

The Adecco Group uses disability data that supports in determining strategic priorities going forward across all dimensions of diversity and inclusion and in measuring the success and impact of actions.



THE ADECCO GROUP



Key points:

- ▶ Accessibility guide on materials and tools
- ▶ Accessible services
- ▶ Measurements of inclusion actions

► Atos –Accessibility within ESG Efforts and Generally



Industry sector:
Information Technology



**Number of employees worldwide
(as of 2022):** 109,000



Turnover in USD (as of 2022):
11.4 billion

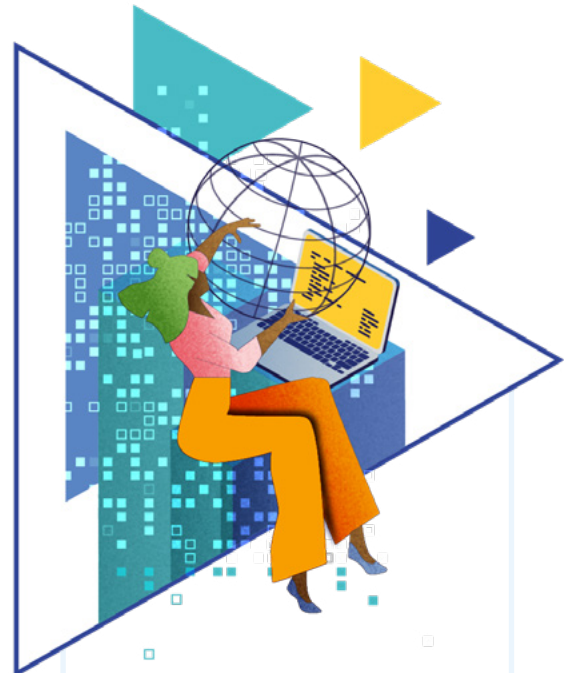
Atos approaches [accessibility](#) as something that is embedded and integrated into existing programmes and processes. This will enable accessibility to truly become an accepted part of the corporate culture.

Accessibility can also be understood within the context of a company's environmental, social and governance (ESG) efforts, and it is an important aspect that touches each one of these three topics.

The right eco-design can incorporate inclusive and accessible design elements. Eco-friendly design can help reduce resource consumption (e.g. energy and ink) while improving accessibility with more legible fonts and stronger colour contrast, as what was done for the refresh of the Atos branding.

Further, disability inclusion is clearly a social topic. The 2030 Agenda for Sustainable Development has eleven references to disability, and five of the seventeen Sustainable Development Goals specifically address disability inclusion topics. For organisations looking to adopt these goals, inclusion must be embedded in an organisation's corporate values and *raison d'être*.

Creating a robust governance framework enables companies to delegate responsibilities while ensuring that activities are transparent and well-coordinated — and keeping contributors connected and motivated.



Atos



Key points:

- Eco-friendly design approach
- Accessibility as part of corporate culture
- Robust governance framework through transparent and coordinated activities

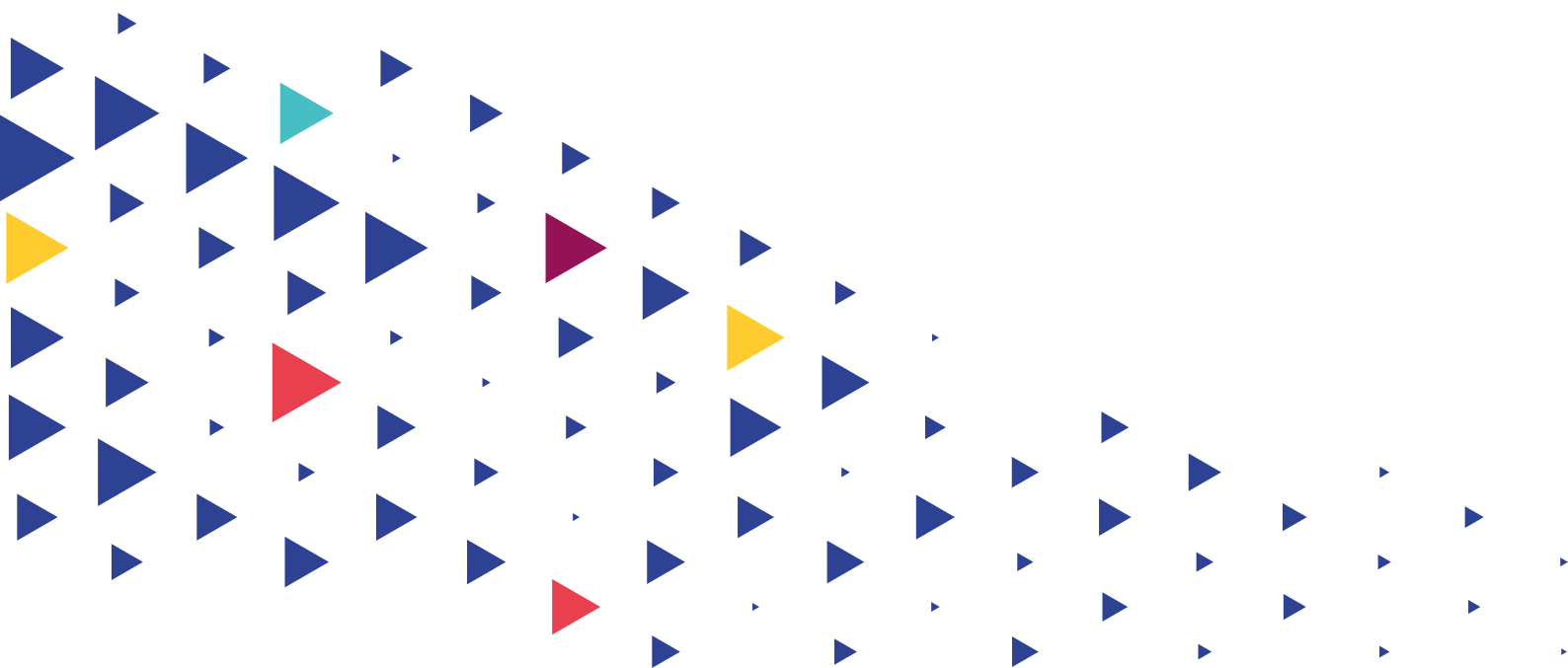
There are three important steps to follow:

- i. designate a single point of contact for accessibility and disability who can support and take responsibility for the initiative in their business area,
- ii. drive cultural change and make open conversations about disability part of corporate life,
- iii. develop a programme that celebrates champions, their uniqueness, and their skillsets. Atos created a structured programme to spread knowledge about accessibility into all areas of the business, including training and recognition.

For the development of Atos's accessibility programme, an accessibility and organisational maturity model is applied to define the targets and measurables. The programme includes collaboration with internal partners, e.g. the Employee Resource Group "Atos Adapt", and external partners, e.g. the ILO GBDN, The Valuable 500, the World Institute on Disability, Business Disability Forum, the WeThe15 movement and different regional Non-Governmental Organisations or public development agencies.

The idea is to favour self-identification of persons with disabilities and let them participate with their feedback and lead, respecting the "Nothing about us without us" slogan of the international disability rights communities.

The programme is two-fold, addressing the Atos Group's own transformation to be an inclusive company on a global level as well as delivering technologies and services to its clients fostering their inclusive digital transformations. The portfolio can be delivered internally to support the governance goals and externally to clients. What is learned can influence the advice to clients.



► AXA – Neurodiversity Pilot Leading to a Broader Accessibility Project



Industry sector:
Asset Management



Number of employees worldwide (as of 2022): 149,000



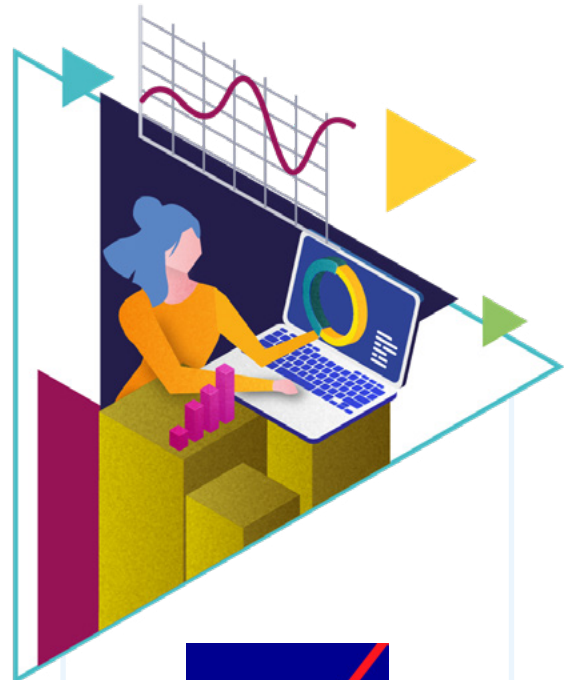
Turnover in USD (as of 2022):
110.0 billion

AXA Investment Managers (AXA IM) is the investment arm of the AXA Group. AXA IM aims to create an environment where everyone feels like they belong, are included and can thrive. AXA IM has committed to making the workplace more disability-inclusive.

In line with this commitment, AXA IM joined nine other companies across various industries to support the launch of the [10,000 Able Interns Programme](#) in the United Kingdom (UK) in 2022. The programme was created to unlock career opportunities for students with disabilities, connecting them with employment opportunities that are well-equipped to power their career progression. This was the second programme implemented by the [10,000 Interns Foundation](#) in the UK.

As part of the pilot, AXA IM offered six out of the twenty-five students summer internships. All of the interns identified as neurodivergent, including having autism, dyspraxia and attention-deficit/hyperactivity disorder (ADHD). As part of the preparation to welcome the interns, AXA IM partnered with an organisation called Ambitious About Autism to raise managers' and recruiters' awareness about neurodiversity and to share

tips on how to create an inclusive environment for neurodivergent individuals. Each intern also had a buddy within their teams and regular check-ins were organised to ensure feedback was taken in real time to improve interns' experiences.



Key points:

- Career opportunities for students with disabilities
- Summer internships
- Specific support based on individual needs

The feedback from participating managers and interns was very positive. It was key that both the managers and the interns approached this programme as a platform to mutually learn from each other and discuss how to improve the work environment for people with disabilities.

Some of the key insights for AXA IM were:

No one size fits all: Always ask what support each individual needs as every individual is different.

Write it down: Prepare for, and follow up from, verbal conversations with meaningful written and visual supporting information.

More structured meetings: Have an agenda, pre-reading, presentation and more time for processing and opportunities to clarify and ask questions.

Flexible working: Allow flexibility in start and end times, work from home and ad-hoc breaks.

Regular check-in: Provide regular check in and feedback.

Control the environment: Check for poor temperature control, loud areas, bright artificial lights, flashes, drafts, visual noise, and/or intrusive odors.

AXA IM utilised the interns' feedback to update a workplace accessibility checklist provided by [Business Disability Forum](#), also a member of the ILO GBDN, to further incorporate neurodiversity in the assessment. This project was led by one of the neurodivergent interns who was part of the UK programme. He also coordinated an informal accessibility check of AXA IM's London office in partnership with their facilities team and the building management. The feedback from this accessibility check was further used to refine the checklist and the results were presented to the senior leadership. While the results were generally positive, some areas for improvement have been identified and the senior leadership has committed to implement them.

Based on this achievement, AXA IM has started rolling out this assessment in other offices. It was completed in their Hong Kong office and is currently ongoing in Germany and Switzerland. These assessments are not only good for checking the accessibility of offices but also for raising awareness about the importance of including people with disabilities.

AXA IM is participating in the 10,000 Able Interns programme in 2023 to support its aim to secure at least 100 internships for students with disabilities in more than twelve different sectors across the UK in the summer of 2023. They intend to grow this figure and eventually secure 10,000 internships over time based on the learnings from this cycle.

[Watch and listen to the first-hand experience](#) of two of the six interns who participated in the 10,000 Able Interns programme, as well as Amit Singh, AXA IM's Head of Inclusion, Diversity and Engagement.

► BNP Paribas – Network for Employees with Disabilities



Industry sector:
Banking



**Number of employees worldwide
(as of 2022):** 193,100



Turnover in USD (as of 2022):
54.1 billion

BNP Paribas has established several professional networks for employees to promote dialogue and change within the workplace. In fact, more than 30,000 BNP Paribas employees across 40 countries are involved in a professional network. BNP Paribas Mixcity is a network focusing on professional equality, BNP Paribas Pride focuses on LGBTQI issues, WeGenerations relates to intergenerational topics, and Afrinity, BOLD – Black Organisation for Leadership development focuses on issues regarding race.

BNP Paribas’s professional network “[Ability](#)” is an internal, global network and community for BNP Paribas employees who are directly or indirectly impacted by disabilities or chronic health conditions. The goal of the network is to give employees with disabilities or those who have dependents with disabilities a place where they can support each other and learn from other peoples’ experiences. The network also allows them to build awareness on issues regarding disability and promote and advocate for a more disability-inclusive workplace. Employees who are members of Ability participate in various events such as conferences and webinars discussing the importance of disability inclusion.

Like the disability Employee Resource Groups of other company members of the ILO GBDN, BNP Paribas’s Ability network is a member of PurpleSpace - the world’s only networking and professional development hub for disabled employees, network and resource group leaders and allies.



BNP PARIBAS



Key points:

- Promoting dialogue and change through sharing
- Promotion of a more disability-inclusive workplace
- Conference and webinars

► Capgemini – Medical Plan for Neurodivergent Individuals



Industry sectors:
Information Technology and Consulting



Number of employees worldwide (as of 2022): 358,400



Turnover in USD (as of 2022):
23.7 billion

Capgemini is committed to creating an inclusive workplace where individuals with diverse backgrounds and experiences can thrive. This includes supporting and recognising the importance of ensuring the workplace is inclusive to neurodivergent persons.

The purpose of introducing a neurodiversity medical plan by Capgemini was to address the healthcare disparities and challenges that neurodivergent individuals often face when seeking medical care. These challenges include misdiagnosis, lack of understanding and accommodation of their specific needs as well as stigma and discrimination.

Capgemini UK introduced a medical benefit health programme to provide medical and therapeutic services to neurodivergent individuals, including those with autism, ADHD, dyslexia, dysgraphia and dyscalculia. The programme is available to all eligible members, including family members enrolled in the plan.

The neurodiversity medical plan provides healthcare providers with training and education on neurodiversity and ensures that medical services are accessible and inclusive to all individuals.

This includes adapting communication methods and tools to suit individual needs, creating sensory-friendly environments, and providing accommodations for neurodivergent individuals during medical procedures.

These steps for medical diagnosis will not be right for everyone, but for some it will support them to understand their neurodiversity more fully. This in turn will help them and Capgemini to implement the right workplace adjustments to meet their needs and unleash their full professional potential.



Capgemini



Key points:

- Medical benefit programme
- Training and education
- Sensory-friendly environments and accommodations

► Deloitte – Enabling Deloitte’s People to Better Understand the Experiences of Others



Industry sector:
Professional Services



Number of employees worldwide (as of 2022): 457,000

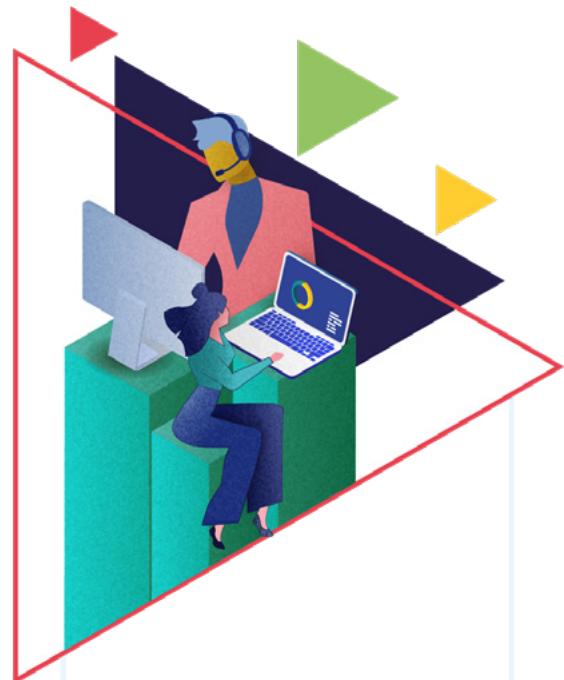


Turnover in USD (as of 2022):
64.9 billion

Deloitte wants everyone to feel they can be themselves and to thrive at work—in each country where the organization operates, in everything they do, every day. This can only be achieved by providing an inclusive workplace culture built on a foundation of respect and appreciation for diversity in all its many forms.

Enabling their people to better understand the experiences of others through storytelling is a critical component of the organization’s approach—and they have developed a number of means through which this is achieved. For example, in early 2021 Deloitte Global launched an award-winning series of eight short and powerful educational films called ‘[Can you see me?](#)’ While each character is fictional and played by an actor (who themselves has lived experience), their stories are an amalgam of the lived experiences of people across workplaces. They were created to help their people to understand that everyone is a sum of their parts and experiences—and that words and actions have an impact on others. The release of these educational films internally had such a positive impact that they decided to release them externally so other organisations could also benefit from them. The character of [Thiago](#) from these films is a wheelchair user, offering

insight into what it means to be seen as a person with a disability; while another film tells the story of [Delphine](#), an autistic person. Alongside these films, Deloitte developed and provided its people with a learning framework to engage teams in discussion and deepen their understanding of the aspects of inclusion featured.



Deloitte.



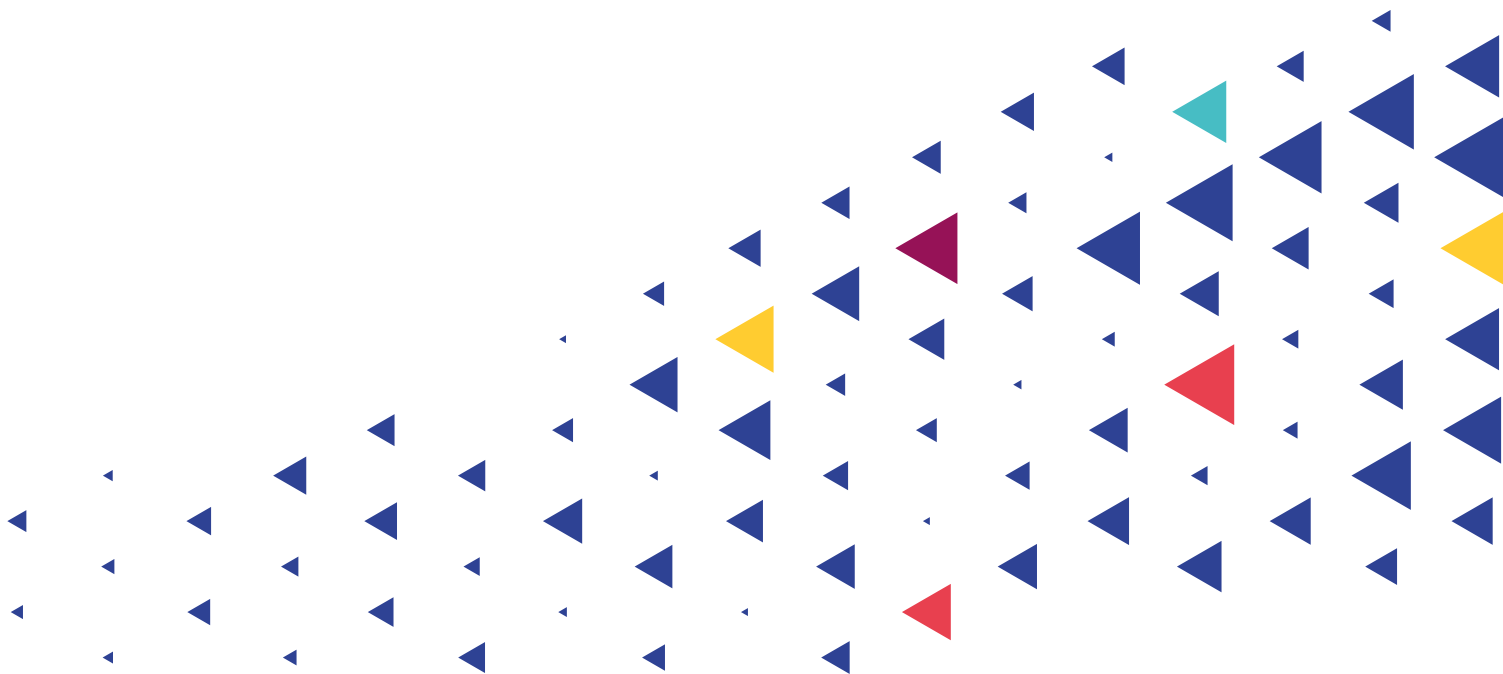
Key points:

- Educational films production
- Storytelling of experiences by persons with disabilities
- Insights into first-person narration

Deloitte continued the use of storytelling with the creation of ‘Can you see me—do you hear me?’, an ongoing animated film series through which they amplify stories of their own people. While these films cover several aspects of Deloitte’s DEI strategy, most recently they have created [Matt’s story](#)—sharing the point of view of a Deloitte leader who is a tetraplegic wheelchair user.

The use of storytelling has also led to the development of Deloitte Global’s ‘How would you feel?’ immersive experiences—designed to provide a first-person perspective and an opportunity to reflect on how everyone can play a part in providing an inclusive and respectful workplace. Each five-minute experience features actors bringing to life workplace scenarios developed in consultation with people with lived experience. While not depicting actual events at Deloitte, the scenes offer realistic insights into the experiences and challenges that may be encountered in the workplace by a range of people from underrepresented groups, including those with visible and non-visible disabilities and those who are neurodivergent. These immersive experiences are accompanied by user-friendly learning resources created for use by the organization’s people.

Lived experience has underpinned these actions—and indeed everything Deloitte does as part of the organisation’s disability inclusion and neurodiversity strategies. It is provided by their global disability inclusion and neurodiversity advisory groups comprising people across the organisation who provide lived experience input as further elements of strategy are developed.



▶ ENGIE – Bringing Digital Accessibility to Scale



Industry sectors:
Energy and Utilities



Number of employees worldwide (as of 2022): 101,500



Turnover in USD (as of 2022):
62.1 billion

It is essential that digital services are usable by all stakeholders, customers, and employees. In ENGIE's context, it means ensuring that all customers can access their portals, and all experts can use a business application to do their daily job - whether they use assistive technology or not.

Enhancing digital accessibility relates to several aspects, including:

- ▶ **Awareness raising and training:** making sure that everybody at ENGIE is aware of potential accessibility issues and can produce, design, and develop assets that are accessible by design.
- ▶ **Audit and remediation:** analysing digital services based on a set of criteria, e.g. the internationally applicable Web Content Accessibility Guidelines ([WCAG](#)), and fixing identified issues.
- ▶ **Compliance:** some countries also have specific laws ENGIE has to comply with. For instance, in France, every web service must notably publish a statement following audit.

Awareness raising and training are necessary to reach continuous and durable accessibility. Audit and remediation are indispensable to reduce and monitor accessibility debt. To help on all facets, a

dedicated Working Group - comprising human resources, communications, information technologies - was created, an internal team was set up to conduct audits, and Fluid - [ENGIE's Design System](#) - was made more accessible.

The company's Design System provides components to help designers and developers craft qualitative experiences.



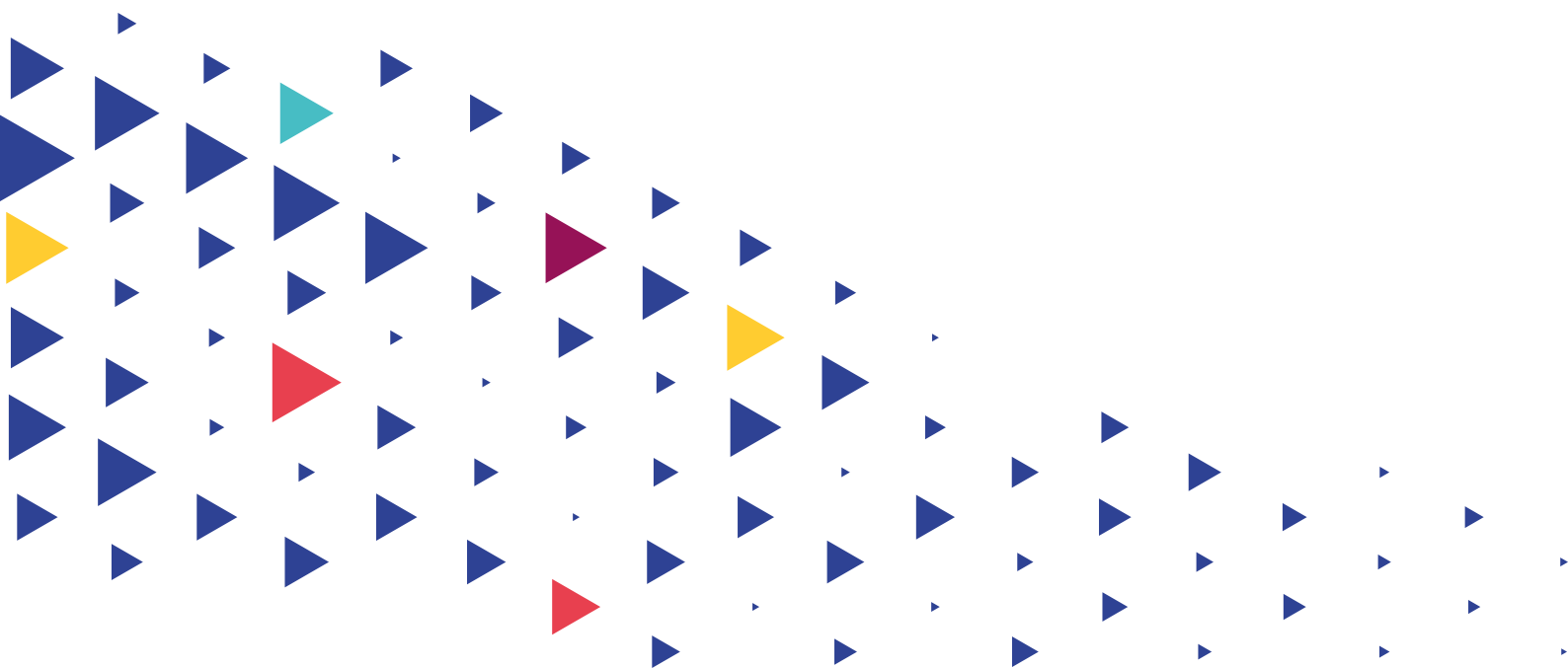

Key points:

- ▶ Awareness training programmes
- ▶ Launch and fixing of accessible tools as website etc.
- ▶ Creation of accessible design contents for developers

For example, Fluid provides [buttons](#), [navigation bars](#) and [modal dialogs](#) to accelerate the creation of websites or applications following latest good practices and ENGIE's brand guidelines. ENGIE launched Fluid's accessibility initiative in 2022 and has been following the following steps:

- ▶ Fluid's website and components were audited to identify accessibility issues.
- ▶ Accessibility issues on Fluid's components were fixed to facilitate, as soon as possible, the crafting of new accessible web services; documentation is being produced to help designers and developers ramp up and better take accessibility into account.
- ▶ Accessibility issues on Fluid's website remain to be fixed.

Further information is available at [Design System: a look back at a success story](#) and [Advocating for accessibility by design](#).



► GSK – Global Disability Council



Industry sector:
Pharmaceuticals



**Number of employees worldwide
(as of 2022):** 100,000



Turnover in USD (as of 2022):
36.5 billion

To help deliver its diversity, equity and inclusion (DEI) agenda, GSK has four Global Diversity Councils that support their DEI pillar, each chaired by a member of GSK global leadership team. The Global Disability Council (GDC) was established in 2014, the Global LGBT+ Council in 2016, the Global Ethnicity Council in 2018 and the Global Gender Council in 2018.

The role of the Councils is to provide input and advice on the company's priority dimensions of diversity and accelerate the achievement of their ESG Commitments. The Councils make recommendations to the Chief People Officer or other decision-makers for relevant decisions.

Council members are expected to champion, challenge and drive change within GSK by being role models, allies, and advocates for DEI, as part of GSK's broader DEI ecosystem. Each Council has an annual set of objectives, with central funding in place to support delivery of each of the four inclusion council priorities.

GDC membership includes Senior Vice President or Vice President level representatives, with accountability for leadership at scale – invited to represent their business areas by Global Leadership Team or Global Human Resources Leadership Team.

GDC membership includes leaders representing human resources, commercial, vaccines, research and development, global supply chain, workplace real estate and facilities, information technologies, employee health and wellbeing, as well as procurement.

GDC advisory members represent legal, global DEI, external communications, Kate Nash (Founder and CEO of PurpleSpace) as external consultant, and Disability Confidence Network (GSK's disability Employee Resource Group).

The GDC meetings are held on a quarterly basis. The meetings are typically conducted on a virtual basis, at a time convenient to suit all the participants from GSK's global community. Special meetings will be called ad hoc and scheduled upon approval of the Chair.



Key points:

- Creation of Global Councils
- Annual goals to reach to support diversity and disability
- Champions and consultants from different areas

▶ IBM – Neurodiversity Self-Identification



Industry sector:
Technology



**Number of employees worldwide
(as of 2022):** 297,900



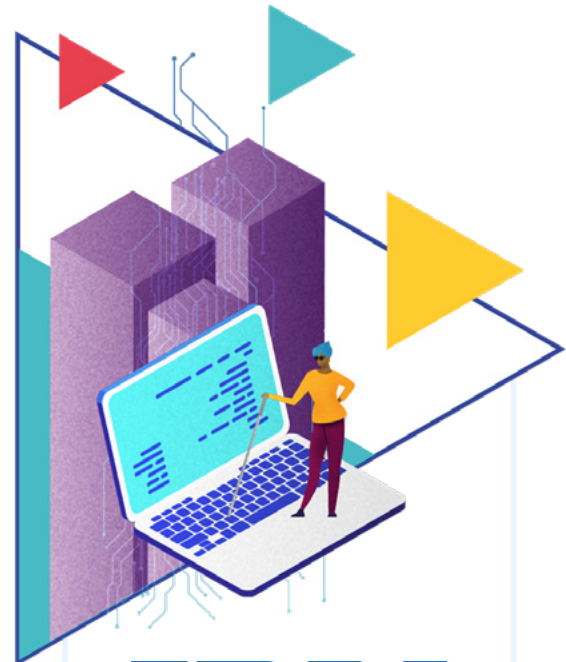
Turnover in USD (as of 2022):
60.5 billion

In the 1990s, IBM Chief Executive Louis V. Gerstner created eight diversity executive taskforces charged with improving the company's policies concerning women, minorities, and people with disabilities. The [taskforce on accessibility and disability](#) produced innovations such as a central fund that now makes it possible for IBM managers globally to hire people with disabilities without having to bear any added expense locally of accommodating them, if needed.

The eight taskforces, now referred to diversity and inclusion communities (Black, Hispanic, LGBTQ+, Native American/Indigenous, Pan-Asian, People with Diverse Abilities (PwDA), Veterans and Women) are still in place. Each community has an executive sponsor, an executive council, a community leader, as well as squads and business resource groups (BRGs) made up of IBM volunteers aligned to IBM's business objectives and in support of the strategic diversity and inclusion priorities advocacy, allyship, employee experience, and accountability.

In 2015, IBM began its [Neurodiversity journey](#), with an "Autism as a Skill" BRG with 50 IBMers and a focus on awareness and hiring autistic talent. It grew and expanded to become a formalised,

global programme in March 2020, as part of the PwDA Community, called Neurodiversity@IBM (ND@IBM). Today their BRG has grown to well over 3,000 members and allies, with neurodivergent leaders and an executive sponsor. IBM continues to build awareness, increase acceptance and advancement, where neurodivergent talent is recognised, respected, and considered for leadership opportunities and the neurodivergent voices are heard and so that every person knows what neurodiversity is and better understands it.



IBM



Key points:

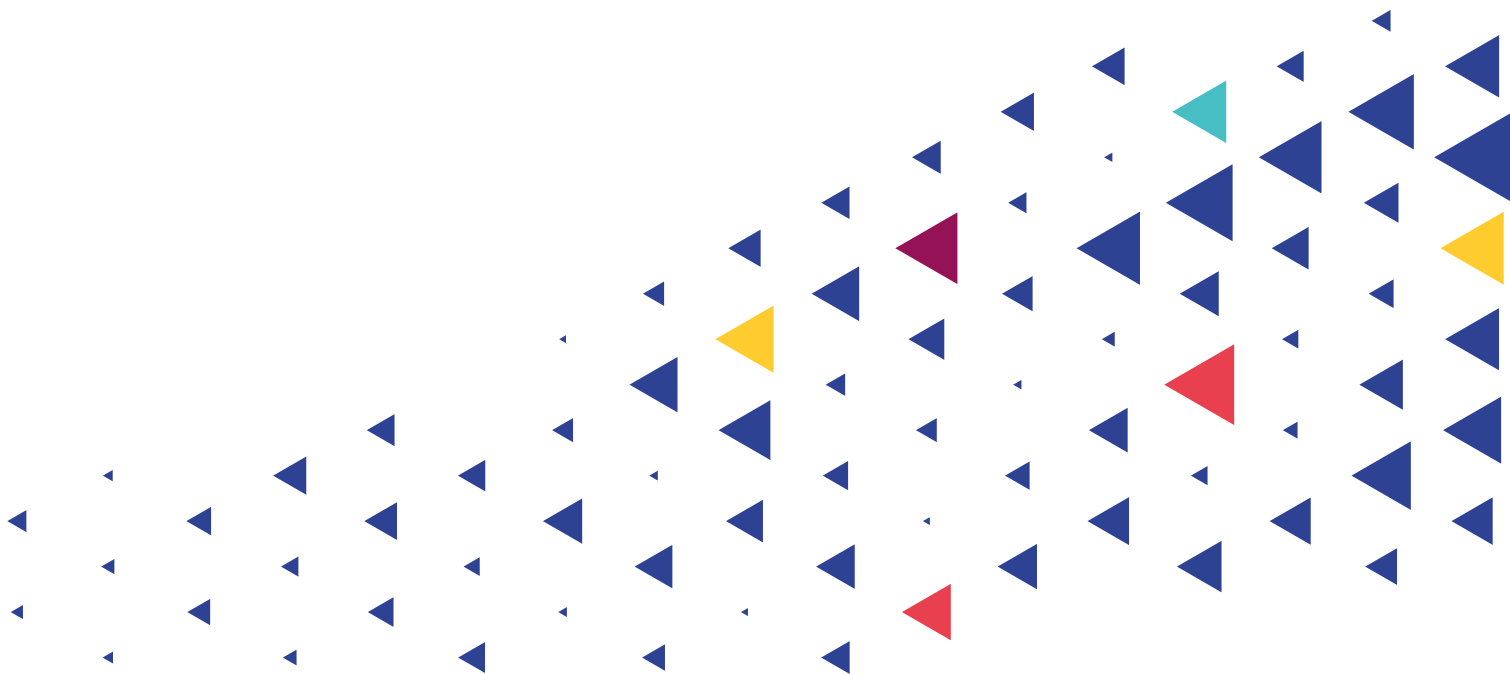
- ▶ 8 dedicated taskforces
- ▶ Focus on awareness
- ▶ 3,000 members and allies

IBM recently launched neurodiversity self-identification, available for six countries: Australia, Egypt, India, Türkiye, United Kingdom, and the United States, as part of a pilot deployment in Workday.

The company did this because many neurodivergent individuals do not consider themselves as having a disability and may not self-identify as having a disability. The company wants to provide a way for this community to self-identify and be counted so that they can offer programmes for these employees and empower all IBMers to understand neurodiversity and be better allies.

The self-identification declaration has the options and consent for declarants to be contacted for diversity and inclusion programmes.

It is estimated that nearly a fifth of the world's population is neurodivergent, therefore, according to this statistic, there could be around 50,000 neurodivergent IBMers globally.



▶ Inditex – Setting Targets for Employing Persons with Disabilities



Industry sector:
Retail



Number of employees worldwide (as of 2022): 165,000



Turnover in USD (as of 2022):
34.2 billion

When Inditex joined the ILO Global Business and Disability Network in early 2023, the company's CEO Oscar García Maceiras announced the company's commitment to significantly increase the number of employees with disabilities worldwide by aiming to hire over 1,500 persons with disabilities within two years. This meant doubling the number of employees with disabilities across Inditex' stores, logistic platforms, warehouses, and offices.

Inditex has several partnerships and established programmes which aim to provide persons with disabilities with job opportunities. For example, in 2021, the company created the INCLUYE Programme, which aims to hire more people with disabilities in their logistics team in Spain and which has been established in other countries as well – such as Portugal and Brazil. In 2022, all the company's direct employability projects worldwide were consolidated under the [INCLUYE Programme](#), and now involves collaborating with local organisations that are committed to work on disability inclusion – ensuring company material is accessible, and providing internal training for human resource colleagues and line managers.

In Spain, this programme partners with Plena Inclusión, a federation of entities working on the inclusion of people with intellectual disabilities. This partnership has employed 148 people with intellectual disabilities since 2019 in the stores of Pull&Bear, Stradivarius, Zara and Oysho. This is one example of several initiatives Inditex has taken to recruit and employ more persons with disabilities in their company. They have committed to concrete steps to ensure persons with disabilities are included in their workplaces and their work environment is accessible for everyone.



INDITEX



Key points:

- ▶ Doubling the number of employees with disabilities
- ▶ Collaboration with local organisations
- ▶ Internal training programmes

► ISS – Accessible Workplace for All

-  **Industry sector:**
Facilities Management
-  **Number of employees worldwide (as of 2022):** 360,000
-  **Turnover in USD (as of 2022):** 4.2 billion

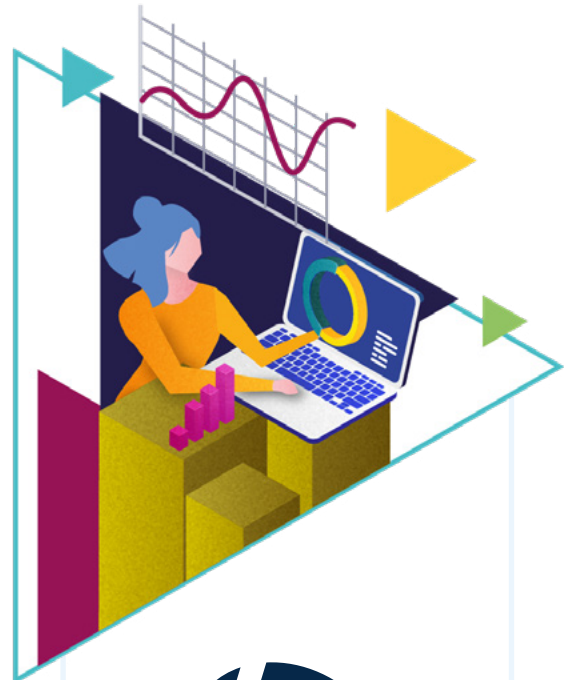
As a global company and one of the world’s largest private employers, ISS has aimed for an inclusive culture where everyone feels valued, engaged and respected, and where everyone is treated fairly and equally, regardless of who they are or where they come from. The company has developed innovative approaches, projects and practices to improve the lives of persons with disabilities.

Making the office space an accessible place for all is an expression of ISS’s ambition as a global provider of integrated facilities management services. ISS is committed to leading by example and helping their clients do the same.

ISS’s partnership with Mobility Mojo demonstrates their commitment to creating accessible workspaces for everyone. ISS Hub, the ISS Group’s second global headquarters in Warsaw after Copenhagen, has been evaluated by Mobility Mojo, an organisation that analyses facilities to improve the accessibility of places with a very broad spectrum of diversity and inclusion.

Mobility Mojo evaluated the ISS Hub office in Warsaw, analysing common areas and office spaces, including the building entrance, reception area, lobbies, lighting, break areas, stairs/elevators, workstations, meeting rooms

and cafeteria. With a rating of 9.6/10, ISS Warsaw Hub received the highest rating - 'Platinum'. ISS is currently in the process of evaluating its headquarters in Copenhagen. Further offices are also planned to be evaluated and adapted in the near future.



 **Key points:**

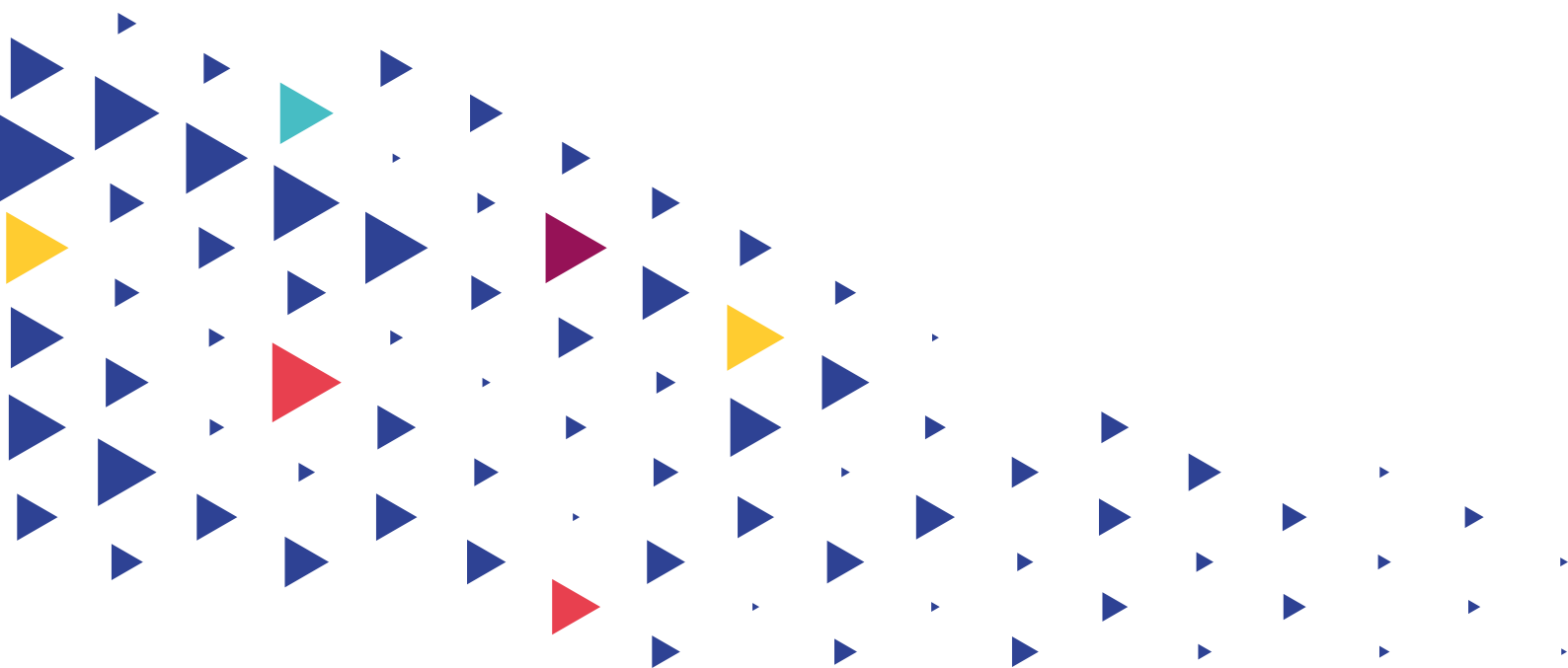
- Corporate culture of inclusion and fair treatment
- Accessible offices and facilities
- Constant adaptation and upgrade

The ISS Hub office is located in the Norblin Factory in Warsaw, Poland - a mixed-use complex where ISS is one of the tenants. The building is historic and has been comprehensively revitalised. The certification, which also included the common spaces in the building, confirmed that they were designed with particular care for accessibility issues.

Some examples of solutions to make the office more accessible are having lifts with voice announcements, intercom bells at the office reception areas and lowered spaces at the office reception areas for people who use wheelchairs or toilets equipped with handles, supports and alarms, to name a few.

Physical aspects of the working environment can pose significant barriers to recruiting and retaining staff and delivering high-quality services for customers. ISS is determined to overcome these barriers that affect its workforce and customers.

ISS knows the experience, insight and expertise of their people plays a vital role in developing and applying the best practice that the company uses in its internal-facing activities and in the services it deliver for its customers.



► L'Oréal – Inclusive Dream Maker Programme



Industry sector:
Cosmetics



**Number of employees worldwide
(as of 2022):** 85,300



Turnover in USD (as of 2022):
36.6 billion

The Inclusive Dream Maker programme was developed in 2020 by L'Oréal Buycoor in China, with the aim of getting more persons with disabilities into the open labour market and overcoming disability-based stereotypes through more inclusive work opportunities.

The programme consists of connecting people with disabilities to job opportunities to become qualified E-commerce Beauty Advisors (EBAs).

The programme goes beyond recruitment and offers specialised training, job coaching and career development.

The EBAs contribute to a positive online consumer experience, from online enquiries to back-end operations.

Further, the EBAs are brand spokespersons and gain added personal value through their work in e-commerce.

Importantly, the EBAs can work from the office or from their homes, which helps to accommodate everyone's needs flexibly.

The L'Oréal Buycoor EBA team aims to include 50 employees with disabilities by 2025.

The programme's development process consisted of the following steps:

- Preparation and partnerships: L'Oréal Buycoor partnered with the local disability community as well as a consultant in the context of the China Chapter of the ILO GBDN, and an e-commerce training institute to source candidates and to organise pre-onboarding engagement events to equip the recruits with the relevant e-commerce business knowledge and working skills. An office facility assessment was also carried out.



L'ORÉAL



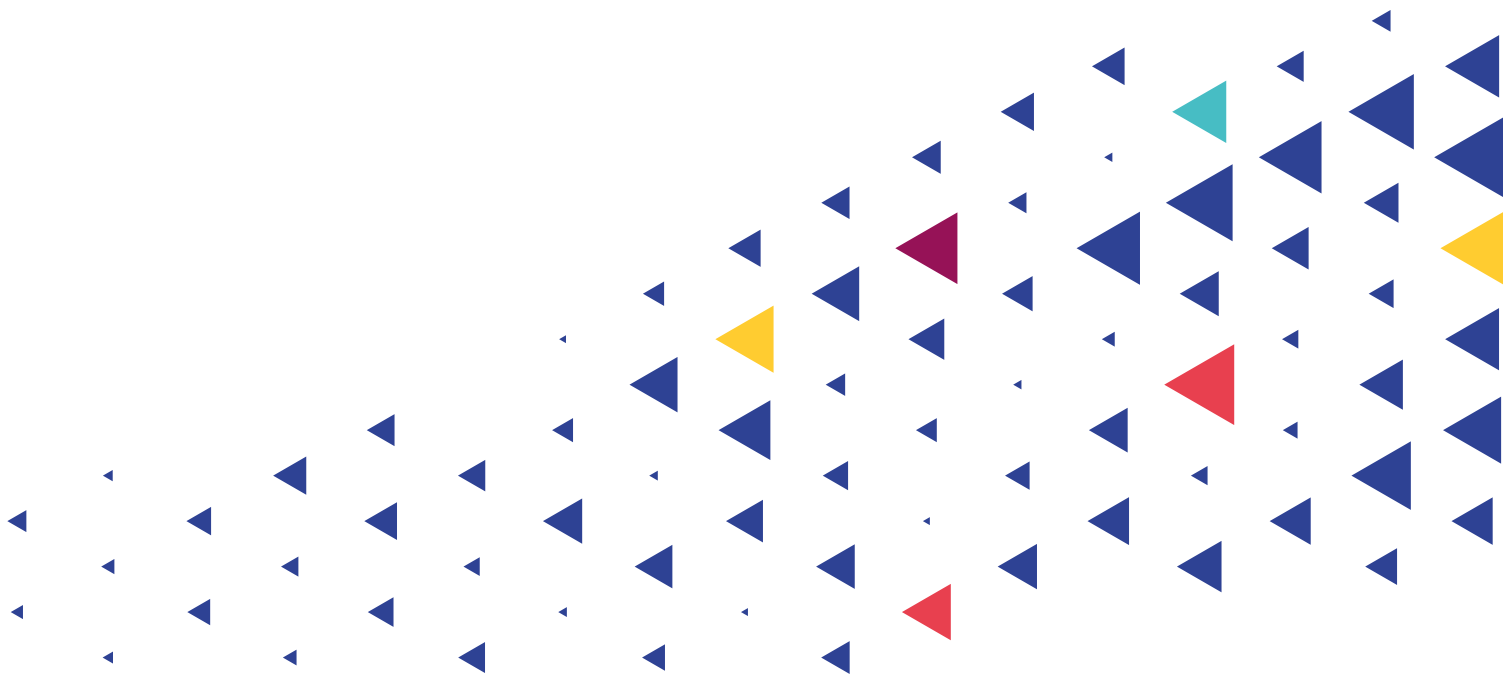
Key points:

- Overcoming disability-based stereotypes
- Specialised awareness training and coaching
- Flexible workplace solutions



- ▶ **Onboarding:** awareness training was organised within the L'Oréal Buycoor EBA teams, and a welcome ceremony was held at the end of 2020 for the first promotion of Dream Maker EBAs. Individual mentors were also assigned to each EBA.
- ▶ **Internal and external inclusion:** the Inclusive Dream Maker programme has cultivated a collective inclusive culture within the organisation and has enabled the Dream Maker EBAs' strengths and skillsets. The EBAs were not only successfully included in the internal teams, the EBAs also managed to connect effectively with millions of consumers.
- ▶ **Going forward:** the goal is to engage new local sourcing partners and promote job opportunities to target-group candidates, improve interview processes and training programmes and welcome new Dream Maker EBAs to their careers in L'Oréal Buycoor.

The programme has been recognised by Guangzhou Disabled Persons' Federation and Guangdong Lingnan Educational Charity.

The Inclusive Dream Maker programme was also a Global Winner (People's Choice Award) in the L'Oréal Beauty of Inclusion Awards 2022.



► MAPFRE – Measuring Disability Inclusion in the Workplace

-  **Industry sector:**
Insurance
-  **Number of employees worldwide (as of 2022):** 36,000
-  **Turnover in USD (as of 2022):** 23,8 billion

MAPFRE designed its own methodology to measure the perceived impact of the inclusion of people with disabilities in the company.

A survey targeting MAPFRE’s employees with disabilities analyses five dimensions: interpersonal and social relationships, material well-being, physical well-being, emotional well-being, and professional development, which gives a homogeneous impact indicator that can be calculated for each country and overall.

The twelve-statement survey is disseminated to employees and respondents give a score to each statement, on a scale of 0 to 10 - with 0 meaning “I strongly disagree” and 10 meaning “I strongly agree”. The survey has the following content: “Since I started working at MAPFRE, ...”

- interpersonal relations and social interaction: My interpersonal relationships have improved (family, friends, partner, etc.) / I have expanded my social relationships
- material well-being: My financial stability has improved / My purchasing power has improved
- physical well-being: My physical health has improved / My healthy lifestyle habits have improved (diet, exercise, sleep, etc.)
- emotional well-being: My emotional well-being has improved / I feel more motivated in general, both professionally and personally
- professional development: My learning opportunities have increased / My professional development has improved / My tech skills have improved / My employability has improved



MAPFRE



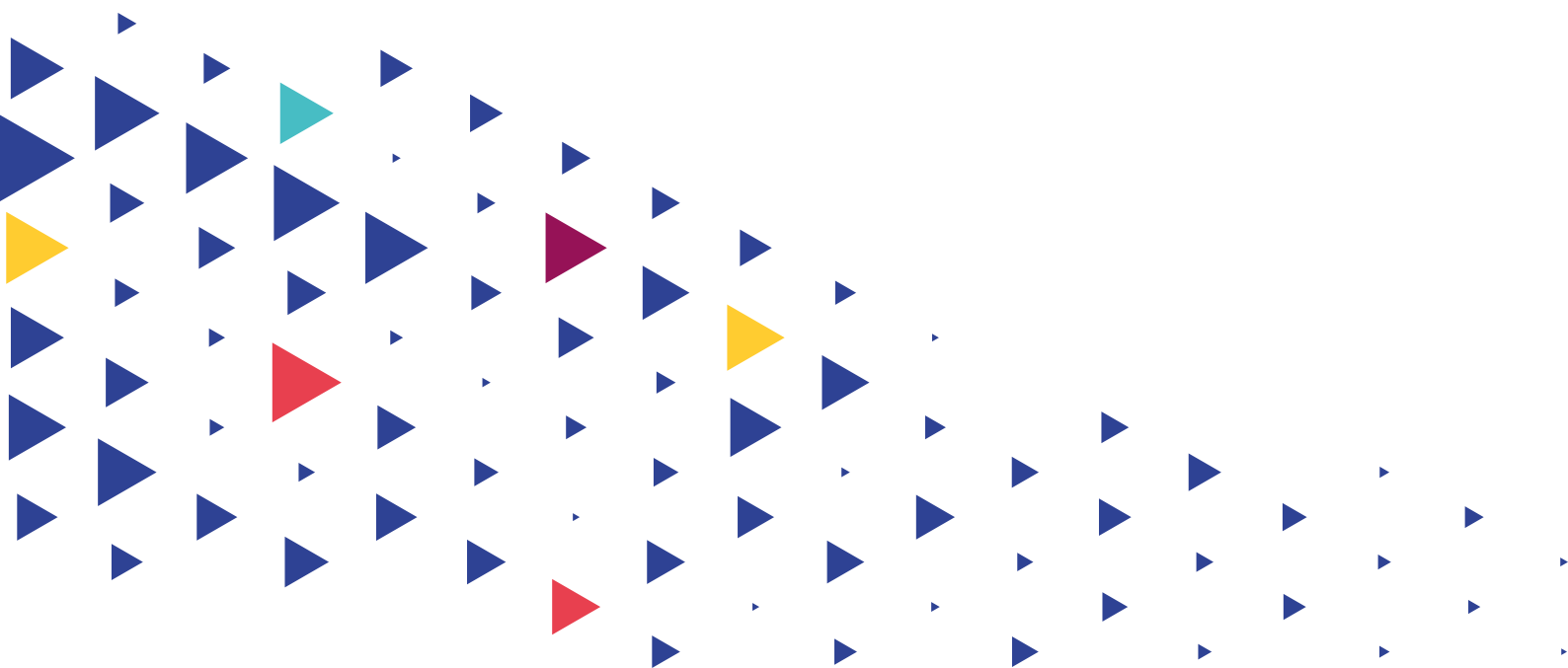
Key points:

- Multi-dimensional approach
- Introduction of specific surveys
- Raising awareness and problem solving

For each of the twelve statements, when the score given is 6 or below, there is also an open-ended response field that the respondents can use to state the reason why they did not give a higher score. Respondents can also use this field to provide suggestions about what MAPFRE could do to improve that particular aspect of their well-being or professional development.

Another series of statements are included that are also of interest to the company but do not count towards calculating the results. These statements are, for example: I feel like I am fully included at MAPFRE / In my workplace at MAPFRE, having a disability is normalised / At MAPFRE, I don't feel any discrimination because of my disability / MAPFRE supports the inclusion of people with disabilities / Since I started working at MAPFRE, I feel more fully engaged in society as a citizen / Suggestions the employee would like to make.

The survey was first launched in 2021, targeting all employees with disabilities who had a disability when they were hired at MAPFRE. In 2022, MAPFRE launched the second survey, targeting people with disabilities who had a disability when they were hired and had been in the company for less than 36 months.



► Microsoft – Annual Ability Summit



Industry sector:
Technology



Number of employees worldwide (as of 2022): 221,000



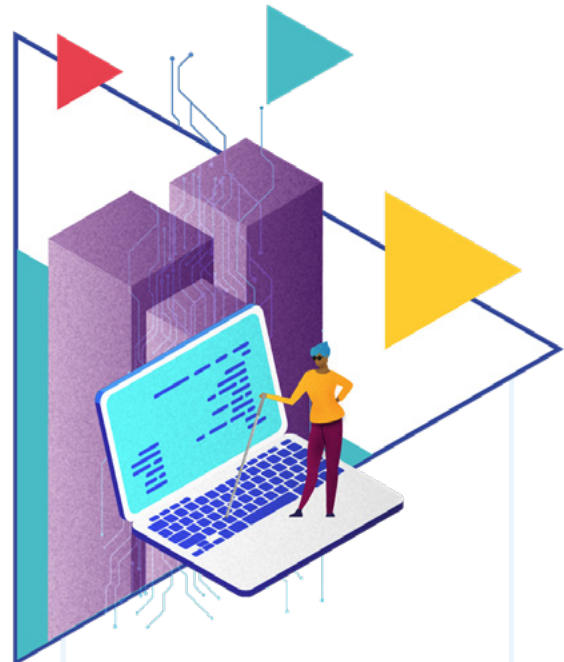
Turnover in USD (as of 2022):
207.6 billion

Each year, Microsoft hosts the Ability Summit with the theme of “Imagine, Build, Include, Empower” and explores the various ways technology, people and policies can create a more accessible and inclusive future for persons with disabilities.

As a leading developer in technology, and with technology becoming more advanced, Microsoft is dedicated to creating products and software that makes technology more accessible. Features such as voice access control that allows users to control their device with their voice and live captioning, which can transcribe any form of audio, were announced at the [Ability Summit in 2022](#).

At the [Ability Summit in 2023](#), Microsoft announced several accessible technologies such as new adaptive accessories like 3-D printed grips for pens which offer users with limited mobility more ability to use their devices.

Additionally, the “Accessibility Assistant” in Microsoft 365 can help users produce more accessible content by providing guidance in real time. Developments like these make technology more accessible and inclusive, and Microsoft is continuously working on creating more innovative solutions to make their software and devices more inclusive of persons with disabilities.



Key points:

- Accessible technology R&D
- "Ability Summit" hosting
- Constant improvement of inclusive and accessible solutions

▶ Nestlé – Journey to be Inclusive of Deaf and Hearing-impaired People



Industry sectors:
Food and Beverage



Number of employees worldwide (as of 2022): 275,000



Turnover in USD (as of 2022):
103.0 billion

Nestlé is present in 99% of Brazilian homes and understands its responsibility to promote diversity and inclusion and represent the diversity of Brazil. According to data from the Brazilian Institute of Geography and Statistics, more than 2.7 million Brazilian citizens are deaf. Among the employees with disabilities who work at Nestlé, 35% (around 325 employees) have hearing loss. This section of the population is included in Nestlé's communications, services, websites and onboarding system, which has adapted its channels and interfaces to promote accessibility for deaf people, through resources such as video assistance in Brazilian Sign Language (Portuguese: Língua Brasileira de Sinais (LIBRAS)), subtitles and audio description.

One important action is the new option for Nestlé Customer Service to provide service via video in LIBRAS. Accessible support is also available for the Specialised Employee Support Program, a channel where employees and their families can consult with specialised professionals on emotional, social, legal and financial issues. Accessibility has also been incorporated into the channel for informing employees about their benefits at the company, such as medical and dental plans.

Nestlé has a team of deaf employees who have first-hand access to new services and accessible communication materials for approval and work alongside specialised organisations. These initiatives are in addition to several others that the company has carried out. At the Garoto factory in Vila Velha, there are more than 90 deaf employees. The unit has a interpreter on its internal team and a partnership with an interpretation company. There are also trainings, internal communications which have interpretation into sign language and awareness campaigns for other employees and leaders to learn sign language.



Key points:

- ▶ Promotion of accessibility for deaf people
- ▶ LIBRAS services via videos
- ▶ Trainings on sign language interpretation

► Orange – Neuroteam Programme



Industry sector:
Telecommunication



Number of employees worldwide (as of 2022): 136,600



Turnover in USD (as of 2022): 50.3 billion

In 2021, Orange set up its programme Neuroteam, which is dedicated to taking neurodiversity into account in the company’s ecosystem. It is supported by two members of the Orange Executive Committee and led by the Group diversity and inclusion department.

Neuroteam was designed to offer employees a space to collaborate on creating new initiatives and raise awareness with the aim of reducing biases and stereotypes, open up to new talents and think differently about innovation.

With the creation of Neuroteam, neurodiversity has become a focus of Orange's equal opportunities policy, in the same way as age, origin, opinion, disability, sexual orientation or gender equality. Neuroteam is a corporate programme with shared governance. It was co-constructed by a group made of representatives from several Orange departments, including diversity and inclusion, communications, human resources, innovation and marketing, volunteering employees, and also members of the disability Employee Resource Group of Orange. All colleagues contribute to Neuroteam their business expertise as well as their neurodiversity expertise, either based on lived experience or professional engagement.

The programme promotes inclusive actions, including through an awareness kit for all employees, including a neurodiversity guide, employee testimonials, and e-learning on neurodiversity, and experiments in the form of proofs of concept on issues such as workspaces, collaborative tools, accessibility of products and services.

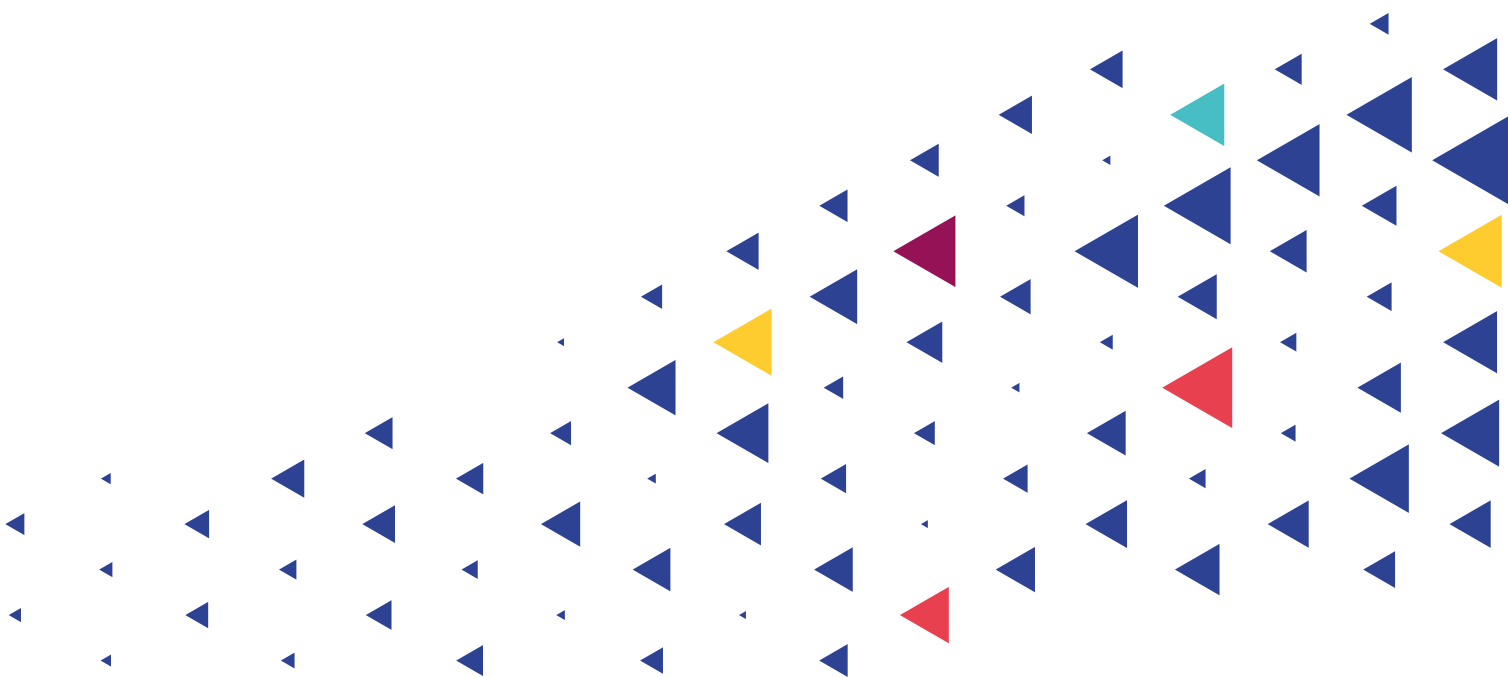


Key points:

- Spaces of collaboration design
- Awareness raising programmes
- Guides and e-learning tools

Seventy people contributed to the identification of actions, which were then prioritised to retain the easiest that could be operationalised. The core of Neuroteam comprises around ten colleagues who continuously move the programme forward in working groups around recruitment, management, awareness and communications. Neuroteam recently held a [conference](#) to share the work they do.

Orange is open to collaboration with other companies and, for instance, wishes to foster a francophone dynamic to advance the discussions on neurodiversity in the world of work and tackle persistent misconceptions in this area.



► Repsol – Employment of Persons with Intellectual Disabilities

-  **Industry sector:**
Energy
-  **Number of employees worldwide (as of 2022):** 24,100
-  **Turnover in USD (as of 2022):** 21.0 billion

Repsol combines social responsibility with sustainable talent management to anticipate the needs of the business, while providing employment opportunities to people with disabilities who face challenges accessing the open labour market.


For the further development and implementation of Repsol’s strategy, the company relies on partnerships with organisations such as the ONCE Foundation, the Down España Foundation and the Universia Foundation, which is also an ILO GBDN associate member.

In close collaboration with the Down España Foundation, Repsol created a dedicated project for the inclusion of people with intellectual disabilities. As part of this project, it is key to ensure the best match between the job’s responsibilities and the employee’s skills and capabilities. To achieve this, the first step is to perform a job analysis to identify all duties and responsibilities of the position and the skills required.

The company’s collaboration with experts in the area of persons with intellectual disabilities then moves into the job adaptation phase. The objective is to achieve the best possible combination of position and candidate, and to allow candidates with intellectual disabilities to participate in the selection processes on equal terms.

After the recruiting process is finalised, it is important to train managers and colleagues on the most relevant aspects of working with people with intellectual disabilities, such as their capabilities, building relationships and providing effective feedback.



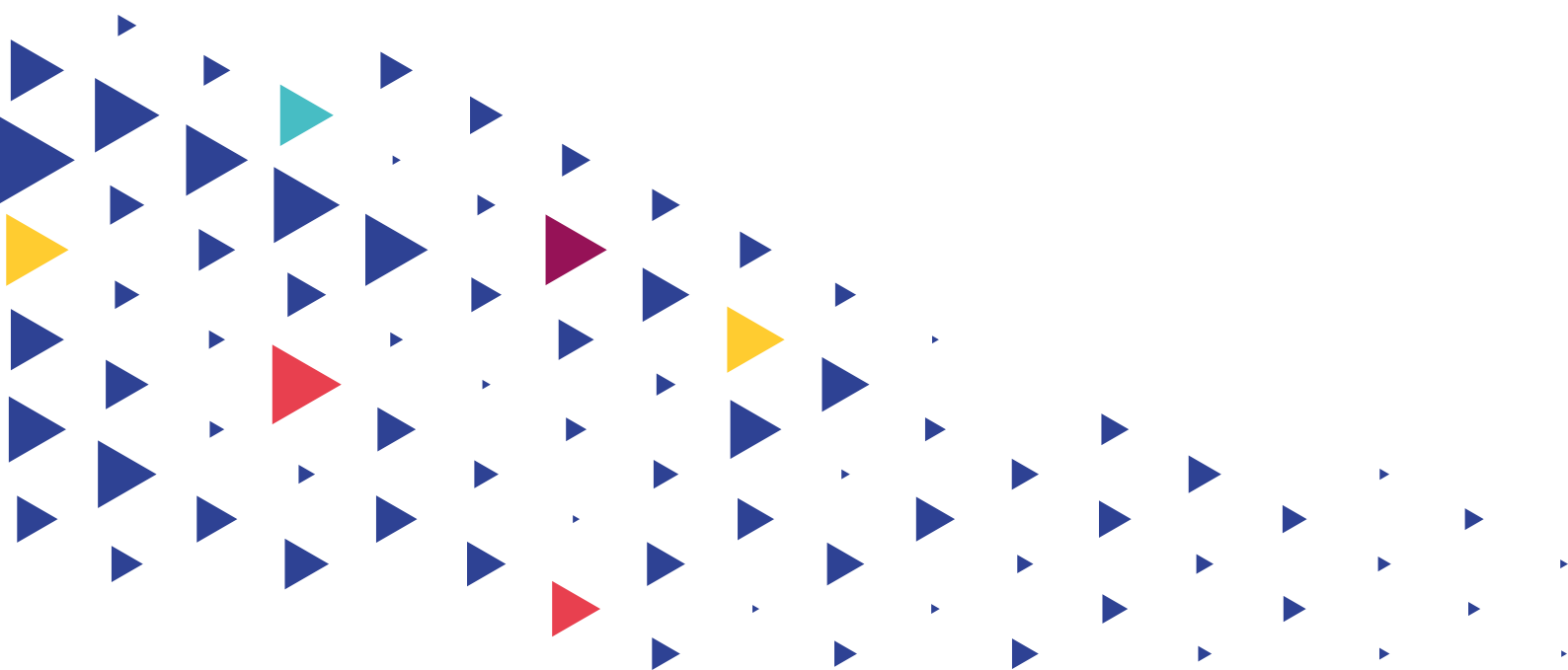
 **Key points:**

- Dedicated project on disability inclusion
- Collaboration with experts
- Focus on persons with intellectual disabilities

These awareness raising trainings help eliminate stereotypes and misconceptions about people with disabilities, ultimately promoting a more inclusive workplace.

On-the-job training is important for every newcomer in any new job. Employees with intellectual disabilities have individualised support in the workplace, through a job coach from Down España, to help them adapt to the job and learn the tasks and responsibilities required by the particular position. The role of the job coach is vital in the onboarding process since it is constituted as the most immediate reference for the employees. Once the phase of adaptation is completed, a follow-up plan is established by which the job coach will maintain contact with the company, the employee and their family. If new needs arise, the job coach again offers the particular support that might be required, such as re-training.

In 2005, Repsol's service stations began to include people with disabilities as employees. For Repsol customers, it is already common to visit any of the service stations and be attended by a person with a disability. The service stations business has developed various initiatives in the field of disability over the years, including the promotion of accessibility of its service stations. [Jesús Casas and Nadia Poveda](#) are examples of how people with an intellectual disability can join the world of work.



▶ Salesforce – Workforce Navigator



Industry sector:
Technology



**Number of employees worldwide
(as of 2022):** 79,400



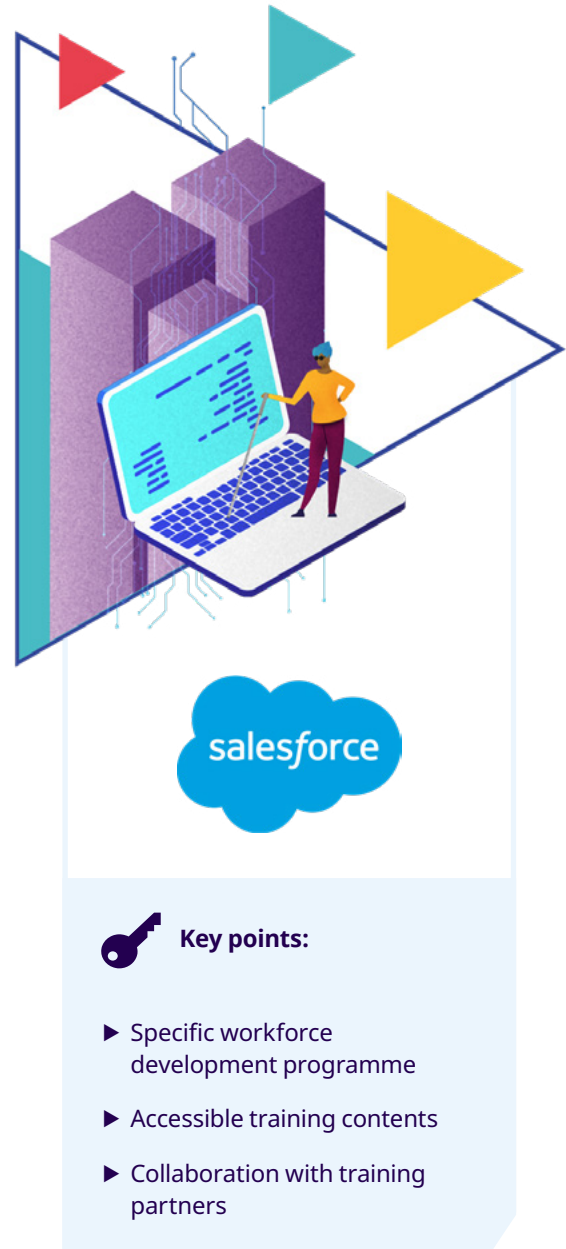
Turnover in USD (as of 2022):
26.5 billion

Salesforce's Workforce Navigator is an external-facing workforce development programme for people with disabilities seeking careers in "the Salesforce ecosystem" (this means not internally at the company, but also with its customers and partners).

The goal is to ensure that people with disabilities have access to the training and resources they need to be successful in their Salesforce career path.

Salesforce has adopted a "hub and spoke" model, intended to influence every aspect of the job seeker journey, from deciding on the Salesforce career path, to the moment they are hired. The company focusses on three key areas: jobseeker support, accessible training content, and philanthropy, e.g. grant funding and volunteer time off opportunities for Salesforce employees. Some examples of what this approach yields are:

- ▶ Scholarships for people with disabilities who want to enrol in the Trailhead virtual bootcamp courses Salesforce offers, a guest speaker series and mentorships to people who are ready to start interviewing and looking for a career, and grant funding to specialised training partners such as the Blind Institute of Technology, so they can continue to support assistive technology users in their learning.
- ▶ Accessible training content and documentation tailored to the experience of assistive technology users. The company also advocates within Salesforce for accommodations and accessibility to be baked into all career-related events.
- ▶ Grants for piloting new programmes with external partners and volunteering opportunities across the company to help employees connect with disability-focused volunteer organisations, including Be my Eyes, the Blind Institute of Technology, and the Able Works programme for accessibility professionals.



Key points:

- ▶ Specific workforce development programme
- ▶ Accessible training contents
- ▶ Collaboration with training partners

▶ Sanofi – Diversity, Equity and Inclusion Board



Industry sectors:
Pharmaceutical and Healthcare



**Number of employees worldwide
(as of 2022):** 91,600



Turnover in USD (as of 2022):
47.8 billion

In April 2022, Sanofi launched its Diversity, Equity and Inclusion (DE&I) Board – the first of its kind in the pharmaceutical industry to have external experts, executives, and employees putting ideas into action on a global scale. The role of the Board is to hold the company accountable in delivering on DE&I commitments, monitor progress on their 2025 targets, and advise on how to accelerate the company's DE&I impact.

In 2022, the company examined possible barriers that employees with disabilities may face in the workplace through an accessibility audit of 100 Sanofi sites. To carry out the audit, the company used a global accessibility standard co-developed by their Ability+ Employee Resource Group, facilities, safety, DE&I teams, and an external firm. This audit launched the 2025 target of ensuring their physical spaces, digital technologies, and ways of working are fully accessible to employees with disabilities.



sanofi



Key points:

- ▶ Global scale action
- ▶ Target monitoring
- ▶ Global accessibility standards

► Savola Group – Workplace Adjustment Services



Industry sectors:
Food and Retail



**Number of employees worldwide
(as of 2022):** 18,000



Turnover in USD (as of 2022):
6.6 billion

In line with Savola Group's continuous efforts to build a more inclusive work environment, the company launched a workplace adjustment request process for all employees, including persons with disabilities, as part of human resources self-services.

Savola Group defined the workplace adjustment process as the necessary and appropriate adjustments, provided on an individual basis, to ensure employees with disabilities are included in the workplace and can utilise their full professional potential, ultimately contributing to the success of the business.

The accommodation adjustments are categorised into three categories:

► Human resources

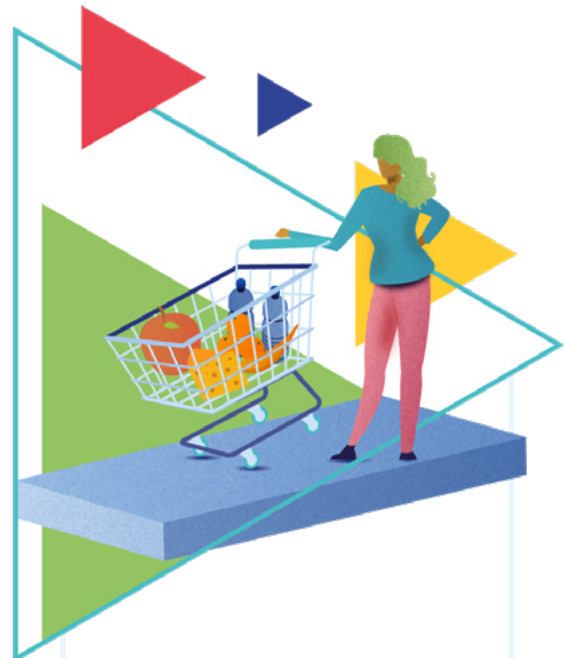
- Job restructuring to allow for modified or limited scheduling, a modified break schedule and/or changes to leave and attendance policies.
- Changes in performance and production standards.
- Training/testing modifications.

► Physical environment

- Acquiring or modifying equipment/machinery.
- Adjustable height workstations.

► Communications

- Alternative Document Formats, i.e. Braille, large print, audio, or printed text.
- JAWS screen readers.
- Screen enhancers.



سافولا
SAVOLA



Key points:

- Workplace adjustments solutions
- Different areas of focus
- Inclusion of persons with disabilities at full potential

▶ Société Générale – Collaborating with Trade Unions



Industry sector:
Financial Services



**Number of employees worldwide
(as of 2022):** 117,000



Turnover in USD (as of 2022):
29.6 billion

Created in 2007, [Mission Handicap Société Générale](#) has carried out numerous measures to support and promote the employment of people with disabilities, including support in retaining employees, training and awareness-raising for teams, and development of school partnerships. International initiatives illustrate the Group's long-term commitment to the employment and professional inclusion of people with disabilities, promoting non-discrimination and equal opportunities.

Mission Handicap participated in the 2022 edition of Inclusiv'Day, which provided companies, organisations and participants the opportunity to share their good practices on disability inclusion and learn from others on how to be more inclusive.

In France, Société Générale has renewed - for the sixth time - an agreement with their trade unions to put disability as a focus item for the company's human resources processes. The agreement includes disability inclusion training for all stakeholders, proposed additional leave days for employees with disabilities and for parents with children with disabilities, and an "integration and job retention" team comprised of medical professionals, social workers, human resources professionals, and managers who support employees with disabilities at every stage of their work journey.

Since 2017, more than 350 persons with disabilities have been hired at Société Générale and at the end of 2022, the company employed 2,590 employees with disabilities, mainly in France, the Czech Republic, and India, accounting for 2.2% of the overall workforce.



 **SOCIÉTÉ
GÉNÉRALE**



Key points:

- ▶ Long-term awareness training support
- ▶ Disability inclusion training
- ▶ Increasing number of employees with disabilities at all company levels

► Sopra Steria – HandiTutorat Mentoring Programme



Industry sector:
Information Technology



**Number of employees worldwide
(as of 2022):** 50,000



Turnover in USD (as of 2022):
5.1 billion

Sopra Steria seeks to actively promote the professional inclusion of people with disabilities by leading concrete actions internationally and in France, such as the [HandiTutorat programme](#).

In France, only 20% of people with disabilities have received education beyond high school, and access to higher education remains difficult for young people with disabilities. A person with a higher level of formal education is more employable in the labour market. That is why the Sopra Steria Disability Mission launched the HandiTutorat programme in 2013. This programme is free and based on a simple concept: young people voluntarily helping other young people. First or second-year engineering students are trained to tutor high school students with disabilities. The engineering students themselves are supervised by experienced managers from Sopra Steria who guide them in their relationship with the high school students with disabilities.

The objectives of the programme are to facilitate access to higher education for young individuals with disabilities and to train engineering students and Sopra Steria managers on the importance of including people with disabilities in the workplace.

The programme has four steps: customised training and certification of engineering students by a specialised firm in the topic of disability at the workplace, weekly individual tutoring sessions for high school students with disabilities, personalised and regular follow-up throughout the year conducted by a Sopra Steria manager alongside the engineering student and high-school staff members and impact measurement carried out by a sociologist based at the CentraleSupélec engineering school, who monitors and analyses the programme to draw operational insights from it.



sopra  steria



Key points:

- Higher education support for young persons with disabilities
- Mentoring programme
- Specific and dedicated tutoring

Beyond the benefits for the high school students with disabilities, the engineering students also gain valuable knowledge in the topic of workplace inclusion. Managers, on the other hand, develop their managing abilities for managing workers with disabilities and deepen their understanding of equitable treatment in the workplace.

Numerous engineering schools have already participated in the project, including CPE Lyon, Télécom Paris, EISTI, Centrale Lille, ENSEIRB-MATMECA (Bordeaux), ENAC, EFREI (Paris), INSA, and CentraleSupélec (Rennes, Paris). The programme has evolved since its launch, with CentraleSupélec Paris having opened the HandiTutorat programme to its students. Meanwhile, CPE Lyon introduced an additional diploma that recognizes the skills acquired by students in this programme, and that are increasingly sought by recruiters.

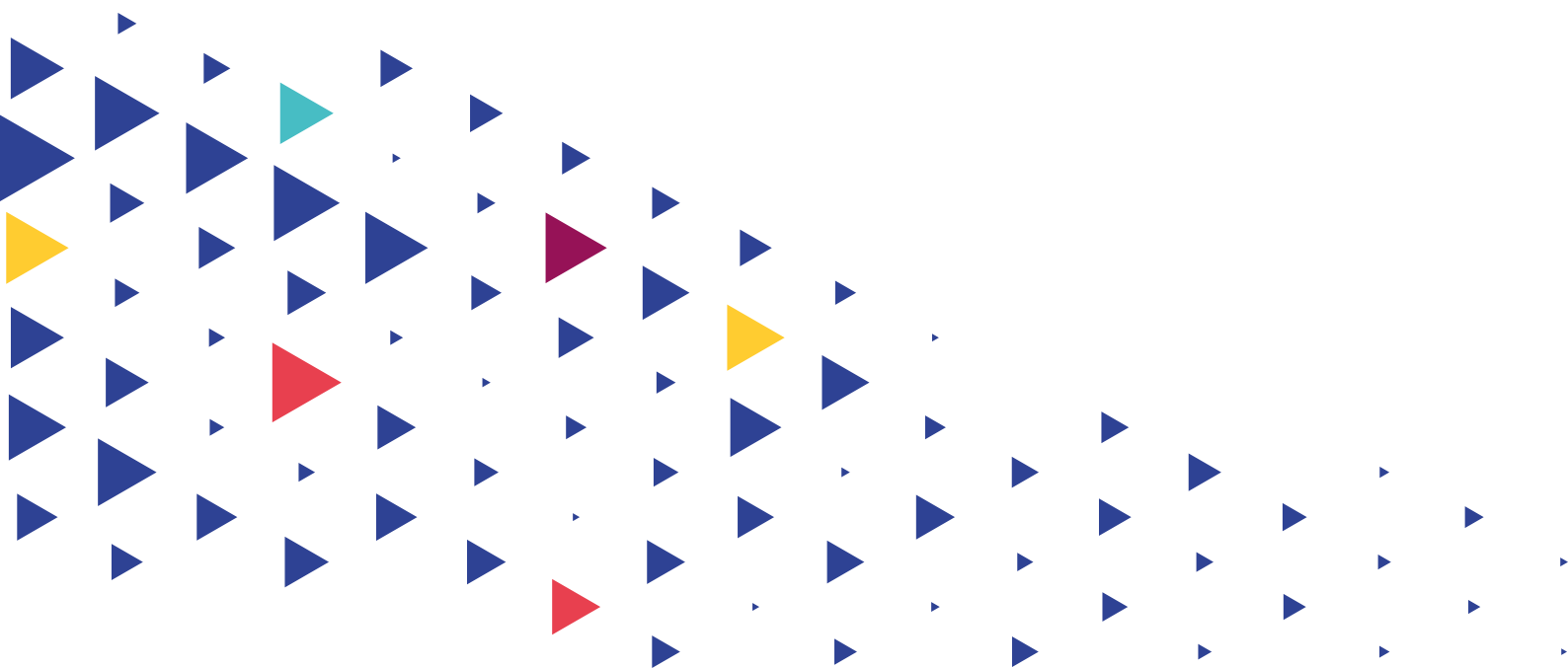
Benoit became quadriplegic following an accident. He joined the program a few years ago when he was a high school student:

"I needed academic support and help with concentration. [...] Being tutored allowed me to become a computer engineer."

Benoit is currently in his second year at the ISIMA engineering school and now mentors a high school student with disabilities from his former school.

"I didn't hesitate to say yes. [...] I am convinced that implementing new solutions requires real creativity, and I firmly believe diversity is an essential factor for finding future solutions,"

says Bruno Foutier, Manager and tutor at Sopra Steria.



► Standard Chartered Bank – Disability-confident Assessment



Industry sector:
Banking



**Number of employees worldwide
(as of 2022):** 85,000



Turnover in USD (as of 2022):
15.8 billion

Standard Chartered Bank's purpose is to drive commerce and prosperity through diversity. The bank recognises that building a culture of inclusion is a critical lever to business success. One strategic focus area is to be a disability-confident organisation with a focus on removing barriers and increasing accessibility.

Globally, Standard Chartered Bank launched an internal [Disability-confident Assessment](#), which is a tool that incorporates leading practices and standards and focuses on the four key areas

1. inclusive processes and practices,
2. infrastructure accessibility,
3. client accessibility, and
4. impact in communities.

By completing this assessment, markets have benchmarked their progress and are taking tangible actions to address gaps and drive progress to becoming a disability-inclusive organisation. As of 2020, all markets with 50 or more employees have completed this assessment.

Examples of key outcomes as a result of this assessment include:

- Year-on-year growth in number of colleagues self-identifying as having a disability, and sharing how the improvements and awareness building have made them feel more included in the organisation.
- Increased accessibility of digital banking services such as talking ATMs, interactive voice response, deaf-friendly banking proposition, voice-activated controls for mobile banking and click-to-chat options for customers with mobility impairments.
- The bank has accelerated their supplier diversity strategy and published a global standard to ensure their suppliers share their mission to increase diversity and inclusion across the supply chain. In doing so, Standard Chartered Bank has sought to embed latest good practice and work with suppliers to create an equal and diverse marketplace, including disability-owned businesses.



standard
chartered



Key points:

- Removing barriers and increasing accessibility
- Internal tool for practices and standards
- Progression and tangible actions

▶ Tata Consultancy Services – Cross-functional Team on Accessibility



Industry sector:
Information Technology



Number of employees worldwide (as of 2022): 614,000



Turnover in USD (as of 2022):
25.3 billion

Tata Consultancy Services (TCS), in keeping with the 150 years of the TATA Group values of ethical business practices, inclusion, respect and community, commits to “inclusion without exception.”

With the COVID-19 pandemic forcing big parts of the world to move online, digital accessibility for all became an even more important issue.

To adapt to these changes, TCS moved to online apps for basic services and functions. It was soon found that in the rush transitioning to digital solutions, there were accessibility gaps, especially for people with visual impairments. TCS employees with disabilities faced challenges accessing basic organisational functions like filling timesheets or applying for leave.

This matter was also discussed by ENABLE, the TCS Employee Resource Group of employees with disabilities and allies. Acting as a catalyst, the diversity and inclusion team created a cross functional team (CFT) with members from the tech team and volunteers from ENABLE.

There were recurring weekly CFT meetings set up to discuss specific issues and challenges that needed addressing.

The CFT also serves as a platform for continuous feedback, suggestions, information exchange and knowledge sharing and is also responsible in addressing emergency glitches and requirements. The tech team uses personal experiences and knowledge of employees with disabilities to tailor accessibility efforts, thereby recognising the value of learning directly from colleagues with disabilities.

The initial experience of the CFT’s efforts formed the base for creating the TCS Global Accessibility Statement and a new Employee Resource Group, called “AccessPower”, which focusses on promoting accessibility. Further the CFT’s work led to designing accessibility month celebrations in May. Thus, the initial collaborative effort not only fulfilled its purpose but also created a road map for accessibility and disability inclusion at TCS for the future.



tcs TATA
CONSULTANCY
SERVICES



Key points:

- ▶ Creation of a cross-functional team
- ▶ Pro-active approach
- ▶ Long-term inclusion programmes

► TotalEnergies – Partnering with Disability Organisations



Industry sectors:
Energy and Petroleum



Number of employees worldwide (as of 2022): 90,000



Turnover in USD (as of 2022):
36.2 billion

For more than five years, the Argentine subsidiary of TotalEnergies has been working in partnership with [Cascos Verdes](#), an association which supports 500 people with intellectual disabilities, as well as with universities that provide technical training on environmental education and responsibility.

To support the inclusion of young people with intellectual disabilities in the workforce, the Argentine subsidiary welcomes them to its premises where they are involved in recycling services. The work not only complements the studies these young persons are involved in but also contributes financially to paying for the technical training they are receiving.

Further, the subsidiary uses this collaboration with Cascos Verdes to raise TotalEnergies' employee awareness regarding recycling services. The subsidiary also sponsors the Baccigalupo foundation, which gives children and young people with intellectual disabilities a space to practice various sports. Employees share various activities with them through TotalEnergies Foundation's «Action!» platform.



Key points:

- Collaboration with Cascos Verdes association
- Recycling work
- Dedicated space for sports practice

▶ Unilever – Disability-inclusive Business Integrity Framework



Industry sector:
Consumer Goods



Number of employees worldwide (as of 2022): 148,000



Turnover in USD (as of 2022):
64.1 billion

Unilever aims to be an employer of choice for persons with disabilities by making all its sites accessible, adapting how it works, and transforming how it recruits and trains its employees. Unilever's Disability Inclusion Programme is built on a comprehensive analysis of the physical accessibility of its sites, the accessibility of its virtual sites, and its recruitment processes. Its global guidelines facilitate accessibility in information technologies, recruitment, communications, and workplace design.

Unilever's Business Integrity programme sets out standards of behaviour and ensures that its business is aligned with its values and the applicable laws and regulations in the countries where it operates.

It has three pillars:

1. **Prevention:** seek to embed a culture of integrity at all levels in all geographies.
2. **Detection:** encourage employees to speak up and give voice to their values.
3. **Response:** have the tools to investigate and, if necessary, sanction confirmed breaches and use lessons learned to continually improve.

Unilever launched its Code of Business Principles in 1995 along with 24 related Code Policies that define ethical behaviours and are at the heart of its Business Integrity programme. They help Unilever put its values of integrity, respect, responsibility, and pioneering into practice. These principles play a key role in setting out how Unilever seeks to ensure compliance with laws and regulations, protect its brands and reputation, and prevent harm to people or the environment.

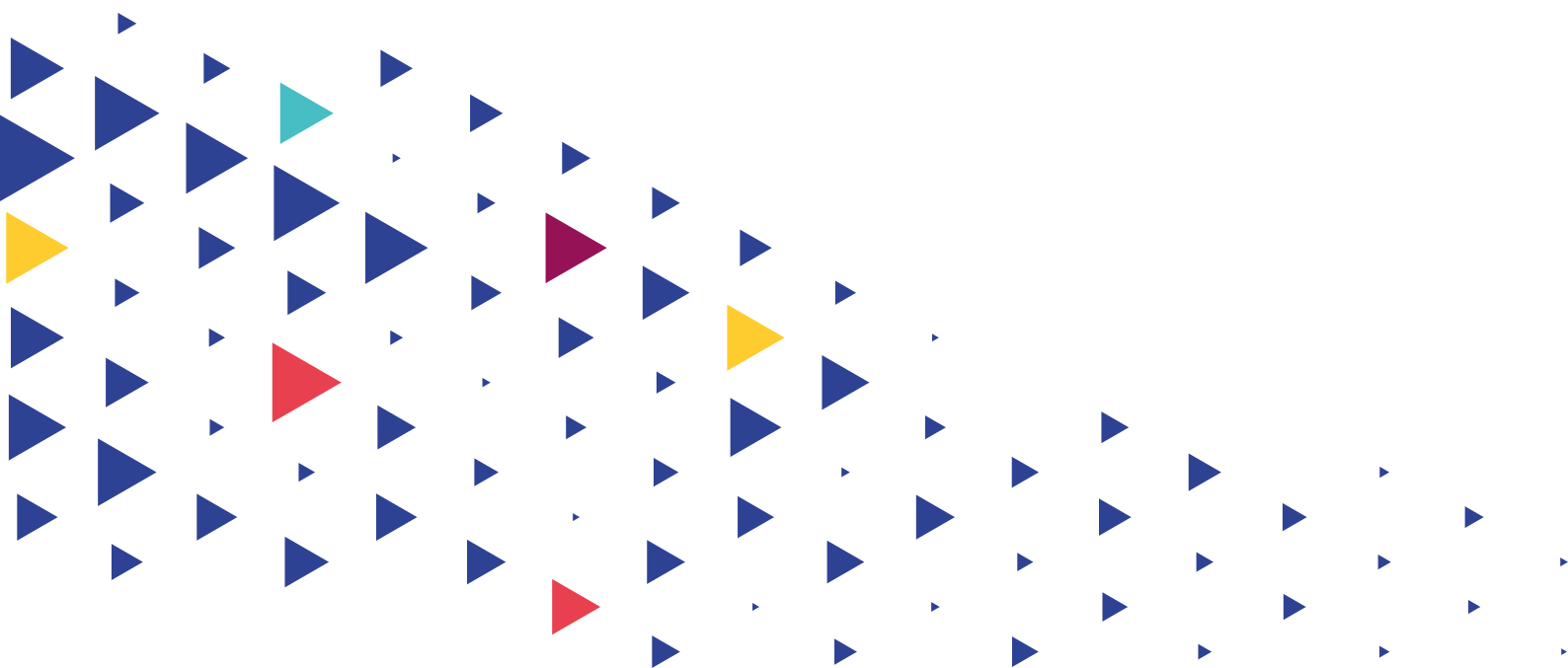


Key points:

- ▶ Business Integrity framework
- ▶ Specific guidelines on accessible tools
- ▶ Company policies to define ethical behaviours

The Principles and Code Policies provide a mandatory framework for all employees and others working for Unilever, including its Board of Directors, and apply to all Unilever companies, subsidiaries, and organizations over which Unilever has management control.

Moreover, the Principles and Code Policies have been translated into numerous languages. An important component of its Business Integrity programme is its Respect, Dignity and Fair Treatment Policy. This policy requires that employees treat everyone fairly and equally, without discrimination, on multiple grounds, including disability. This includes consideration for recruitment, redundancy, promotion, rewards and benefits, training, or retirement, which must be merit-based. In addition, employees must not engage in any direct offensive, intimidating, malicious, or insulting behaviour. This includes any form of harassment or bullying, whether individual or collective and whether motivated by disability or on other grounds.



▶ Veolia – Escape Game to Raise Disability Awareness



Industry sector:
Environmental Services



**Number of employees worldwide
(as of 2022):** 210,000



Turnover in USD (as of 2022):
45.8 billion

“Handscape” (making reference to the French word for disability, i.e. “handicap”) is a Veolia escape game designed in-house to raise employee awareness of invisible disabilities. This gamification aims to help develop employees' knowledge in an engaging way and reinforce the appropriation of messages.

The principles of the escape game are:

- ▶ Work collectively in teams of eight people to solve nine puzzles and three challenges on invisible disabilities.
- ▶ Teams have 45 minutes to successfully complete the puzzles.
- ▶ Every puzzle and every challenge highlights an invisible disability. After each step, there is a debrief with the team to give illustrated explanations on the particular disability and how people who live with them are supported by the company.

Veolia created a kit, so that this escape game can be run independently at local level by any business unit with ease and simplicity. The kit contains detailed game sheets for teams, sheets for the facilitator, a guide for the facilitator and the low-cost equipment.

Originally launched in France in Veolia’s Recycling and Waste Management business unit, this in-house awareness-raising initiative is intended to be “copied and adapted” on a wider scope and some of Veolia’s other business units have already shown interest in this type of awareness-raising.



Key points:

- ▶ In-house awareness-raising initiative
- ▶ Gamification approach
- ▶ Kits and detailed sheets to facilitate access to all

► Zain – Career Development Programme



Industry sector:
Telecommunication



**Number of employees worldwide
(as of 2022):** 6,200



Turnover in USD (as of 2022):
5.6 billion

In an effort to move closer to achieving Zain's goal of fostering a disability-inclusive environment, and to support WE ABLE - Zain's disability inclusion initiative - the diversity, equity and inclusion team launched a development programme under the name "GROW".

WE ABLE was launched in 2019 and aims to promote the employment of people with disabilities, ensure accessibility across all touchpoints and create innovative products and services to support people with disabilities in their daily lives.

GROW was established in 2021 as a development programme for people with disabilities to achieve one of WE ABLE's targets, namely to increase the number of people with disabilities working in Zain. The programme guides recent graduates with disabilities from six Zain operating markets - Kuwait, Bahrain, Iraq, Jordan, Saudi Arabia, South Sudan - on a path towards successful and thriving careers over a course of two to three months.

The graduates undergo hybrid sessions hosted and led by experienced Zain employees from different departments based on their expertise on various topics such as skillsets and knowledge related to mastering job interviews, business technology, digital transformation, teamwork, digital tools as well as career planning.

GROW concluded with numerous assessments and a Zain committee review to measure candidates' progress and overall performance. Thirteen candidates have been recruited into Zain since the launch of the programme. Due to the success of the programme, Zain continues to host the GROW programme annually to ensure a continued support to people with disabilities, thereby also allowing Zain to tapping into the talent pool of people with disabilities.



 **zain**



Key points:

- Specific career development programme
- Constant support
- Annual programme hosting



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 35 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 35 National Business and Disability Networks on all continents pertain to our Network.

▶ **Businesses leading the way on disability inclusion**

A compilation of good corporate practices

Contact details:

International Labour Organization Route des Morillons 4, CH-1211 Geneva 22, Switzerland

ILO Global Business and Disability Network • W: businessanddisability.org • E: businessanddisability@ilo.org