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# Disability in the Workplace: Company Practices



Skills and  
Employability  
Department



# Disability in the Workplace: Company Practices

Working Paper No 3

ILO  
Bureau for Employers' Activities and  
Skills and Employability Department  
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The ILO acknowledges and thanks those involved in providing photographs for this publication.

Front cover (four pictures from left to right): IBM, Carrefour, MphasiS and MphasiS

Back cover (four pictures from left to right): Delta Holding, Ernst & Young, Samsung Electro-Mechanics and Delta Holding

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# Foreword

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Many companies realize that people with disabilities are productive, reliable employees who bring benefits to the workplace. A diverse workforce, inclusive of people with disabilities, is seen by many as important. Some companies also engage in developing products and services for people with disabilities, their families and friends. And, as companies engage with communities in which they work, many pay specific attention to disabled persons.

These three themes are the basis of *Disability in the Workplace: Company Practices*, which describes the contemporary experiences of 25 companies and their work on the issue of disability. The profiles describe company practices toward disabled persons as employees or potential employees, customers and consumers, and community members. The descriptions are short, only two to four pages, but each captures the context of company operations as it relates to the issue of disability.

*Disability in the Workplace: Company Practices* is timely for many reasons. It comes in the wake of a major global economic crisis, yet the companies profiled have nevertheless given strength to their disability and diversity initiatives. It provides inspiration and guidance to companies at a time when countries are ratifying and seeking to implement the UN Convention on the Rights of Persons with Disabilities - a comprehensive human rights Convention for people with disabilities that will require some changes in national policies and practices related to work and employment. *Disability in the Workplace: Company Practices* also responds to an emerging body of information that supports the business case for hiring people with disabilities and the interest of companies to maintain diverse workforces.

We hope that the readers, – be they executives or staff from employers’ organizations, company human resource or corporate social responsibility directors, or others - will find inspiration and insights from the experiences and examples highlighted.

We wish to express our thanks to those involved in the development of this working paper. Appreciation goes to Debra Perry, Senior Specialist in Disability Inclusion, Skills and Employability Department and Henrik Moller, Senior Advisor, Bureau for Employers’ Activities, who were responsible for developing the working paper, to Jae-Hee Chang, who conducted the research and drafted most of the profiles, and to Judith Hasson, a Washington DC-based writer who wrote several profiles. The 25 companies are especially acknowledged for sharing their experiences and taking the time to work with ILO on this working paper.

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# Introduction

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*Disability in the Workplace: Company Practices* is a compilation of 25 company profiles, which describes how companies address hiring and retention, products and services and corporate social responsibility (CSR) from the perspective of disability. The publication is for companies, employers' organizations and other representative business organizations, workers' organizations, ILO staff, people with disabilities, and others interested in learning about company practices as it relates to disability. It is one of the first knowledge sharing initiatives of the ILO Global Business and Disability Network.

The Network is composed of multinational companies, employers' organizations and business networks from around the world - companies and groups with a specific interest in disability issues as it relates to the workplace and their businesses.

The Network has four goals:

- Knowledge sharing and the identification of good practices among members
- Development of joint projects and services
- Strengthening of employers' organizations at national level to reach national, small and medium enterprises
- Linkage and partnership with ILO projects and activities at country level.

## **The business case and human rights**

Companies hire people with disabilities and address their needs in products and services as well as CSR initiatives for many reasons. With regard to hiring, one reason for employing people with disabilities is the business case. Based on an emerging body of information, the business case outlines the benefits of a diverse workforce, inclusive of disabled persons. Basically, it states that:

- People with disabilities make good, dependable employees. Many cases document comparable productivity, lower accident rates and higher job retention rates between employees with disabilities and a company's general workforce.
- People with disabilities represent an untapped source of skills and talent, including technical skills if they have access to training, and transferable problem-solving skills developed in daily life. People who develop disabilities while working often have valuable skills and experiences learned on the job, in addition to their formal skills qualifications.
- Disabled people, their families and friends are often an overlooked market segment. Especially in developed countries, many have significant disposable income.
- Hiring people with disabilities can contribute to the overall diversity, creativity and workplace morale and enhance a company's image among its staff, in the community and among customers.

Human rights, non-discrimination and CSR are also reflected in the company profiles. Many illustrate ILO principles including those articulated in the *ILO Code of Practice on Managing Disability in the*



*Workplace* and in ILO standards. They also provide inspiration and guidance for companies on advancing their non-discrimination and diversity policies and initiatives, especially in light of legislative frameworks that are already being, or likely to be amended, as a result of the UN Convention on the Rights of People with Disabilities (UNCRPD). Among many measures, the Convention calls for non-discrimination and reasonable accommodation to promote access to training and employment.

## **Methodology and outline**

The ILO undertook this collection of profiles to obtain a snapshot of what some companies are currently doing with regard to disability. Each profile represents a self-report of the company's activities, and thus should not be seen as an independent analysis. In most cases, the information-gathering process began with a review of public information available through company web sites and corporate reports. ILO staff or writers then consulted with company representatives to learn more and clarify certain points.

Because the methodology was based on company reports, the information is not fully consistent across all profiles. However, the profiles illustrate the practices different companies use to attract, retain and accommodate disabled persons in the workplace, to develop products and services that address the needs of disabled persons as customers and to support them in the communities.

## **Common practices**

*Disability in the Workplace: Company Practices* is rich in policy statements and practices that illustrate attention to disability inclusion in business activities. Emerging from the profiles are some features.

Practices related to the company's internal operation include:

- Policy statements related to non-discrimination and inclusion of disabled persons
- Benchmarking activities
- Measures to make the workplace, printed materials, the online environment and commercial outlets or distribution points accessible
- Employee disability networks
- Disability awareness training for management and co-workers.

Practices to promote the training, hiring or retention of disabled persons and to enhance their productivity include:

- Specific recruitment or community outreach techniques and programmes
- Internships, training programmes and mentoring or leadership programmes specifically oriented to those with disabilities
- Reasonable accommodation to meet individual needs
- Allocation of designated human resource or management staff trained or knowledgeable about work-related disability issues
- Policies and practices for business-to-business relationships with entrepreneurs with disabilities.

Practices to partner and collaborate with others to realize disability inclusion or CSR goals include:

- Policies, standards or specific programmes to reach out to or influence vendors and the supply chain
- Employee volunteer programmes
- Collaboration with unions, non-governmental organizations and governments
- Collaboration with disabled persons' organizations, including with regard to disability awareness training, accessibility and product development
- Adherence to accessibility standards, both online and in the physical environment and active promotion of such standards
- Participation in business groups and networks related to disability issues.

## Language and definitions

A few of the disability-specific words in this document may be new to the reader. Generally when referring to people with disabilities, the terms “people with disabilities” and “disabled people/persons” have been used interchangeably, reflecting commonly usage in most parts of the world.

In its *Code of Practice on Managing Disability in the Workplace*, the ILO defines a **disabled person** as “an individual whose prospects of securing, returning to, retaining and advancing in suitable employment are substantially reduced as a result of a duly recognized physical, sensory, intellectual or mental impairment”.

As a comprehensive human rights Convention for people with disabilities, the UNCRPD recognizes that **disability** is an “evolving concept”, stating that “persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others”.

The term **reasonable accommodation**, according to the UNCRPD “means 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”.

Again according to the UNCRPD, universal design means “the design of products, environments, programmes and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. ‘Universal design’ shall not exclude assistive devices for particular groups of persons with disabilities when this is needed”.

Many profiles mention the World Wide Web Consortium (W3C), which has mission to realize the full potential of the World Wide Web by developing protocols and guidelines to ensure its long-term growth. Its Web Accessibility Initiative (WAI) develops strategies, guidelines and resources to make the Web accessible to people with disabilities. The Initiative had developed several guidelines, some of which are mentioned in these pages, such as the Web Content Accessibility Guidelines.

Finally, each profile contains information on the company's annual revenue, which is typically reported in the currency of the company's home base. Conversion to US dollars was done using the US Internal Revenue Services' "Yearly average currency exchange rates for converting foreign currencies into US Dollars". All estimates are approximations.

# Accor

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The Accor Group is one of the world's leading hotel operators, headquartered in Evry, France (just outside of Paris). Through Accor Hospitality, the company serves travelers in luxury hotel Sofitel and upscale brand Pullman; midscale hotels Novotel, Mercure, and Adagio; and economy chains ibis, all seasons, Etap Hotel, Formule 1, Motel 6 and Studio 6. The hotels are located in 90 countries, with 4,100 properties of almost 500,000 rooms. As of 2009, the Group had 150,000 employees worldwide and EUR 7,065 million in revenue (USD 10,095 million).

## Hiring and retention

Accor has been dedicated to hiring and integrating people with disabilities into the workforce since 1992. To strengthen the company's diversity initiatives, it announced with its employee representatives a formal declaration combating all forms of discrimination in 1997. In the declaration, Accor and the employee representatives vowed to fight all forms of discrimination based on “origins, gender, family situation, health, disability, beliefs, political opinions, union activity, ethnic preferences, nationality, race, or religion”.

Accor took another major step toward inclusion in 2003 when a non-discrimination statement was included in the Group's **Recruitment Charter**, and in 2007, when the company signed a **Group Agreement on Diversity** in France with its trade union partners. The Agreement allocated a special budget to the **Integrating the Disabled Project Team**, which aims to recruit, integrate and retain employees with disabilities working with Accor France.

In late 2008, a new agreement on disability was signed with employee representatives for the period 2009 to 2011. The agreement reaffirmed Accor's commitment to increasing the number of disabled employees and helping them stay on the job. In 2008, Accor had 462 employees with disabilities in France and hired 47 more during the year.

To hire more people with disabilities, Accor launched various recruitment and training programmes in its local and regional offices. For example, at Accor France, the regional employment managers and the Integrating the Disabled Project Team launched a project called **Handicapte**. The Team organizes an information day for disabled students so they can meet hotel professionals and learn more about the industry. The project offers a sandwich course (a course consisting of alternate periods of study and industrial work) and apprenticeships in a hotel or restaurant. Selected young people are offered permanent positions within the company. In 2009, more than 50 youth applied to attend the information session and 20 students participated.

Another initiative is based on an Accor collaboration with JobinLive, a French company that specializes in creating video résumés for people with disabilities at no charge. Job candidates with disabilities record

three-minute video résumés to present themselves, their competences and experiences. So far, 100 video résumés have been created and 20 candidates have been recruited by Accor France.

In Shanghai, Novotel Atlantis provides on-the-job training for people with intellectual, physical and hearing impairments in a variety of areas, such as housekeeping, kitchen, and laundry. The training programme has been supported by the Shanghai Disabled Persons' Federation, which recruits candidates, provides support as needed and pays a training salary. Accor takes about 20 trainees every six months, and when the training is completed, its managers hire many of the trainees and find jobs for its graduates in other four and five star hotels. In 2010, a total of 203 people with disabilities were trained at Accor in several departments: laundry, western kitchen, public area, kitchen, stewarding, uniform room, pastry, and staff canteen. This programme has been recognized with various awards by the Chinese Government.

To better support and retain its disabled employees, Accor launched several disability awareness initiatives. For example, the company provides various training programmes for its managers and employees to alleviate any communication barriers that may exist between employees of different abilities. In Accor Latin America, the Formule 1 Morumbi (Sao Paulo) offers a sign language course to its managers and employees. The goal is to enhance communication with hearing-impaired employees and also increase the quality of service for hearing-impaired customers.

Building on the company's experience of hiring people with disabilities, Accor published a diversity booklet called **Towards the all inclusive company** (*Vers l'entreprise inclusive*) containing information and advice on hiring disadvantaged employees. In France, a booklet, **Disability in my company** (*Le handicap dans mon établissement*), was created and distributed to recruiters. The objective of the booklet is to answer potential questions that can arise during recruitment and hiring.

## Products and services

Accor hotels are designed to meet the needs of its disabled guests. The hotels are accessible to wheelchair users, and have accessible bedrooms and bathrooms, wide doorways, lifts with wide entrance and emergency devices, such as vibrating pillows to wake hearing-impaired guests in the case of alarm and induction loops for hearing-impaired persons attending events at its meeting facilities.

## CSR

CSR activities concentrate on enhancing the social and economic status of countries, regions, and cities where the company is present. Although no annual CSR report is published, the company's web site, human resources report and annual report highlight its core CSR programmes in the areas of environment, employees, charity and the local community.

Being a strong advocate of people with disabilities, Accor is involved in various community initiatives that promote the livelihood of disability groups at both local and regional levels. For example, Accor employees have contributed cash, volunteer time and food to a variety of community programmes and non-profit organizations which serve the disability community.

To support local sustainable and employee-based solidarity projects, Accor established the **Accor Foundation** in 2008. Given a budget of EUR 5 million (USD 7 million) for five years, it has made contributions to various initiatives in 23 countries. To be supported, projects must meet one of the four fields of intervention: local know-how; training and employment; culture and heritage; or humanitarian and emergency.

One project related to training youth with disabilities was jointly established with the Perkins School for the Blind in the United States. The Accor Foundation donated USD 5,000 to create a science workshop for blind or visually-impaired students. The goal of the workshop is to develop the technical and tactile capabilities of the disabled students and to assist the graduates to earn a nationally-recognized English Language Arts and Mathematics diploma. The Foundation also supported a project initiated by Entraide Populaire Familiale, a French non-governmental organization that assists youth with disabilities. The Foundation donated EUR 19,500 (USD 26,300) to renovate and reorganize a centre for people with mental health difficulties in Algiers, Algeria and to provide training, workshops, and event facilities.

## Other information

In 2007, Accor received the APAJH trophy from the Association for Adult and Young Persons with Disabilities (Association pour Adultes et Jeunes Handicapé) for its 15-year initiative to include people with disabilities in its workforce and training programme for youth and unskilled workers.

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# Carrefour

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Carrefour SA, headquartered in Levallois-Perret, France (just outside of Paris), is an international retail group specializing in large-scale distribution. With 15,500 stores in 35 countries around the world, it is the largest retailer in Europe. The Group has a strong presence not only in Europe, but also in Asia and Latin America. It operates 31 companies in four main store formats: hypermarkets, supermarkets and hard discount and convenience stores. In 2008, the company served more than 2 billion customers, employed 475,000 people, and earned EUR 108,629 billion in revenue (USD 122,580 million).

## Hiring and retention

The Group's **Human Resources Policy** states that the company promotes equal opportunities and professional development for all population segments, including "young people, seniors, men, women, graduates and self taught, people with disabilities, etc."

In 1999, Carrefour with its social partners signed the first Mission Handicap Agreement, a nationwide initiative in France that encourages private companies to establish a specific department that handles disability matters and promotes the inclusion of people with disabilities in the workforce. Since then, Carrefour has been taking a proactive approach to hire people with disabilities, such as by establishing annual targets for hiring. For example, between 2005 and 2007, Carrefour hypermarkets recruited over 930 disabled people - nearly four times the target it had initially set. In 2008, Carrefour hypermarkets signed their fourth Mission Handicap Agreement and announced an ambitious goal to recruit 400 disabled people by the end of 2010.

With 5,250 disabled employees in France and an additional 1,000 worldwide, Carrefour's interest is to not only increase the number of disabled workers, but also assist them to retain and advance their employment status. The company has developed various measures to facilitate the day-to-day work of employees with disabilities, helping them fully integrate into the professional sphere. For example, financial assistance is provided to buy assistive devices or equipment to promote accessibility. Positive awareness-raising is achieved through a mandatory pre-employment disability sensitization training session for all new store directors. In addition, each store has at least one disability specialist among its personnel, who is responsible for recruiting and assisting new employees with disabilities adjust to the workplaces.

For the past four years, Carrefour has been participating in France's National Week for Employment of Disabled Persons. During the 12<sup>th</sup> National Week, Carrefour worked with ADAPT (a French association for social and professional integration of people with disabilities) and a French governmental organization called AGEFIPH (Association pour la Gestion du Fonds pour l'insertion professionnelle des Personnes Handicapées) in the One Day, One Professions in Action campaign. The campaign was a

week-long programme for jobseekers with disabilities to learn about careers available within Carrefour, meet store managers and “shadow” store employees. Over 50 hypermarkets and supermarkets participated. While no direct recruitment was intended, the programme offered an opportunity for participants to explore career possibilities within the company.

Carrefour sees illiteracy as a factor that hinders a person from being employed and participating in society and a major disadvantage. Recognizing the challenges faced by illiterate individuals, Carrefour France developed a literacy training programme for its employees in 2009. From 25 stores, 218 employees participated in the programme, and as a result of its success, an additional 20 stores will launch the programme by the end of 2010. People with disabilities, especially those who have not had access to basic education, will also benefit from this programme.

Carrefour stores worldwide have also worked toward expanding job opportunities for people with disabilities. For example, since 2009, Carrefour Thailand has collaborated with a local organization serving people with disabilities to employ at least one disabled person in each store. In the same year, Carrefour Malaysia joined hands with the United Nations Development Programme (UNDP) and hired 56 disabled workers. For this undertaking, Carrefour received a CSR award, The Most Caring Employer in Malaysia, from the French Chamber of Commerce and Industry in Malaysia (MFCCI).

In Carrefour China, each store hires between five and ten disabled persons. Recognizing the stores' efforts, several local governments have given awards to the respective stores for their contribution to enhancing the employment of people with disabilities.

Other hiring examples include Carrefour Columbia signing an agreement with the national army to employ 50 veterans with disabilities in its stores.

## Products and services

The company seeks to provide a wide range of accessible services at all its stores, regardless of their size or format. For example, Champion Service Packages, a service provided by one of its supermarkets, runs a care hotline for disabled and elderly individuals. Shopi and 8 à Huit, two convenience stores, work in partnership with Fourmi Verte, a service provider that assists elderly and disabled people in France, to provide home delivery services to its customers, in particular those with disabilities.

## CSR

The annual **Sustainability Report** describes the company's CSR policies around three pillars: economic, social and environmental issues. The social chapter of the report illustrates its diversity practices and community involvement activities.

For example, in 2004, Carrefour France signed the Corporate Diversity Charter, a written commitment launched by the Institut Montaigne, an independent think tank in France that produces publications and



organizes debates around social cohesion and social mobility matters. The commitment was signed by 250 French companies that aim to improve non-discrimination practices in the workplace and enhance equal employment opportunities in their corporate strategies.

Carrefour supports initiatives, projects, and charitable organizations involved with humanitarian aid and the fight against exclusion through its two sub-organizations: **Carrefour Solidarité** and the **Carrefour International Foundation**. Carrefour Solidarité partners with aid agencies, local communities, customers and employees to support solidarity actions for disadvantaged individuals. The Foundation, which is committed to funding rural development programmes and microcredit initiatives, finances the establishment of food donation organizations or “welfare grocery stores” that offer disadvantaged families a range of staple goods at 20 per cent of the usual hypermarket price. In particular, these stores have allowed Carrefour to support people with disabilities by assisting them with food purchases and budget management.

In 2009, the Foundation supported the reconstruction of a centre for people with disabilities in China following the earthquake. The re-established centre provides career training, recruitment information, health advice, and sports training for people with disabilities. In the same year, the Foundation launched a support programme in Spain to assist people with intellectual disabilities.

Carrefour is committed to providing its customers with socially-responsible products, which include products that benefit or support people with disabilities. For example, the proceeds from the company’s AGIR Solidaire Dog Biscuits contribute toward an association that trains dogs for disabled people.

## Other information

In 2007, Carrefour received an award in Poland as part of the Ending Prejudice competition organized by the Polish Disabled Workers' Association for its dedication in employing people with hearing and intellectual disabilities as cashiers.

In 2009, the Association for Adult and Young Persons with Disabilities (Association pour Adultes et Jeunes Handicapé), which promotes the rights of disabled persons, awarded Carrefour with a trophy in the “professional integration” category for its initiative in integrating people with disabilities in its hypermarkets in France.

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# Cisco

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Cisco Systems, Inc., headquartered in San Jose, California, United States, is one of the world's largest technology corporations. Cisco specializes in networking and communications technology and services. The company is a major player in the market for Internet protocol-based networking equipment. The company manufactures routers and switches used to direct data, voice, and video traffic. It provides remote access servers, Internet protocol telephone equipment, optical networking components, Internet conferencing systems, set-top boxes, and network service and security systems. Its products are sold primarily to large enterprises, public institutions and telecommunications service providers. It also markets products designed for small businesses and consumers through its Consumer Business Group. The company has offices in Africa, Asia, Europe, Latin America and North America. Cisco has more than 72,600 employees worldwide and an annual revenue of USD 10.75 billion as of October 2010.

## Hiring and retention

As an equal opportunity employer committed to diversity, Cisco encourages all individuals, regardless of personal characteristics, to apply for positions at the company. Its equal opportunity policy commits the company to "recruit, promote, reassign, and train people regardless of race, color, religion, gender, sexual orientation, age, disability, or nationality". It pledges to "take affirmative action to ensure equal employment opportunities for minorities, women, people with disabilities, Vietnam-era veterans, and other eligible veterans", and to "treat all employees equally with regard to pay, benefits, transfers, training, education, and social programs".

The company seeks to do business with diverse suppliers, which include businesses owned by people with disabilities. The **Cisco Global Supplier Diversity Business Development (GSDBD) Programme** was established more than 14 years ago to increase inclusion and diversification of its global suppliers, and to provide equal access to businesses owned by minorities, women, and people with disabilities.

Cisco has a stated company goal of achieving "disability confidence", which it defines as having an understanding of how disability affects every aspect of its business and commitment to remove all barriers for its employees, customers, partners, and suppliers. For the employees, this means providing access to work and communication tools to enable them to succeed. To meet the specific needs of employees with disabilities, managers, human resource personnel, and the employee relations department work together to secure necessary work tools.

An accessibility team is maintained to ensure ongoing compliance with its accessibility standards. The company also seeks to make its entire workforce aware of its inclusion and diversity policies, requiring employees to subscribe to its **Code of Business Conduct**. The Code includes a section on respecting

others and addresses topics such as harassment, discrimination, and accommodating individuals with disabilities. New employees also receive inclusion and diversity training as part of their orientation.

With aims to integrate inclusion and diversity into its business processes and operations, it formed the **Global Inclusion and Diversity Council** in 2007. The Council took on the role of developing the inclusion and diversity strategy, advocating policies that support an inclusive environment, and establishing new employee resource groups. In 2008, the Council launched the **Cisco Disability Awareness Network (CDAN)**, an employee resource group that has chapters in eight countries and plays an advisory role in the company's workplace disability arena. The mission of the CDAN is to promote an accessible work environment that benefits Cisco and its disabled customers, partners, employees, suppliers and communities.

## Products and services

Products, services, web sites, documentation and facilities are made accessible to people with disabilities, either through their off-the-shelf design or through use of assistive technology that is added on. The company monitors all of its business functions, subsidiaries and acquisitions to ensure that its accessibility goals are met.

To accommodate changes in web technology, the company drafted new web design requirements in 2009 that take accessibility into account, and has provided training materials so that its sales force and resellers can educate consumers. It also works closely with vendors in its supply chain to improve accessibility and usability in its software products.

Cisco also participates in international committees that set accessibility standards for computer technology. Internally, its employee Intranet complies with the World Wide Web Consortium Web Accessibility Initiative.

## CSR

The company's **Corporate Social Responsibility Report** is an annual publication that documents progress related to five key areas: employees, the environment, governance, society and the value chain. The report's chapter on employee relations devotes a section to inclusion and diversity, which describes Cisco's efforts to create a disability-inclusive environment.

Cisco works with disability organizations worldwide to improve the accessibility of its own physical facilities, to increase awareness of disability issues in the workplace and to promote employment opportunities for people with disabilities. For example, it is a gold sponsor of the National Business and Disability Council, a leading US resource centre for innovative ways to integrate people with disabilities into the workplace and has a relationship with Project HIRED, which specializes in helping people with disabilities find work. In addition, the company supports and works with the Employers' Forum on

Disability in the United Kingdom, which provides information on disability policy and awareness in the company's European markets.

Cisco also runs worldwide civic councils that consist of teams of employee champions that seek to give back to their local communities through volunteer projects, development of non-profit partnerships, product donation programmes and cash grant-making. In Spain, for example, employees supported the Apsuria Foundation's Project Illusion with cash contributions and product donations for the Foundation's new residence for disabled children whose parents are deceased. They donated funds for a hydrotherapy pool, voice and data services, equipment, and furniture.

In Kenya, Cisco opened an IT academy in collaboration with Deaf Aid, a Norwegian-based non-governmental organization in Nairobi. The centre provides computer training for Deaf students. The company also supports the National Center for Learning Disabilities in the United States, which seeks to improve math and reading skills for children with special education needs.

## Other information

Cisco has received many awards for its work in the area of disability. In 2010, the US-based *CAREERS & the disABLED* magazine listed Cisco as one of its top 50 employers in 2010, ranking the company 39<sup>th</sup>, based on a survey of readers who were asked to list the top three companies for whom they would most like to work or believe would provide a positive working environment for people with disabilities.

*DiversityInc* magazine, a US publication that focuses on diversity and business, named Cisco among its Top 25 Noteworthy Companies and Top 10 Companies for Global Diversity, citing the company for providing excellent benefits for employees with disabilities and employees who are caring for disabled family members.

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# Delta Holding

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Delta Holding, headquartered in Belgrade, Serbia, engages in a wide range of business activities through its five companies. Delta M manages business operations in agriculture, food processing, retail, wholesale distribution, automobile distribution, real estate development, financial brokerage and financial services; Delta Generali Insurance is the group's insurance company; Delta Sport is a distributor of sports equipment; Delta MC works in production, wholesale, retail, export and import; and Delta Star is involved in trade of medical equipment, pharmaceutical products, agro and veterinary products, and advertising services. The group has subsidiaries in Albania, Bosnia and Herzegovina, Montenegro, Serbia and other European countries. As of 2009, Delta Holding employed over 24,000 staff and generated an annual revenue of EUR 2.5 billion (USD 3.5 billion).

## Hiring and retention

Delta Holding's **General Employment Conditions** include a non-discrimination statement affirming that the company will not discriminate based on “sex, place of birth, language, race, skin color, age, pregnancy, health, nationality, religion, marital status, family ties, sexual choice, political or other beliefs, social origin, property, membership in political organizations, unions or any other personal feature”. Although Delta Holding does not specifically mention disability in its non-discrimination statement, it has specific programmes to promote the inclusion of people with disabilities in its companies.

The programmes to hire people with disabilities are primarily initiated by the **Delta Humanitarian Foundation**, which was launched in 2007 to contribute toward Serbia's societal development by providing humanitarian work in areas of social care, education, culture, and health. The Foundation's activities, which are financed by Delta Holding's member companies, target children without parental care, children and adults with disabilities, single parents, seniors and other vulnerable groups.

In 2008, the Foundation collaborated with the Creative and Educational Center for People with Mental Disabilities (Kreativno Edukativni Centarza Mentalno Nedovoljno Razvijene Osobe, KEC MNRO), a non-governmental organization (NGO) assisting employment and work placement opportunities for people with intellectual disabilities, to introduce the **Working Integration Project**. The project aims to support the social integration of people with intellectual disabilities by including them in the workforce. Before job placement, participants attend training workshops organized by the KEC MNRO for a couple of months. Work training includes classroom-based sessions on effective communication with colleagues and customers and also consists of hands-on training, where participants learn on the job and in the stores. After training, they work in positions such as exhibition assistants, store assistants, or sale assistants in Delta Sport or one of the two Delta M subsidiaries. During an adjustment period, which varies for each individual, participants are paired with supervisors who support and monitor the

progress of participants' work. Flexible work schedules of two to four hours a day, two to five days per week, are offered depending on the abilities and interest of project participants. Since the launch of the project, 16 disabled persons have been placed in Delta Holding's stores. The company plans to expand the project in the future.

To better integrate people with disabilities into the workforce, Delta Holding signed the Contract on Business-Technical Cooperation with the Forum of the Youth with Disabilities, an NGO that works to integrate children and young adults with physical or intellectual disabilities in Serbia. The Contract is an agreement between private companies and the NGO to educate employees on disability matters, create a disability-friendly working environment, and eliminate prejudice against people with disabilities in Serbia. The Forum prepares non-disabled employees to work with disabled employees by organizing disability awareness training.

The Working Integration Project and the Contract on Business-Technical Cooperation have resulted in significant impact by raising the level of awareness about people with disabilities and their abilities within Serbia and other countries where the Delta Holding operates. For example, consumers have responded positively when seeing disabled workers at Delta Holding stores. Additionally, domestic and foreign companies have shown interest in learning how to implement such projects and have asked Delta Holding for consulting services regarding integrating employees with disabilities into the workforce. As a result of the project's success, Delta Holding plans similar initiatives in among its other companies.

As the number of disabled employees increases, Delta Holding is taking measures to improve accessibility features of its public and office spaces. For example, all future retail facilities at Delta M will implement the European Institute of Design and Quality's principles, Design for All, which aims to create an accessible and convenient environment for all people.

## **Products and services**

In line with the Design for All principles, all new stores are designed with accessibility in mind, and older stores are being renovated to provide access. Delta City, a subsidiary shopping mall of Delta M, features parking places, elevators and restrooms for disabled persons. The mall was recognized by the International Council of Shopping Centres as the best centre in Europe in the category of medium-sized shopping centres for being accessible to customers with disabilities and for organizing various humanitarian events.

Delta Maxi has also worked toward providing an enhanced shopping experience for its disabled customers. In 2009, the company equipped its stores with shopping carts for people with disabilities, an action it extended to its retail shops and Maxi supermarkets.

## CSR

Delta Holding's annual CSR report, **Responsibility: New measure of success**, summarizes its sustainable activities across three pillars: employee relations, social welfare, and the environment. The social welfare chapter of the report devotes a section describing the activities of the Delta Humanitarian Foundation, with specific mention to the social reintegration projects launched for people with disabilities.

The Foundation implements many activities involving people with disabilities, including supporting arts projects, making donations of food and home supplies and providing financial assistance. For example, in 2010, it supported the first Belgrade International Movie Festival for Persons with Disability (BOSI FEST 2010) by sponsoring the expenses for the festival's main programme and art workshops. It also sponsored the fourth Festival of Adapted and Synchronized World Movies for people with visual impairments.

At the end of 2010, the Foundation will sign a contract with the City of Belgrade to build a day care centre for children with intellectual disabilities. The centre will be the first endowment given to the city by a private corporation in 70 years.

## Other information

Delta Holding is a corporate member of the UN Global Compact Working Group for Social Inclusion and Persons with Disabilities in Serbia. The Working Group was established in 2008 to inform corporate and non-governmental organizations about Serbia's Law on the Professional Rehabilitation and Employment of Persons with Disabilities, which was enacted in 2009, and to discuss how to effectively implement it.

Delta Holding has been recognized by several organizations for its efforts to enhance the lives of people with disabilities. In 2009, Delta Holding and KEC MNRO were jointly recognized by the Erste Foundation, a philanthropic organization that was founded by the Austrian savings bank, Erste Group, with the Award for Social Integration for their achievements in establishing an employment programme for youth with disabilities. The company was also acknowledged on the International Day of People with Disabilities for its contribution toward promoting a "life without barriers" for disabled persons.

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# Dow

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Dow connects chemistry and innovation with the principles of sustainability to help address many of the world's challenging problems, such as the need for clean water, renewable energy generation and conservation, and increasing agricultural productivity. Headquartered in Midland, Michigan, United States, its diversified portfolio of specialty chemical, advanced materials, agrosociences and plastic businesses deliver a broad range of technology-based products and solutions. Dow serves customers in approximately 160 countries and in high growth sectors such as electronics, water, energy, coating materials and agriculture. The company's more than 5,000 products are manufactured at 214 sites in 37 countries across the globe. In 2009, the company had an annual revenue of USD 45 billion and employed approximately 52,000 people worldwide.

## Hiring and retention

Dow is committed to the recruitment, development and retention of top talent, including individuals who have a disability. It believes that qualified candidates and people with disabilities are a unique source of talent who can deliver substantial value to the company, its customers and its community.

Dow's **Global Respect and Responsibility Policy** stipulates that "employees be provided a work environment which is respectful and free from any form of inappropriate or unprofessional behaviour, such as harassment including sexual harassment, pestering or bullying and any form of unlawful discrimination based on unwarranted individual differences or prejudice such as sex, gender, race, sexual orientation, gender identity, disability, age, ethnic origin or other inherent personal characteristic protected by law". It sets the expectation that every employee will behave in a manner that supports a positive work environment and helps to foster a diverse and inclusive world-class organization.

A 16-hour **Diversity and Inclusion Training** programme prepares newly-appointed leaders to cultivate a supportive and inclusive environment for employees with disabilities. The training equips the company's leaders with tools and skills to mentor and enhance the professional growth of disabled employees, as well as positively affecting their retention rate.

Dow's **DisAbility Employee Network (DEN)** comprised of employees with disabilities, employees who are parents of children with disabilities, and other supporters of the DEN vision, works to improve perceptions about people with disabilities and raise awareness about the contributions they make both at and outside of work. In addition, DEN fosters the professional and personal success of people with disabilities through a variety of training activities, aimed at people with disabilities and leaders managing people with disabilities.

To ensure a diverse workforce, Dow initiated an internship programme to include qualified students who have a disability, which included training recruiters on sourcing individuals with disabilities. Since



the programme's inception in 2005, the company has tripled the number of interns with disabilities and extended opportunities across the company, including full-time positions, to candidates with disabilities.

## Products and services

As a manufacturer of specialty chemicals, advanced materials, and agrosociences and plastic products, Dow does not offer products or services targeted at end users. However, its commitment to creating an inclusive environment for its consumers, investors, and employees is reflected in its accessible web site which was developed and is maintained using World Wide Web Consortium guidelines on accessibility.

## CSR

The company's annual **Global Reporting Initiative Report** describes its sustainability goals, set to be achieved by 2015, within the following key areas: sustainable chemistry, energy efficiency, addressing climate change, contributing to community success, product safety leadership, protection of human health and the environment.

A good example of the company's community involvement is Dow India's collaboration with Bhagwan Mahavir Viklang Sahayata Samiti (BMVSS), a charitable organization in Jaipur, India. BMVSS supports physically-disabled people and helps them by providing artificial limbs and rehabilitation services free of charge. Over the years, Dow India has helped 5,800 people through its support to developing an artificial foot called the Jaipur Foot. Dow Polyurethanes Systems invented a new foot made out of polyurethane instead of conventional rubber. This allowed the limbs to be 20 per cent lighter, more flexible and longer lasting.

The impact of Dow's work in corporate citizenship expands beyond the company itself. Its **Code of Business Conduct**, which reflects the fundamental principles described in the 1948 United Nations Universal Declaration of Human Rights, summarizes many of the ethical principles and policies created to deal with issues as arising from bribery and political contributions, and with the promotion of equal employment opportunities, positive environmental impact, and health and safety workplaces. The Code extends to every employee and to all people who work at any of the company's facilities. Moreover, its business partners are expected to incorporate similar values and standards.

## Other information

In 2007, Dow was a recipient of the New Freedom Initiative Award given by the US Department of Labor. The award recognized the company's efforts to promote the employment of people with disabilities through its explicit non-discrimination hiring policies, fostering of an inclusive workplace, establishment of a network to raise awareness of contributions of people with disabilities to the workplace, and internship programme for students with disabilities.

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# Ernst & Young

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Ernst & Young provides assurance, tax, transaction and advisory services. Headquartered in London, United Kingdom, the organization's 144,000 people offer services from 700 offices in 140 countries in Africa, Americas, Asia, Europe and the Middle East. For fiscal year 2009, global revenue for Ernst & Young amounted to USD 21.4 billion.

## Hiring and retention

Ernst & Young's commitment to diversity is underpinned by a comprehensive policy statement on equal opportunities to ensure that candidates and employees are not treated unfairly on the grounds of "sex, marital status, race, ethnic and national origin, disability, religion, sexual orientation, age and trade union membership or non-membership".

Ernst & Young has active programmes to recruit people with disabilities and collaborates with a number of organizations to hire candidates with a full range of abilities. For example, in the United States, Ernst & Young works with organizations that assist students with disabilities start their careers. The firm partners with Career Opportunities for Students with Disabilities (COSD), the leading membership organization for university disability service providers, to help identify students with disabilities who may be qualified for Ernst & Young internships. It also participates in Emerging Leaders, the National Business and Disabilities Council's summer internship programme for students with disabilities.

Ernst & Young provides accommodation for employees with disabilities in its offices, at off-site meetings, and in client locations. Accessible design features are part of the firm's standards for new office construction and redesign, and new buildings are reviewed prior to occupancy to ensure those standards are applied. The firm also makes its internal communications, meetings, training, and technology tools accessible; and globally Ernst & Young is working toward developing accessibility standards for all web-based tools the firm develops or purchases from vendors.

To promote an inclusive culture, Ernst & Young facilitates understanding among its people by providing resources on topics such as disability etiquette, appropriate language and inclusive work practices. For example, "You don't say" is a guide to appropriate language for use in conversing with or referring to people with disabilities; "Conference call etiquette" provides tips for making conference calls more productive for everyone, especially people who are deaf or hard of hearing; and "Is it okay?" offers tips on how to be respectful of people with disabilities. The firm also offers disability awareness education programmes.

At Ernst & Young, there are around 300 members of **AccessAbilities**, the firm's disability employee network in the Americas. The firm holds "lunch and learn" events on disability topics, distributes educational materials including disabilities-awareness quizzes, a series of quick guides on key disability

topics and a handbook for people working with non-visible disabilities, their colleagues and supervisors. A network of volunteer **Abilities Champions** look for ways to incorporate educational content about disability into local communications, meetings, training and activities and drive improvements firm-wide in areas like accessibility in the built environment, accessibility in web-enabled tools and resources, accessible communications and emergency preparedness.

## Products and services

Ernst & Young does not offer direct products for people with disabilities. However, to extend its inclusiveness efforts, Ernst & Young's web site has been developed in line with the World Wide Web Consortium Web Content Accessibility Guidelines, so that clients and persons with disabilities can fully use it.

As an additional step to providing improved service for its clients with disabilities, Ernst & Young increases awareness among its people by creating posters on disability themes including awareness of invisible disabilities, accessibility, and the importance of knowing disability etiquette. One poster, for example, shows a photo of a person behind a desk, who is a client with a hearing disability. Two people are facing this person and one is signing to the client. The question posed is "Are You Prepared?" The copy says that if you don't know whether to look at the interpreter or the client, then you are not prepared to interact comfortably with people with all abilities and disabilities. It makes the point that "getting smart about disabilities" is good business.

## CSR

Ernst & Young does not publish a CSR report; however, the firm dedicates a separate page on its web site to describe its CSR initiatives across four issues: community engagement, education, entrepreneurship, and environmental sustainability.

Several Ernst & Young CSR activities contribute toward enhancing the lives of people with disabilities. For example, in the United States, Ernst & Young is the founding supporter of Entrepreneurship Bootcamp for Veterans with Disabilities, which was established by the Whitman School of Management at Syracuse University. The Bootcamp offers experiential training in entrepreneurship and small business management to veterans with disabilities and helps them develop skills to launch and grow a small business. In 2010, the programme was expanded to include family members of veterans. The Entrepreneurship Bootcamp for Veterans' Families uses the same model as the former programme and teaches family members of veterans who have been killed or disabled in Afghanistan or Iraq the fundamentals of starting and running a small business. Ernst & Young provides funding, curriculum support and instructors to assist participants of both programmes.

Also in the United States, Ernst & Young participates in the American Association of People with Disabilities' (AAPD) Disability Mentoring Day, bringing high school and college students into Ernst &

Young offices to shadow employees and learn about accounting and professional services careers. In 2010, the firm also hosted an information and mentoring training breakfast in its New York office and in 2009 was recognized by the New York City Mayor's Office of Disabilities Services for its contribution.

## Other information

Ernst & Young has been recognized with a number of awards for creating an inclusive environment for people with disabilities. In 2008, the firm received the US Department of Labor's New Freedom Initiative award, which honours corporations, non-profit organizations and small businesses for their efforts to further the employment and workplace environment for people with disabilities.

In 2009, Ernst & Young was ranked second on the *DiversityInc* magazine list of Top 10 Companies for People with Disabilities for its recruiting, retention and promotion of employees with disabilities and its employee resource groups.

Also, that year the firm was named Employer of the Year by *Careers & DisABLED* magazine, where it has ranked among the top ten in the Top 50 Employers for People with Disabilities for three consecutive years.

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# Fast Retailing

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Fast Retailing is a global apparel retailer. Headquartered in Yamaguchi, Japan, the company offers casual wear for men and women. As of 2010, Fast Retailing had 809 stores in Japan and 135 stores in international markets under its well-known brand, UNIQLO. Fast Retailing also operates an additional 1,273 stores under brands such as Comptoir des Cottonniers, Princesse Tam-Tam, Theory and Cabin. Fast Retailing has a strong presence in China, France, Hong Kong, the Republic of Korea, Russia, Singapore, the United Kingdom, and United States, and will open its first store in Malaysia in the final quarter of 2010. As of 2009, Fast Retailing had 11,037 employees worldwide and annual revenue of USD 7,356 million.

## Hiring and retention

Fast Retailing aims to be a company where everyone is treated with respect and dignity. The company's equal opportunity statement envisions an inclusive working environment that does not discriminate based on "nationality, ethnicity, gender, age, marital status, disability or religious belief".

Until early 2001, Fast Retailing was barely meeting the minimum requirement of hiring people with disabilities stipulated by the Japanese employment law and quota system. However, the company began receiving reports from UNIQLO's Okinawa store describing significant improvements in teamwork and customer service after it had hired disabled persons. UNIQLO's president at the time took note of the situation and decided to expand the number of employees with disabilities by hiring at least one disabled person at each store. As a result, UNIQLO's employees with disabilities have steadily increased over the years, from 1.27 per cent of its workforce in 2001 to 8.04 per cent in 2009. Ninety per cent of UNIQLO's stores in Japan have at least one disabled worker. It exceeds both the legally-mandated quota of 1.8 per cent disabled employees and the average of 1.59 per cent for private sector companies in Japan. According to a survey released by Japan's Ministry of Health, Labour and Welfare in 2009, UNIQLO was ranked top in terms of the employment of people with disabilities as a proportion to the total workforce for the third consecutive year.

UNIQLO hires people with a broad range of disabilities and publically reports on its web sites the disability types present among its employees. In 2009, among 763 disabled workers, 32.7 per cent had mild intellectual disabilities, 28.9 per cent had severe intellectual disabilities, 14.7 per cent had severe physical impairments, 12.8 per cent had mild physical disabilities and 10.9 per cent had psychiatric disabilities.

In Japan, UNIQLO partners with various local vocational rehabilitation and social support centres for people with disabilities to recruit disabled applicants from around the country. The staff from these

centres work with disabled persons and match them to jobs at UNIQLO according to the person's abilities, interests and the job requirements.

After entering the company, a disabled employee is teamed up with a job coach for two to three months. The coach supports the new employee by facilitating inclusion on the job, providing training on specific job tasks, providing mobility training if needed and offering other support services required. People with disabilities work as cashiers; back office assistants, who help sort incoming merchandise; and store clerks who classify and display merchandise and clean shops.

## Products and services

As an apparel retailer, Fast Retailing does not manufacture products for people with disabilities. However, the company makes efforts to create a barrier-free environment where its disabled customers are able to enjoy their shopping experience. For example, all UNIQLO stores display signs to ensure customers with guide dogs know they are welcome and store employees are prepared to assist them.

To better serve seniors and customers with physical disabilities, 40 per cent of UNIQLO stores are equipped with ramps, accessible restrooms, wide aisles and other accessibility features. Additionally, when a disabled customer visits a UNIQLO store, they are provided with the store's phone number so they can contact the store in advance of their next shopping visit. The staff will organize desired items or attend to other needs requested by its customers with disabilities.

In the future, UNIQLO plans to broaden its accessibility efforts by incorporating barrier-free designs into store layouts, opening stores in convenient and accessible locations, and making all UNIQLO stores disability-friendly.

## CSR

Fast Retailing's annual **CSR Report** outlines the company's framework across five key issues: customers, business partners, employees, environment and community. The report also dedicates a specific section that describes the company's contribution toward employing people with disabilities. The section delivers the voice of Fast Retailing's disabled employees through personal essays which describe how work has changed their lives.

Fast Retailing has been involved in a number of community activities that support people with disabilities. For example, in 2002, UNIQLO United Kingdom teamed up with Scope, a leading disability charity in the United Kingdom helping children and adults with cerebral palsy, to launch a cause-related marketing campaign to raise awareness of the charity. For the first campaign, UNIQLO pledged 1 British Pound (USD 2) for every customer visiting its new store over the opening weekend, and for the second initiative, UNIQLO customers were encouraged to donate their used clothing to local Scope offices.

Since 2002, UNIQLO has been an official partner of the Special Olympics Nippon that promotes sporting activities for people with intellectual disabilities. During the games, the company donates uniforms for volunteers, staff and athletes. In addition, UNIQLO provides financial support to the Olympics by producing and selling T-shirts that promote the spirit of the event. All profits are donated to the Special Olympics and its activities.

## Other information

In 2007, UNIQLO received the “Challenge Again” Initiative commendation by the Japanese Prime Minister in recognition of its contribution to hiring people with disabilities and its high ratio of disabled workers. The award is presented to individuals and organizations that have made a distinguished contribution to the re-employment of women with children and the employment of people with disabilities.

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# Grundfos

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Grundfos is one of the world's largest water pump manufacturers. Headquartered in Bjerringbro, Denmark, the firm annually produces more than 16 million pumps, including circulator, centrifugal, solar, self-priming and submersible units. Its circulator pumps are used in heating, air-conditioning and ventilation systems. Its industrial pumps are used in process facilities and for plant maintenance. Grundfos also makes pumps for irrigation, greenhouses, and private, municipal and industrial water supply facilities. The company has more than 16,000 employees in 45 countries around the world. In 2009, Grundfos reported USD 3.1 billion in revenue.

## Hiring and retention

Grundfos' **Human Resource Policy** states that all employees are treated equally regardless of "gender, race and religion to ensure equal opportunities for employment, terms of employment, education and promotion". Although people with disabilities are not specifically mentioned in the Policy, it goes on to state that Grundfos is committed to maintaining "deep respect for the differences between every single employee" and to "employ people with reduced work capabilities due to physically, mentally or socially related reasons, under flexible conditions". In fact, as part of the **Grundfos Supplier Code of Conduct**, it stipulates that suppliers respect the right of workers to form and join unions and to bargain collectively. The company maintains a policy that its suppliers may not engage in any form of discrimination, and must protect the rights of people with disabilities.

Since 1968, Grundfos has promoted an inclusive workplace by employing people with disabilities and maintains a target of having at least 3 per cent of its workforce comprised of disabled persons. Grundfos also has established what it calls flexible workshops at six locations in China, Denmark, and Hungary to accommodate people with disabilities and other socially-disadvantaged groups. The conditions of the workshops are very similar to regular production facilities, but job requirements are adapted to each individual employee's ability to work. Workers at these locations deal with operations such as manual assembly, the production of small spare parts and the recycling of materials from pumps, computer hardware and production equipment. Wages are partly subsidized by the local authorities. In 2008, Grundfos Denmark employed 115 people in its flexible workshops.

In addition to the workers in the flexible workshops, employees with physical, intellectual, and mental health disabilities hold a wide range of jobs at the company from production to research to administration. The company has a goal of allowing as many employees as possible to continue on the job if their working capacity is reduced due to disability, illness or other causes.

Grundfos provides a variety of accommodations for disabled employees based on individual needs. This includes providing extra rest time, adapted chairs, adjustable desks and adapted equipment. The

company also provides easy accessibility to the worksites, for example, by providing ramps for wheelchairs.

All managers throughout the company take a training course on the company's diversity values that includes discussions on people with disabilities. In the flexible workshops, supervisors are trained to assist disabled employees.

## Products and services

As a water pump manufacturer, Grundfos does not offer direct products for people with disabilities. However, its domestic water solution products have been designed for all people, including disabled persons. For example, the product description of Sololift+, a lifting station that pumps water or wastewater from low to high elevation in baths, showers, washing machines and other sources of domestic wastewater, mentions that the equipment can be used in bathrooms designed for people with disabilities.

## CSR

Grundfos issues an annual **Sustainability Report** that states the company will operate "in a manner that meets or exceeds the ethical, legal, and public expectations that society has of the business".

The company strives for environmental sustainability and pledges to actively engage with local communities where it has operations. For example, at Grundfos Singapore, employees and their families volunteer at Mindsville@Napiri, a home for disabled persons and donate basic necessities for people with disabilities. At Grundfos United Kingdom, the company makes financial contributions to the Portland College, a national college for people with physical and learning disabilities.

In 2008, Grundfos published a guide, "**Get a grip on practice**" which offers practical guidance to companies, politicians and local authorities on how to promote a labour force inclusive of people with disabilities and other socially disadvantaged groups.

## Other information

Grundfos has received recognition for its social responsibility, including a number of prizes and awards. For example, in 2006, Grundfos Denmark won the European Foundation for Quality Management (EFQM) Award for its efforts in employing people with disabilities and its sustainable activities. The EFQM is a non-profit membership foundation headquartered in Brussels that seeks to promote business excellence, and it gives recognition to companies in many areas of business operation including CSR.

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# Honda Motor

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Honda Motor Co., Ltd. (Honda), headquartered in Tokyo, Japan, is the world's largest motorcycle manufacturer and a leading automaker. Honda operates in four business segments: motorcycle, automobile, financial services, and power products, such as engines and generators. The Honda Group has a total of 67 manufacturing facilities located in Argentina, Brazil, Canada, China, India, Italy, Japan, Mexico, Thailand, Turkey, the United Kingdom, the United States and Viet Nam. As of 2010, Honda employed 177,000 employees and had 390 subsidiaries in 44 countries worldwide. Its fiscal revenue for 2010 was USD 92.2 billion.

## Hiring and retention

The **Honda Conduct Guideline** describes the Group's core business values that are commonly shared across all Honda companies. The Guideline includes a non-discrimination policy stating that Honda will not discriminate on the basis of “place of birth, nationality, beliefs, religion, sex, race, ethnic origin, age, physical or mental disability, legally protected medical condition, hobbies, education, or status within society”.

Over the years, Honda has been providing jobs to people with disabilities, particularly through its subsidiary companies, such as Honda Sun, Honda Sun R&D and Kibounasato Honda. Honda Sun, a manufacturer of motorcycles, automobiles and power product components, was established as a special subsidiary of Honda in 1981 to expand employment opportunities for people with disabilities and promote their social independence. The subsidiary was built after Honda's founder, Soichiro Honda, had seen a successful example of people with disabilities at work during his visit to Japan Sun Industries, a social welfare corporation providing jobs to disabled persons.

Honda Sun became the first of many Honda subsidiaries to proactively employ people with disabilities. In 1985, Kibounosato Honda was established as a joint investment between Kumamoto prefecture and Matsubase Town (now called Uki City), becoming the first “third-sector factory” in the automobile industry to employ people with severe disabilities. (A third sector factory involves the corporation and investment of the public and private sector.) In 1992, the opening of Honda R&D Sun, a subsidiary that manufactures and sells engine parts, transportation equipment and agricultural machinery using computer-aided design, offered additional employment opportunities for people with severe disabilities.

In 2008, Honda Sun celebrated the completion of its new plant in Hijimachi, Oita prefecture. The plant was built with special consideration of each disabled worker's needs. This was done by asking disabled employees to describe what constituted a barrier-free environment. Their answers were incorporated in the design phase of the plant, making the facility accessible to both disabled and non-disabled workers.

As of 2009, 2.07 per cent or 986 individuals working at Honda in Japan had disabilities. Honda's hiring practice exceeds the legally-mandated quota of 1.8 per cent in Japan.

## Products and services

Since 1975, Honda has been producing vehicles with adaptive devices to enable people with disabilities to regain control of their mobility and transportation. In 1976, the Honda Techmatic System was introduced to make it easier for customers with physical disabilities to drive. The System is equipped with a manual driving supplemental device, left-foot operated accelerator pedal for those with an impaired right foot, and a steering knob for one-handed steering. The System's versatility allows users to tailor it according to their needs.

In 1981, the Honda Franz was developed to make it possible for people with leg and arm impairments to drive with a foot-operated driving mechanism. The Japanese law at the time did not permit people with upper limb impairment to drive. Honda, along with other automakers, held an industry-wide campaign to have the law amended. As a result, the Road Traffic Act was revised in 1981.

Currently, Honda offers a series of vehicles equipped with features to help people with physical disabilities enter and exit the vehicle with greater ease by providing a lower wheelchair ramp angle and more interior and head room. In addition, Honda released the Monpal mobility scooter, a 4-wheel device that does not require a driver's license, but allows people with limited walking abilities to extend their sphere of activity.

## CSR

Honda's annual **CSR Report** describes programmes and activities in four key areas of CSR: quality and safety, environment, society and management. The society section of the report describes various programmes that are carried out with customers, suppliers, shareholders and associates. In 2009, a core initiative involving Honda's associates included cultivating respect for diversity in the workplace.

In addition to the CSR report, Honda publishes an annual **Philanthropy Report**, which outlines the company's fundamental approach and major initiatives in the area of philanthropy. Efforts have been concentrated in educational, environmental, traffic safety and community involvement activities, which include supporting individuals with disabilities. Globally, Honda has been sponsoring initiatives of various organizations working with people with disabilities.

For example, in Japan, Honda has been a corporate supporter of the Oita International Wheelchair Marathon since 1990. The Marathon is the world's largest international race for wheelchair users.

In Korea, Honda associates organized **Orchestra**, a philanthropic club to increase disability awareness. One of its achievements included collecting in-kind contributions from associates and raising money

through various activities that benefit Mindulre, a home for children with intellectual and physical disabilities.

In Australia, the company established the **Honda Foundation** to provide financial assistance to organizations that serve disadvantaged and disabled persons as well as those with long-term, life-threatening illnesses. The Foundation draws on voluntary contributions from Honda's Australia-wide network of dealers. One of its specific activities in educating hearing-impaired people in New South Wales is about devices they could use for watching television.

## Other information

A number of employees with disabilities in Honda's Kibounasato, Japan plant have received recognition for their outstanding work from the Japanese Ministry of Health, Labour and Welfare throughout the years.

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# IBM

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International Business Machines Corporation (IBM) is a multinational computer technology and consulting corporation headquartered in Armonk, New York, United States. Operating through five segments: Global Technology Services, Global Business Services, Systems and Technology Group, Software, and Global Financing, IBM is the world's largest computer company and systems integrator. After selling its PC company division to Lenovo in 2005, IBM concentrated its business operations on providing infrastructure, hosting and consulting services. The company employs over 399,400 employees worldwide and serves clients in 170 countries. In 2009, IBM had annual revenues of USD 95.8 billion.

## Hiring and retention

IBM includes a non-discrimination statement that references disability in a number of its company policies, such as its Workforce Diversity Policy, Global Employment Standards Policy, Diverse Business Relationships Policy, and Supplier Conduct Principles. For example, IBM's Global Employment Standards states that "IBM will not discriminate in hiring, promotion, compensation of employees and employment practices on grounds of race, color, religion, age, nationality, social or ethnic origin, sexual orientation, gender, gender identity or expression, marital status, pregnancy, political affiliation, disability or veteran status". Furthermore, in its workforce diversity policy, IBM emphasizes that the company will make workplace accommodations in order to ensure effective job performance by qualified people with disabilities.

To implement the policy, IBM established a central reasonable accommodation fund to cover costs of adaptive equipment that are not part of the standard workstation or to provide for other accommodations such as transportation and interpreting services. By doing so, IBM managers are able to hire employees based on merit and skill without the disincentive of having cost of accommodation charged to their department budgets.

IBM's efforts to promote workforce diversity and equal opportunity date back to 1899, when the company hired its first black male employee and three women, well before non-discrimination legislation existed. In 1914, IBM hired its first disabled employee and soon after began to recruit disabled veterans of World War I. Ever since, IBM has introduced many different programmes to create an inclusive workforce. For example, in 1943, IBM established a training centre in New York City for 600 disabled people; and in 1972, IBM initiated **Computer Programmer Training for the Physically Disabled** in collaboration with the US government and non-governmental organizations to train and place people with serious physical disabilities as entry-level computer programmers.

In the United States, IBM's **Project Able** seeks to increase representation of employees with disabilities. Proactive recruitment of disabled jobseekers is carried out through IBM's relationship with various training and job placement organizations. Once hired, IBM has an established network of champions for disabled employees. Through Project Able, IBM also provides internship opportunities for undergraduate and graduate students with disabilities who are pursuing careers in science, computer science, technology, engineering, or mathematics through its partnership with the American Association for the Advancement of Science (AAAS) and Entry Point!. Interns are matched with experienced mentors at IBM and offered assistive technology to facilitate their work.

Worldwide IBM offices have proactively sought to increase the number of employees with disabilities through various programmes. For example, IBM Australia has developed close partnerships with the National Disability Recruitment Agency, Disability WORKS Australia, and the Australian Employers' Network on Disability to identify and employ qualified people with disabilities. At IBM Canada, its **People Enablement Network Group focused on Persons with DisAbilities** provides mentoring and coaching, and supports professional skills development for disabled employees.

To ensure that IBM successfully recruits and retains employees with disabilities, disability awareness training is provided to IBM recruitment specialists, managers and employees.

IBM's **Supply Chain Diversity Program** aims to ensure access to the company's procurement process for groups who have been traditionally left out of the economic mainstream if they have a product or service that adds value to the supply chain. As a result, IBM has worked with businesses owned by diverse groups, including people with disabilities.

## Products and services

Over the years, IBM has been equally active in the disability aspects of developing products and delivering services by identifying technology solutions for people with disabilities. In 1975, IBM developed the Model 1403 Braille printer; in 1980, the company introduced a talking typewriter for people who were blind; and in 1981, it invented a talking display terminal. **The Executive Diversity Task Force for People with Disabilities** was launched in 1995 to drive innovation in developing assistive technologies while helping customers and business partners use accessible technology and products. The company believes that the idea of manufacturing accessible products has created an unparalleled business opportunity and a way to differentiate IBM from competitors.

In 1999, the IBM Board of Directors codified a standard for product accessibility by adopting the **Corporation Instruction 162**, which contained a mandate to assess accessibility characteristics of all new products. As a result, IBM pays attention to accessibility considerations during the initial product development stage and then conducts accessibility assessments at key checkpoints. Corporation Instruction 162 applies to not only all IBM products but also those manufactured by its subsidiaries. Accessibility is a key criterion IBM uses to select vendors or suppliers, and is identified as a requirement when procuring components from third parties.



In addition to manufacturing accessible products, IBM provides consulting services for companies that seek to make their corporate products and services accessible. **IBM Accessibility Services** enable its clients to realize the benefits of taking accessibility considerations into account. It also drives IBM's accessibility in the product development process and develops technologies that help remove barriers and extend capabilities of disabled users.

In 2000, IBM established **the IBM Human Ability and Accessibility Center** as a part of its research effort. The Center's mission is to make information technology and information in other formats easily accessible to people who have visual, cognitive, and motor disabilities by applying research technologies and introducing software solutions. The Center operates in seven worldwide offices: Australia, Brazil, China, Europe, India, Japan and the United States.

## CSR

IBM's annual **Corporate Responsibility Report** covers the company's priorities and notable activities with regard to corporate citizenship under the following six key headings: employees, communities, environment, supply chain responsibility, governance and public policy. The most recent 2008 report highlights the company's effort to enhance working conditions of its employees with disabilities through **Accessible Workplace Connection**, a web application that streamlines the process of accommodation requests for items like computer audio screen readers and live captioning for teleconferences.

IBM's CSR programme includes the promotion of policies to address societal challenges by working closely with governments, regulators, and standard setters at global and local levels. The company has been active in many of the worldwide regulatory organizations that set accessibility standards. For example, IBM was vice-chair of the committee that helped develop the Section 508 Regulation of the Rehabilitation Act Amendments of 1998: Electronic and Information Technology. The law not only requires that all US federal agencies make their information technology accessible to their employees and customers with disabilities but also gives federal employees and members of the public the right to sue if the government agency did not provide comparable access to the information and data available to the general population. The company was also a founding member and sponsor of the World Wide Web Consortium (W3C) Web Accessibility Initiative (WAI) and continues to play key roles on the WAI Steering Council and the Web Content, Authoring Tools and User Agent Accessibility Guidelines working groups. In addition, IBM advocates open and consistent accessibility standards through its membership in the W3C and other standards and industry groups, including more than 20 international and US-based groups.

A significant part of IBM's corporate citizenship work includes its grant programme that supports activities in education, workforce development, arts and culture, communities in need, and environment. Among many ongoing programmes, the **accessibilityWorks** programme provides grants of IBM software applications to eligible nonprofit organizations and schools around the world to promote Web access for seniors, people with disabilities and special education students. Grants have been awarded to almost 200 organizations in 28 countries.

## Other information

During the last decade, IBM's contribution to supporting people with disabilities has been recognized in the areas of hiring, policies and product development.

For good hiring practices, IBM was honoured with the New Freedom Initiative Award in the US (2003), the Austin Mayor's People with Disabilities Award (2006), the Australian Prime Minister's award for Employer of the Year (1998 and 2002), the US President's Committee on Employment of People with Disabilities Large Employer of the Year Award (1998) and many more. For policy creation, IBM was presented with the Americans with Disabilities Act (ADA) Eagle Award (2007), which recognized the company's leadership role in the creation of technology access policies, such as the W3C and the WAI. IBM India was also given the National Centre for Promotion of Employment for Disabled People (NCPEDP) Shell Helen Keller Award (2006) for policies and practices that support equal rights and employment for persons with disabilities. Finally, for product development, IBM was honored the Access Award (2004) from the American Foundation for the Blind for promoting accessibility throughout the company in its products and services and the New York Mayoral Advocacy Award (2006).

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# Kyobo Life Insurance

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Kyobo Life Insurance, headquartered in Gyeonggi-do, Republic of Korea (near Seoul), is the nation's largest life insurance firm providing life insurance and asset management products to more than 10 million policy holders. Its insurance products include traditional life, health and disability, and retirement and pension products for individuals and businesses. It also offers personal and mortgage loans. As of 2008, the company employed 4,128 full-time employees and reported an annual revenue of approximately USD 12,750 million.

## Hiring and retention

Kyobo does not have a non-discrimination or an equal opportunity statement as part of its hiring policy. However, when making hiring decisions, the company seeks to find the best-qualified candidates based on their abilities and does not discriminate based on disability or any other characteristic. Additionally, Kyobo's corporate vision, which involves helping people in times of hardship to prevent discouragement or despair, is translated into its hiring practices. The vision influences management to integrate people with disabilities and other groups who face barriers to employment into Kyobo's workforce.

Toward this end, in 2003, Kyobo established a partnership with the Korea Employment Agency for the Disabled (KEAD or formerly KEPAD, the Korea Employment Promotion Agency for the Disabled), a governmental organization that provides training and collaborates with local communities to strengthen their job placement services for people with disabilities. As a result, Kyobo has recruited and continues to hire people with disabilities for the company's call centre and information technology-related work through the partnership. Kyobo's call centre was considered an ideal initial placement for its partnership activities with KEAD because of its prominence in the company. The centre enjoys equal importance with the company's 20,000 financial planners in generating sales.

Initially, ten disabled women, including four with severe disabilities, were hired in 2003 as call centre operators and 20 more disabled women were hired later in the year. Due to the higher satisfaction rate given by customers when consulting with female agents, the company searched for disabled women during the recruitment process. The success of the new employees prompted the company to expand efforts to recruit disabled workers in the IT Division, where two more disabled persons were hired. In 2005, another six females were hired in the call centre, and in 2006, Kyobo decided to diversify its female-dominant call centre staff by hiring five male workers with disabilities. In 2008, the company also recruited four visually-impaired workers in a new role as "health keepers", licensed therapists who offer massages to Kyobo's employees.

Currently, 55 people with disabilities are employed at Kyobo, of whom, 14 are considered seriously disabled. The company plans to broaden the hiring initiative and further promote employment

opportunities for people with disabilities in the company's other core activities, such as insurance underwriting.

To accommodate employees with disabilities, especially those with serious disabilities, the company makes various adjustments. These include providing parking near the entrance, installing wheelchair ramps and appropriate restrooms, providing assistive technology, and adjusting work stations. In addition, workers with disabilities are paired with a senior employee mentor to help them learn the job and adjust to their new workplaces. The director of the call centre meets on a quarterly basis with disabled workers to discuss any emerging issues or problems and to maintain a supportive work environment.

The company has also taken steps to ensure that its employees with disabilities are living in accessible housing in close proximity to their offices. Generally, housing is provided to employees from rural areas of the Republic of Korea. However, realizing the challenges faced by its urban disabled workers when commuting to work, the company allowed them to be eligible for corporate housing as well. In 2004, Kyobo leased an apartment near the call centre and renovated the interior so it would meet the accessibility needs of its disabled employees who live in the apartment free of rent, electricity, water, tax, or other household-related expenses.

## Products and services

Disability issues figure predominately in Kyobo's products. The company offers a broad range of products that are available to people with disabilities, which is not always the case among insurance providers in Korea. It also provides disability income insurance, which secures the beneficiary's earned income against the risk that disability might make working impossible. Once disabled, 60 per cent of the insured person's income is provided as benefits on a monthly basis.

## CSR

CSR activities are described in the company's monthly **Social Contribution Report**, which was first published in 2005. The report discusses a broad range of community involvement activities, such as employee volunteering programmes and corporate contributions focused on children, elderly people, low-income families and people with disabilities.

In 2007, Kyobo launched a three-day camp, **Forest & Me**, which paired 60 non-disabled with 60 visually-impaired teenagers. The camp's aim was to create a setting where its participants could learn and benefit from each others' different abilities. The camp gave non-disabled participants the opportunity to understand their partners' disability and the challenges they faced. The visually-impaired teenagers were able to learn about the forest and wildlife through the guidance and verbal descriptions of their partners.

Kyobo employees have also contributed toward a variety of programmes that support communities working with people with disabilities. For example, members of Kyobo's Financial Performers Leaders Prime Club, an exclusive club for the company's top 1 per cent of financial performers, have been supporting Hanbit Performing Arts Troupe since 2007. Launched by Kyobo and the Hanbit Performance Arts Company, a non-profit organization that supports musicians with visual disabilities, the Troupe is a professional band composed of performers with disabilities. In 2009, Kyobo offered 84,000,000 Korean won (USD 75,000) so the Troupe could organize concerts and carry out other activities.

In 2004, the company established the Republic of Korea's first social enterprise, the **Dasomi Foundation**, by collaborating with the Korea Foundation for Working Together, a South Korean non-governmental organization, and the South Korean Government. Dasomi provides free nursing services for disadvantaged patients, including people with disabilities, and a fee-based nursing service for others.

## Other information

In 2004, the Korea Management Consulting Association recognized the company as Korea's Most Admired Company for its positive social contributions, including its policy of integrating disabled workers into its corporate family.

In addition, in 2006, the Ministry of Labour presented the company with the True Company Award for its exemplary business practices in employing people with disabilities.

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# Manpower

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Manpower Inc., headquartered in Milwaukee, Wisconsin, United States, provides innovative workforce solutions. The company offers employers a range of services and solutions for the entire employment and business cycle, including permanent, temporary and contract recruitment; employee assessment and selection; training; outplacement; and outsourcing and consulting. Its worldwide network of 4,000 offices, with 28,000 employees in 82 countries and territories, enables Manpower to meet the needs of its 400,000 clients per year. Manpower operates under five brands: Manpower, Manpower Professional, Elan, Jefferson Wells, and Right Management. In 2009, the company's annual revenue was USD 16 billion.

## Hiring and retention

Manpower is an equal opportunity employer and bases all employment decisions on an individual's performance. Its **Equal Employment Opportunity** policy states that it “does not discriminate against any individual based on age, race, religious beliefs, national origin, gender, sexual orientation, disability or veteran status, or any other status protected by law”. The company affirms its commitment to extending equal employment opportunity to people with disabilities and complies with the Americans with Disabilities Act (ADA).

Manpower's hiring practice was founded on a simple concept that there is a job for every person and a person for every job. The company's mission is to find the best in everyone and put it to work. In doing so, it has tapped into under-utilized and under-represented populations as valuable talent pools, particularly people with disabilities. Manpower provides its clients with workforce solutions that aim to integrate disabled people. The company also practices what it believes by hiring disabled individuals in its workplaces.

It provides comprehensive disability awareness training for all staff, as well as the use of assistive technology to improve job accessibility for workers with disabilities. Manpower also actively recruits and employs people with disabilities through partnerships with community rehabilitation providers nationally and internationally.

Manpower's **Supplier Diversity Programme** is committed to developing relationships and sharing best practices with diverse suppliers, including women, minorities, veterans, disadvantaged and small business owners, who can enhance the solutions the company offers to its clients. Manpower is also working with the United States Business Leadership Network (USBLN), a national organization that includes more than 60 affiliates across the United States and in Canada, to develop a certification process for disability-owned business suppliers. By collaborating with the USBLN, Manpower expects to

enhance its company's diversity and inclusion efforts by including businesses owned by entrepreneurs with disabilities in its supplier diversity programme.

## Products and services

In response to the need for viable programmes, which can provide the demand-driven skills training to populations with barriers to employment, Manpower has developed a number of workforce development programmes for disabled persons. These programmes allow its partners, including employers, government, community-based organizations and other entities to not only meet their contingent workforce needs, but also to specifically target people with disabilities as associates.

**TechReach**, Manpower's proprietary workforce development programme, was launched in 2001. The programme provides assessment, training, certification, support and placement services for individuals facing barriers to employment, such as at-risk youth, veterans, people with disabilities and unemployed workers of ethnic minority groups, to deliver comprehensive solutions for employers. The TechReach Albuquerque, New Mexico, programme, for example, addressed a severe shortage of electronic assembly workers in the manufacturing sector. The fourth cycle of the programme was comprised entirely of individuals with hearing impairments, and the curriculum was translated into American Sign Language, with interpreters hired to facilitate class instruction.

Most recently, Manpower launched **Project Ability**, a programme that helps to transition people with disabilities into sustainable employment with leading employers nationwide. It is a collaborative programme which leverages the expertise and resources of local community-based organizations, such as Project HIREd, TransAccess and the California State Department of Rehabilitation, to match the employment needs of local employers and qualified candidates with disabilities. The programme is meant to be inclusive of people with all types of disabilities and Manpower expects to replicate it across the United States.

Manpower's efforts extend beyond the United States. In Austria, for example, the company works closely with local governments to simplify placement of disabled workers. In **We Work Together**, participants undergo a detailed evaluation to identify their strengths and qualifications. Based on the outcome, they are placed in a temporary position with one of Manpower Austria's clients. The initial goal is to give disabled workers an opportunity to demonstrate their talent within assigned roles; once satisfied, the employer can add them to their permanent staff.

Since 2005, the company has been a key partner in a five-year research study with Virginia Commonwealth University's Rehabilitation Research and Training Center on Workplace Supports and Job Retention aimed at increasing the participation rate of people with disabilities in the workforce. The study's aim was to determine if partnering with staffing firms provided greater employment placement for people with disabilities.

During this study, a total of 140 individuals with disabilities were referred to Manpower, with 85 per cent of those individuals representing persons with developmental disabilities. Ultimately, 39 individuals

secured competitive employment across a variety of occupations such as file clerk, production worker, inventory clerk, administrative assistant, loan operator and mail clerk. Of the 39 individuals with disabilities who achieved employment, 59 per cent or 23 individuals achieved continuous employment for more than 180 days. It is noteworthy to report that Manpower was able to match 87 per cent of all successful participants with positions that corresponded to their stated career goals. The results of this study provided preliminary evidence that the collaborations between community rehabilitation programmes and staffing firms like Manpower can be highly effective.

## CSR

Manpower's annual report, **Corporate Social Responsibility Update: People and Purpose**, describes its CSR policies in diversity, training, environment, supply chain, health and safety, data privacy, community and corporate governance and how it makes a difference among the people and communities with whom it works.

Manpower has been involved in a number of community initiatives that support people with disabilities. For example, for two years, company volunteers participated in a workshop at the Life Education & Preparation Programme (LEAPP)'s annual Get Hired seminar for high school students with disabilities. LEAPP is a local initiative of two Wisconsin school districts that provides school-to-work transition activities for youth with disabilities. During the seminar, Manpower provided a speaker and volunteers to work one-on-one on résumés for approximately 170 young people.

The company launched an exclusive employment partnership with Premier Exhibitions, Inc., which develops and operates museum-quality exhibitions that tour the world. Its latest exhibition, **Dialogue in the Dark**, allows visitors to learn how to interact without sight by placing them in a pitch black environment. Visitors are led by blind guides, who are employed by Manpower. The exhibition made its debut in 2008 in Atlanta and is expanding to additional major markets in the United States.

## Other information

The company has received numerous awards and recognition for its disability work throughout the years. In 2006, it received the US Department of Labor's Recognition of Excellence Award for its TechReach Albuquerque, New Mexico programme focused on re-skilling and employing hearing-impaired individuals.

In 2009, Manpower Montgomery, Alabama won three disability awards from the Montgomery Area Committee for Employment of People with Disabilities, Easter Seals, and the East Alabama Committee for Employment of People with Disabilities.



In 2010, Manpower Columbus, Georgia branch office was named Employer of the Year by the Columbus Mayor's Committee for Persons with Disabilities. Manpower was the only company that won in the employer category.

Also, in 2010, Manpower was named Lead Employer of the year by the United States Business Leadership Network, which recognized Manpower's exemplary reputation in diversity leadership worldwide.

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# Marks & Spencer

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Marks & Spencer (M&S), headquartered in London, United Kingdom, is a leading retailer of clothing, food and home products. The company operates over 690 stores across the United Kingdom. Beyond Britain, it has about 339 stores in more than 40 countries. Its products are sourced from approximately 2,000 suppliers globally. In 2009, the company generated 9.5 billion British pounds (GBP) in revenue (USD 14.8 billion) and employed over 75,000 people.

## Hiring and retention

M&S's **Employee Handbook** illustrates the company's commitment to provide equal opportunities in recruitment and selection, training and development, appraisal and promotion, and retirement. The company promotes a discrimination-free environment, where everyone receives equal treatment regardless of "age, religion or belief, political opinions, ethnic or national origin, marital or civil partner status, hours of work, sexual orientation, race, gender, disability, colour, gender reassignment, disfigurement, and nationality".

All employees are entitled to the same career prospects and promotional opportunities. In addition, the company provides retraining, rehabilitation and reasonable accommodations for those who have disabilities or who become disabled during the course of their working life.

M&S works with external organizations to offer job opportunities for people who find it challenging to enter the workforce. For example, in the United Kingdom, the company collaborates with Jobcentre Plus, a governmental job search agency, and Remploy, an organization which supports people with disabilities searching for work. Both organizations announce M&S's vacancies so the information is available to jobseekers with disabilities.

In 2004, the company launched **Marks & Start**, a work experience programme that serves youth, homeless people, people with disabilities and single parents. Programme participants receive a two-to-four week placement in an M&S store or office and a "buddy" (an M&S employee) supports them during that time. About 30 per cent of the 700 Marks & Start participants per year have some sort of disability. In working with people with disabilities, the company partnered with DisabledGo, a disability organization based in the United Kingdom, which offers pre- and post- placement support and guidance for Marks & Start participants. In 2011, 150 work experience placements are expected to be offered through DisabledGo.

Along with its launch in the United Kingdom, M&S introduced Marks & Start to several M&S global suppliers. By expanding the sources of recruitment for its suppliers to include disadvantaged groups, the programme has facilitated the shift of the company's values to overseas communities which supply its goods. Suppliers in Bangladesh, India, Sri Lanka and Turkey, have participated in programmes which

promote hiring disabled people. For example, in Bangladesh, since the start of the programme in 2006, approximately 210 workers with disabilities have been trained and employed in 25 factories. Between 2010 and 2011, Marks & Start Bangladesh plans to recruit and place 108 people. This programme operates in collaboration with the Centre for Rehabilitation of the Paralyzed, an organization that provides rehabilitation services for disabled people in Bangladesh.

## Products and services

M&S is dedicated to providing stores and services that are inclusive to all its customers. The store design, together with the way stores are managed, helps to provide safe and inclusive environments that are accessible.

M&S's **Inclusive Design Policy** objective is to ensure that new and remodeled stores achieve consistent standards of accessibility. The current design policy covers accessibility related to car parking, approach, entrance doors, fitting rooms, hospitality, toilets, etc. The design policy is continually under review and any new specifications or designs are assessed to ensure that best practice standards are met.

To maintain and develop appropriate best practice guidance, the Disability Discrimination Act (DDA) Forum meets regularly to discuss and resolve store access issues raised by customers, designers, etc. Representatives at the Forum include M&S colleagues specializing in legal, fire, health & safety, corporate governance and architecture. External members include an access consultant and a representative from a management services company.

The Forum also engages in store visits with groups of disabled people to identify barriers that they face and to discuss possible ways to overcome them. The types of barriers range from the size of the handle of the coffee cup to the distance between the store and the toilets. The company web site has been designed with accessibility in mind for all potential users.

## CSR

**How We Do Business**, the company's annual CSR report, and its sustainable target report, **Plan A: Doing the Right Thing**, address company practices and future plans in environmental, social and ethical matters. The reports describe the progress and direction of Plan A, which was developed in 2007, and established 100 commitments M&S would carry forth to become the leading retailer of sustainable operations. In 2010, Plan A was extended to 180 commitments to achieve by 2015. Examples of commitments include "continuing to help disadvantaged groups like disabled and homeless persons get jobs via work placements in our stores, offices and supplier factories".

M&S has made charitable donations of GBP 13.2 million (USD 20.6 million) to support the community in 2009. These principally consisted of cash donations of GBP 5.3 million (USD 8.3 million), which includes to the Marks & Start programme; employee time GBP 1.6 million (USD 2.5 million); and in-kind

donations of GBP 6.3 million (USD 9.8 million) to a variety of charities including, the Newlife Foundation for Disabled Children and Shelter in the United Kingdom.

## Other information

Recognized for its Marks & Start programme, M&S was the first UK-based business to receive the Community Mark award by Business in the Community (BITC), an independent charity that works to develop talent for existing and future workforce, in 2004. It received the award again in 2006. Furthermore, in 2006, BITC nominated M&S as the Company of the Year, and in 2010, the company was the finalist for the BITC's Example of Excellence award.

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# Microsoft

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Microsoft is a computer technology corporation headquartered in Redmond, Washington, United States. It is best known for its Microsoft Windows operating system and the Microsoft Office suite of productivity software. Microsoft has also expanded into markets such as video game consoles, customer relationship management applications, server and storage software and digital music players. The company has gained a foothold in online advertising, mobile devices, and enterprise software, and makes its presence known on the Web with the MSN Internet portal and Bing search engine. Microsoft employs about 90,000 people in more than 135 countries. It is one of the major software companies developing, manufacturing, licensing, and supporting a wide range of software products. In the fiscal year 2009, the corporation had revenues of USD 58.4 billion.

## Hiring and retention

Microsoft is committed to providing equal employment opportunity to all qualified employees and applicants. It has an **Equal Employment Opportunity Policy** which prohibits unlawful discrimination on the basis of “race, color, sex, sexual orientation, gender identity or expression, religion, national origin, marital status, age, disability, or veteran status in any personnel practice, including recruitment, hiring, training, promotion, and discipline”. Its equal opportunity and anti-discrimination policies cover all employees globally.

The corporation seeks to back up this commitment with a variety of programmes to accommodate people with disabilities in the workplace. At the front end, the company trains recruiters on how to interview people with disabilities and instructs them to focus on the qualifications of the applicant, not disability. When applying to Microsoft, an applicant can self-identify as a person with a disability, thereby alerting the Disability Inclusion Program Manager that an accommodation may be needed. The Disability Inclusion Program Manager helps candidates and employees secure workplace accommodations to best meet the needs of the individual. When an employee is hired, a needs assessment is completed involving the employee, human resources personnel, and the manager to determine the accommodation needs.

The accommodations for employees who have disabilities may include American Sign Language interpreting, captioning services, screen readers, refreshable Braille displays, orientation and mobility training for those moving to new buildings or campuses, hearing assistance devices, ergonomic office furniture, power interior and exterior doors, and many more.

At the **Microsoft Inclusive Innovation Showroom**, in Redmond, employees have an opportunity to test out assistive technologies and ergonomic hardware designs firsthand. This enables the company to

determine appropriate methods, techniques, and products that can help maintain or improve job performance and meet the needs of employees with disabilities.

In the United States, Microsoft relies on a centralized budget to pay accommodation costs. By using this approach, these costs are not charged against the account of an individual team, and provide a level of consistency across accommodations made. Disability etiquette training is offered for employees. This training is beneficial to team members of employees with disabilities to ensure they understand the appropriate disability etiquette when working with the individual and learn tips for maximizing communication and understanding between all team members. For example, an employee at headquarters who happens to be Deaf conducts deafness awareness training for any team that hires a new employee or intern who is Deaf or hard-of-hearing. Lighthouse for the Blind of Seattle is contracted to provide training to the team that include employees or interns with visual disabilities.

The **CrossDisability (XD) Employee Resource Group (ERG)** represents employees with disabilities such as deafness, blindness, visual impairments, Attention Deficit Hyperactivity Disorder, mobility disabilities, and dyslexia. The XD ERG enters into partnerships with nationwide associations, non-profit organizations, and special interest groups to increase disability awareness, drive joint objectives, and help organizations in need. The XD ERG's core goal is to enable employees to reach their full potential through inclusion, representation, and access to accommodations, and in doing so, Microsoft hopes to be the employer of choice for people with disabilities globally.

In addition, Microsoft has employee networks for the blind and low-vision community, Deaf and hard-of-hearing workers and those with Attention Deficit Hyperactivity Disorder, dyslexia and mobility impairments. The company also supports social groups for parents who have children with various disabilities.

## Products and services

Bill Gates, the Chair and founder of Microsoft, has laid out a company vision to create innovative technology that is accessible to everyone and that adapts to each person's needs. He has written that "accessible technology eliminates barriers for people with disabilities and it enables individuals to take full advantage of their capabilities".

Microsoft takes a strategic approach to this issue by integrating accessibility into product planning, research and development, product development, and testing. Its goal is to make the computer easier to see, hear, and use by building in accessibility features. Its Windows operating system is compatible with a wide range of assistive technology products, such as screen readers, magnifiers, and specialty hardware to meet the needs of computer users with all types of impairments. Windows and other products also have accessibility options that let the user personalize the computer display, mouse, keyboard, sound, and speech options.

In addition, the company publishes information about accessible technology, empowering accessibility trainers and experts, and engaging in press activities.

Its **Microsoft Accessibility** web site and **Accessibility Update newsletter** provide information about the accessibility of its products, easy-to-use tutorials and resource guides. A network of **US Microsoft Accessibility Resource Centers** provides low-cost accessibility advice to local businesses, schools, and individuals looking for accessible technology solutions.

In schools, Microsoft supports personalized learning by providing technology that is accessible to every student regardless of ability. Its **Accessibility: A Guide for Educators** provides schools and parents with information to help ensure that all students have equal access to learning with technology. The company also works with governments and organizations around the world to extend the use of technology to older people, enabling them to maintain their work careers and live independent and productive digital lifestyles.

## CSR

Microsoft's mission is to help people and businesses around the world realize their full potential. Its annual **Corporate Citizenship Report** provides an assessment of how the company is working to accomplish this mission and advance economic, social and environmental progress.

Microsoft partners with members of the public and private sector to support a wide variety of programmes that address the needs of communities around the world through monetary grants, software and curriculum donations, technology solutions, and employee volunteer hours. For example, the company collaborates with non-governmental organizations to implement IT skills training for people with disabilities.

In addition, the company partners with governments around the world to create policies and programmes that promote broad digital inclusion for people with disabilities and older people to improve their day-to-day operations and better connect public services to citizens.

Specifically, Microsoft maintains relationships with a number of disability groups in the United States through employee membership and volunteerism, career fair and conference participation, software donations and financial sponsorships. These groups include the American Association of People with Disabilities, the American Foundation for the Blind, Career Opportunities for Students with Disabilities, the Council of State Administrators of Vocational Rehabilitation and others.

Internationally, Microsoft grants have gone to a wide array of organizations across the world. For example, the company supports Enable Ireland, a group that brings technology to people with disabilities; the Association of People with Disabilities and Their Friends' (APEIRONs) in Latvia, that aims to create educational, employment, and social opportunities for disadvantaged and disabled people through free computer access and IT skills development; and the Community Empowerment Organization in Malta that focuses on increasing accessibility to technology and training to people with disabilities, women, and older persons.

## Other information

In 2002, the O2 Ability Awards recognized Microsoft Ireland as an Ability Company. The award was hosted by O2, a leading provider of broadband and telecommunications in the United Kingdom and Ireland which is now owned by Telefónica. To achieve this award, organizations are reviewed and assessed in relation to their leadership on disability issues and their recruitment and retention of staff and the well-being of their staff and customers with disabilities.

Microsoft's US-based awards include being ranked 15th in the annual Top 50 Companies by *CAREERS & the disABLED* magazine (2009-2010). In 2007, the company won the Corporate Star award from the National Multiple Sclerosis Society for its technology innovations that benefit those with Multiple Sclerosis. In Australia, Microsoft won the 2009 Best Workplace Diversity Strategy 2009 award from the Australian HR Industry, which recognizes excellence in the human resource profession.

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# MphasiS

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MphasiS is a global information technology and business process outsourcing company headquartered in Bangalore, India. A subsidiary of Hewlett Packard, MphasiS provides consulting services to improve business performance for its clients in the financial, health care, retail, manufacturing and other sectors through a combination of technical advice and domain and process expertise. MphasiS operates in Australia, China, Europe, India, Japan, North America and Singapore. As of 2009, the company employed 36,000 professionals and reported annual revenues of USD 903.5 million.

## Hiring and retention

MphasiS offers equal employment opportunities to all job applicants, ensuring compliance with relevant laws that prohibit discrimination. Its non-discrimination policy states that “no person is discriminated against in employment because of race or ethnic orientation, color, marital status, parental status, ancestry, source of income, religion, gender, age, sexual orientation, disability or physical impairment, medical condition or veteran status under the law”.

To attract and mainstream people with disabilities into its workforce, the company has incorporated a statement of diversity inclusion in both its internal and external recruitment practices: “We encourage applications from people with disabilities and from economically underprivileged backgrounds”.

Reasonable accommodation is provided from the beginning of the recruitment process. Job applicants are asked to identify specific needs that might be required during an interview, and the company offers the necessary accommodations. Once hired, all employees with disabilities are offered reasonable accommodation when requested. For example, the company provides screen magnifiers and screen reading software to employees with visual disabilities; arranges transportation, such as pick-up and drop-off services to and from home; offers sign language interpretation and provides flexible working hours.

The decision to actively employ people with disabilities was consciously pursued by senior leadership, who believe that talent and competency exist in all groups of people. The company’s effort to integrate people with disabilities was initiated through a twin-track approach: focused targeting and inclusion. As an example of focused targeting, MphasiS collaborates with the Diversity and Equal Opportunity Centre, a non-governmental organization in India promoting equal opportunities for disabled and non-disabled persons. Together, they execute **Project Communicate**, a pre-employment training programme targeted at people with disabilities from rural areas who have a secondary school education. For three months, trainees undergo a series of English language and computer courses that prepare them to work in an office environment. To date, 90 trainees with disabilities have completed the programme and secured jobs with MphasiS or other companies.

MphasiS' commitment to hiring people with disabilities has resulted in a six-fold increase in the number of people with disabilities employed across all its offices. More specifically, from 2007 to 2010, the number of disabled workers within the company grew from 56 to 350, now comprising 1 per cent of its workforce. In the future, MphasiS plans to strengthen its practices of hiring people with disabilities in various branches, such as those in Madhya Pradesh, Chattisgarh and Gujarat, India.

## Products and services

As an IT solutions provider, MphasiS does not manufacture products for people with disabilities. However, the range of services it provides for its clients includes designing web sites to meet World Wide Web Consortium (W3C) compatibility standards. By doing so and promoting the W3C standards, it assists all Web users, including those with disabilities, to access the Web with greater ease.

## CSR

MphasiS does not publish a CSR report; however, the company's annual report includes a section that describes its CSR-related activities. The overarching CSR goal is to empower disadvantaged youth to improve their social and economic status by targeting three major pillars: education, employability and entrepreneurship development.

In pursuing this goal, MphasiS understands that people with disabilities remain on the periphery of development. In response, the company partners with various organizations to provide quality education and employment opportunities for disabled youth. For example, after learning about the challenges faced by disabled youth in being admitted to professional institutions, MphasiS collaborated with the Indian Institute of Management (IIM), Bangalore, one of India's most reputable business schools, to establish the Office of Disability Services (ODS). The ODS aims to create an all-inclusive academic environment to support students with disabilities. It makes an assessment of all incoming disabled students, identifies the supports they need and then liaises with respective offices within the IIM to provide such supports.

To enhance employment opportunities for youth with disabilities, the company works to increase their competitive edge. For example, English is a core requirement for many jobs. However, many people with hearing impairments are not able to secure employment due to their lack of English proficiency. To alleviate this problem, MphasiS partnered with the Noida Deaf Society to educate Deaf youth and also train them in skills that would lead to greater employment opportunities. As of 2010, MphasiS has supported the English literacy training of 250 Deaf youth. Of those, 27 have found permanent jobs within the company, while others have been referred to NGOs, such as Enable India, which assists them in finding jobs with other companies.

## Other information

In 2009, the Indian-based National Centre for Promotion of Employment for Disabled People (NCPEDP) presented Mphasis with the Shell Helen Keller Award, given yearly to 12 individual or industry role models who have been enhancing the position of disabled persons in the workplace. The company received the award for extending equal employment opportunities for people with disabilities through its policies and practices.

In 2008, the company won the National Award for Empowerment of Persons with Disabilities in the category of Best Employer. The National Award is presented by the Vice President of India and awarded by the Ministry of Social Justice and Empowerment to employers with outstanding practices for disabled persons.

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# Nokia

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Nokia is one of the largest manufacturers of mobile phones and supplier of mobile networks in the world. Headquartered in Keilaniemi, Espoo, Finland (near Helsinki), Nokia connects more than 1.2 billion people to one another with a Nokia device. Ovi, Nokia's brand for Internet services, offers services such as applications, games, music, maps, media and messaging. Nokia's NAVTEQ is a leader in comprehensive digital mapping and navigation services, and Nokia Siemens Networks provide equipment, services and solutions for communications networks globally. In 2009, Nokia had over 123,000 employees in 120 countries and reported EUR 40.9 billion (USD 58,738.3 million) in annual revenue.

## Hiring and retention

Equal opportunity is the underlying principle of Nokia's employment practices. The company's **Code of Conduct** states that “no employee or potential employee will receive less favorable treatment due to any reason whatsoever” as long as the job requirements are fulfilled. Furthermore, the **Nokia Standards for Factory Labor Conditions** forbids discrimination based on “any personal attribute (such as age, gender, nationality, opinions, memberships, religion, disabilities or race)”.

At Nokia, diversity is considered a key element of its business success. To measure its progress toward diversity, Nokia conducts annual surveys among its staff. In 2008, 72 per cent of the employees who participated in the survey answered that Nokia treated its employees as individuals regardless of age, race, gender or physical capabilities.

Hiring people with disabilities is a fairly recent initiative among Nokia's diversity actions. The company is steadily integrating disabled persons into the work force at headquarters as well as its local factories. For example, Nokia's largest global factory in Komárom, Hungary is taking the lead in recruiting people with health problems or moderate disabilities by collaborating with non-governmental organizations (NGO) that help identify and place them. The company offers flexible work hours and accommodates people with health problems or moderate disabilities with shorter work days than others, if needed.

## Products and services

At Nokia, accessibility is about making its devices and services usable and accessible to the greatest number of people, including customers with disabilities. When designing mobile devices, Nokia collaborates with representatives from disability organizations, regulators and academia to make accessibility part of the mainstream product design. The company offers more than 60 features or

applications aimed at providing greater accessibility for people with limitations in hearing, speech, vision, mobility and cognition.

For example, Nokia was the first company to develop a loopset, an accessory that looks like a headset and allows people with telecoil hearing aids use a wireless device that does not interfere with the hearing aid. More recent products include factory-installed text-to-speech applications to provide feedback for users with vision loss; features which improve the interface and usability of mobile phones, such as vibrating and flashing alerts, audible battery and signal strength, adjustable fonts on high contrast colour screens, voice dialing and activation; and compatibility of digital phones with assistive devices and software, such as mobile magnifiers and audible text.

To address the unique needs of its customers with disabilities, Nokia began a customer assistance programme that dedicates a web site to showcase accessibility features and software for its mobile devices. Customers have direct access to **Nokia Accessibility** (<http://www.nokiaaccessibility.com>) as a resource for assistance when shopping, buying, and using a wireless device. The site is fully accessible and conforms to the World Wide Web Consortium Web Content Accessibility Guidelines.

## CSR

Nokia's CSR goal is to ensure that CSR is embedded in the business so that each unit addresses CSR during its operations. The company's annual **Sustainability Report** covers a wide range of areas including ethics and compliance, health and safety, materials management, supply chain management, logistics, the environmental impact of products and services, employee relations and community outreach.

Nokia's community development activities include an employee volunteering programme called **Helping Hands**. Through this programme, Nokia employees make meaningful contributions by spending one or two days per year in a voluntary work of their interest. In 2008, the programme launched a fundraising initiative that would support people with physical disabilities in Singapore.

Nokia works with NGOs and governments to support disability-related initiatives and other social causes. For example, in the United Kingdom, Nokia supports Mencap, UK's leading charity working with children and adults with intellectual disabilities, through sponsorship, donations, staff fundraising and in-kind gifts. Currently, Nokia is sponsoring Art Spider (<http://www.artspider.org>), a web site for people with learning disabilities who are working in the arts.

## Other information

In 1999, the Association of Access Engineering Specialists (AAES), a US-based professional organization concerned with improving access to telecommunications and computing products and services for

people with disabilities, presented Nokia with the Access Innovation Award for its LPS-1 Loopset developed for customers with hearing impairments.

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# Samsung Electro-Mechanics

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Headquartered in Suwon, Republic of Korea (close to Seoul), Samsung Electro-Mechanics (SEM) manufactures various high-tech electronic components. An affiliate of the Samsung Group, it is the leading maker of core parts for mobile phones and other handheld products, displays, personal computers and electronic games. Globally, the company operates production subsidiaries, research and development centres, sales subsidiaries, and offices throughout Asia, Europe and the United States. In particular, it has radio frequency complexes in Thailand, chip production facilities in the Philippines and research centres in China. As of 2009, the company employed 19,861 people worldwide and earned 5,550 billion Korean won in revenue (USD 4.4 billion).

## Hiring and retention

SEM does not have a non-discrimination statement embedded in its hiring policy. However, discrimination against people with disabilities is strictly prohibited throughout the company's employment process. In accordance with Korea's *Disability Discrimination Act*, SEM offers equal opportunities to people with disabilities in terms of recruitment, hiring, wages, benefits and welfare, education, training, arrangement, promotion and retirement. In addition, depending on the severity of one's disability, preferential points are given to disabled candidates during the hiring and interview process to lower entrance barriers they are likely to face and to enhance their employment opportunities.

In 2005, SEM signed an agreement with the Korea Employment Agency for the Disabled (KEAD) to recruit disabled people in a more proactive manner. As a first step, SEM analyzed its existing working environment to identify abilities needed to perform specific tasks. KEAD then worked with SEM to design a customized education and training programme that would equip disabled workers with specific skills required on SEM manufacturing sites. SEM provided all necessary accommodations for its disabled employees. As a result of this joint effort, 148 people with disabilities were trained and employed in a number of SEM plants across Korea within one year of the agreement.

To ensure that disabled employees are best matched with jobs that meet their abilities and interests, SEM established the **Place and Train** programme. The programme allows individuals with disabilities to gain exposure to different types of work that maximize their productivity and skills prior to entering a job at the company. In addition, SEM provides both vocational and personal counseling to support disabled employees. The company's counselors, who are certified to work with people with disabilities, help address workplace challenges and other personal matters.

Efforts to integrate employees with disabilities have been further facilitated by placing managers who know how to sign as supervisors of hearing-impaired employees. The placement has been credited for enhancing the communication between hearing-impaired and non-disabled employees.

## Products and services

As a manufacturer of electronic components, SEM's end-products are used by electronic companies, which include its sister company, Samsung Electronics. Samsung Electronics produces many kinds of consumer devices, including DVD players, TVs, digital cameras, computers, LCD panels and mobile phones, many of which incorporate universal design features using SEM components. Samsung Electronics has further developed several products specifically targeting people with disabilities. For example, Soundopia, Samsung's computer for people with visual impairments, has a built-in screen reader and a pressure-sensitive screen so users can take notes with a stylus. The company also produces Braille keyboards and scanning devices that convert text into voice for blind or visually-impaired individuals.

## CSR

SEM's **Citizenship Report** describes its CSR policies according to five major themes: customers and business partners, employees, shareholders, community and environment. For many years, SEM has been supporting disadvantaged groups by providing medical, mobility and financial assistance. People with disabilities have often been recipients of these services.

For example, in 2005, the company started a joint replacement surgery programme for disabled people and seniors living in Suwon City, Korea. A year later, the medical programme was expanded to Gyeonggi Province, the most populous province in Korea. As of 2009, 174 people have benefited from the programme.

SEM's mobility assistance programme supports people with physical disabilities by donating assistive devices to various institutions and community organizations. For example, from 2006 to 2008, the company provided and installed wheelchair lifts in special needs schools and vans used in disability service organizations.

SEM also supports people with disabilities by offering direct financial assistance to organizations that provide services for them. For example, through a partnership with the Bangpakong Home for the Disabled in Chachoengsao Province, Thailand, SEM provides funds to purchase physical therapy equipment and other necessities. The company also sponsors the Home's field trips and cultural events for people with disabilities.



## Other information

Since 2001, SEM Thailand has been recognized with numerous awards, such as the Most Respected Company Award and the Social Contribution Award by the Thai Minister of Labour for its involvement with the disability community.

In 2006, SEM received the True Company Award by the Korea Department of Labour for its work in promoting employment opportunities for people with disabilities.

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# Sodexo

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Sodexo is one of the world's largest food services and facilities management companies, offering a wide range of services to companies, government agencies, educational institutions, retirement and nursing homes, military bases and public institutions. In addition to its extensive food service operations, the company is involved in construction management, leisure services, and outsourced on-site service solutions, such as cleaning and laundry. Headquartered in Issy-les-Moulineaux, France (just outside of Paris), the multinational company has 380,000 employees, representing 130 nationalities, and has a presence in 80 countries. For fiscal year 2009, revenues reached EUR 14.7 billion (USD 19.8 billion).

## Hiring and retention

Sodexo has a non-discrimination policy to “ensure equal opportunity in all aspects of employment regardless of race, color, religion, sex, pregnancy, national origin, ancestry, citizenship, age, marital status, disability, veteran status, sexual orientation, or any other basis protected by law”. The company maintains zero tolerance for any forms of discrimination, harassment or retaliation. To help ensure equal opportunity, the company defines four priorities for progress at all levels of the company: gender representation, inclusion of all generations, inclusion of people with disabilities and representation of diverse ethnic backgrounds.

The range of its activities on behalf of people with disabilities varies by country, but the company's goal is to improve the quality of life for people with disabilities by providing the necessary training and workplace accommodations to ensure job success. Sodexo has several initiatives to inform managers about employing people with disabilities, including in-house communication tools and training sessions.

In France, a disability compact, approved by the Ministry of Employment, was signed with the trade unions for hiring individuals with disabilities. Sodexo currently employs 600 people with disabilities in France, including 50 with severe disabilities. The company also trains more than 200 youth with disabilities in the kitchens of specialized institutions that are clients of Sodexo. The training allows youth with disabilities to enter Sodexo or other companies in the food service industry. The company's headquarters in Issy-les-Moulineaux is completely accessible to people with disabilities.

In Thailand, company recruiters work with the Labour Support Department in the Ministry of Labour and with the Foundation for People with Disabilities to identify disabled applicants to fill positions. In Italy, Sodexo has worked for more than a decade with institutions and non-profit organizations to help identify and employ people with disabilities.

In the United States, Sodexo set up a **Disabilities Task Force** to raise awareness of people with disabilities within the company. It has four committees focusing on awareness, recruitment, career support, and accommodations such as workplace accessibility, transport and office space adaptation.

Globally, Sodexo holds a one-day **Spirit of Inclusion** workshop for its managers to create a more inclusive working environment. The workshop has been held in 15 countries and attended by 25,000 managers.

## Products and services

Sodexo works to ensure that the facilities it operates and manages are accessible to persons with disabilities. It trains employees to help individuals who have difficulty getting meals at its food services operations, or who need assistance in any of its workplaces. The company also works closely with its clients who manage schools or homes for people with disabilities to ensure that their needs are met.

The company web sites are designed in compliance with standards defined by the World Wide Web Consortium, and in particular the directives for web content accessibility laid down by the Web Accessibility Initiative. As a result, their web sites are accessible to all Internet users, including seniors or disabled people who have functional difficulties.

## CSR

Sodexo's annual **Corporate Citizenship Progress Review** outlines the company's principles toward its employees and society at large. The report pledges to: improve the quality of life of its employees and the millions of people it serves every day; contribute to the economic, social and environmental development of the cities, regions and countries in which it operates; and minimize its environmental footprint.

For the last 12 years, Sodexo has been working with a variety of institutions and non-profit organizations to help integrate disabled people into society. At a programme operated through the restaurant Garnisonen in Stockholm, Sweden, all 35 employees are people with disabilities. These individuals work with four managers to learn a range of skills necessary for permanent employment in the hospitality industry. The success of this programme has led Sodexo to employ people with disabilities in other jobs, such as switchboard operators, receptionists and janitors.

In Paris, the company operates Café Signes in partnership with Entraide Universitaire, an organization that provides education, work training and health services for people with disabilities. Café Signes is operated under the concept of reciprocal inclusion, which means hearing-impaired and non-disabled employees work and learn together, as well as educate others. Designed to help hearing-impaired individuals achieve greater independence, Café Signes received the European Year of Disabled People award by the European Commission at its opening in 2003. Currently, there are ten hearing-impaired employees working at Café Signes.

Sodexo also collaborates with a number of groups in the United States that are committed to hiring people with disabilities, including American Disabled for Attendant Programs Today (ADAPT).

## Other information

*DiversityInc*, a leading US magazine on diversity, ranked Sodexo in the Top 10 companies for people with disabilities in 2005, 2006, 2008 and 2009.

The 2009 Disability Matters Award was presented to the company by Work Life Matter magazine for its pioneering efforts and commitment in providing services to persons with disabilities and their families.

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# Sony

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Sony Corporation and its subsidiaries develop, manufacture and sell audio and video equipment, liquid crystal display (LCD) televisions, personal computers, monitors, semiconductors, mobile phones, CDs, DVDs and Blu-ray discs. Headquartered in Tokyo, Japan, the company also designs and manufactures video games and is involved in motion picture, television, and home entertainment production, acquisition and distribution. In addition, Sony produces recorded music and music videos through contracts with various artists around the world. The company employs about 168,000 people worldwide, and in 2009 had revenue of USD 77 billion.

## Hiring and retention

Sony believes that nurturing employees with diverse backgrounds is the key to driving innovation among its people. The company's commitment to diversity has allowed it to bring together employees from various backgrounds, including people with disabilities.

Sony's **Code of Conduct**, adopted in May 2003, promotes equal opportunity in employment and lays down a policy of "recruiting, hiring, training, promoting and otherwise treating applicants and employees without regard to non-business related characteristics, including race, religion, skin color, nationality, age, gender and physical limitation".

In Japan, the law requires that individuals with disabilities constitute at least 1.8 percent of the workforce of companies of a certain size. In fiscal year 2009, Sony employed 342 employees with disabilities, representing 2.29 per cent of its Japanese workforce, thus surpassing the legally-mandated quota of 1.8 per cent in Japan.

Sony Taiyo Corporation, a special subsidiary that manufactures microphones in Japan, has created an employment environment where anyone can work, whether disabled or non-disabled. Established in 1978, Sony Taiyo offers customized work stations, which are adjusted to accommodate the needs of its disabled employees, sign language interpreters during meetings, flexible working hours and other adjustments. With regard to housing offered to employees, Sony's corporate dormitories include accessibility features to meet specific needs of its disabled workers. Sony has two other special subsidiaries that provide work opportunities for disabled persons: the Sony Hikari Corporation and the Sony Kibo Corporation.

In Sony companies that hire a large number of disabled employees, staff members are given disability awareness training by the Japanese Ministry of Health, Labour and Welfare. The Ministry provides study tours for Sony employees and managers so they can visit and learn from other companies that have hired and successfully integrated disabled people into their workforces.

Sony also has a disability support system through its personnel and administration divisions. Support includes providing advice to companies engaged in activities such as making facilities accessible or providing direct accommodations for employees such as sign language classes and workplace accommodations. At its corporate headquarters in Tokyo, Sony has a department that deals with the employment promotion of disabled persons. The department oversees activities throughout the entire company to promote diversity and inclusion in Sony companies through the hiring and retention of disabled employees. It provides networking activities and holds regular meetings among Sony companies to share best practices on hiring, training and awareness-raising.

## Products and services

Sony incorporates distinctive features in its products' design to make them accessible to people with disabilities. For example, one of Sony's LCD televisions sold in the European market features an audio description function that provides narrative soundtrack for visually-impaired users and digital video teletext for people with hearing impairments. The Sony Reader digital book, currently available in Canada, Europe and the United States, enables readers with low vision to adjust the size of the text on the screen according to their needs.

Sony also provides CD versions of catalogues and audio manuals to people with visual impairments and other customers who are unable to use regular catalogues and manuals. For some product models, user manuals are available in audio and text versions are available on Sony's product information web site.

Sony Electronics' products can be used by other companies to support people with disabilities. For example, Deaf-Talk Interpreting, a service of Deaf-Talk LLC, bridges the gap between Deaf and hearing individuals by using Sony videoconferencing. Deaf-Talk allows its clients, such as US-based hospital emergency room staff to effectively communicate with hearing-impaired individuals by providing access to on-demand American Sign Language (ASL) video interpreting services. The system allows emergency room personnel to have round-the-clock access to a Deaf-Talk interpreter who can relay the patient's symptoms to hospital staff.

## CSR

The **Sony CSR Report** discloses its CSR activities around six key themes: management, product responsibility, employees, social contribution, environment and CSR innovation.

Sony encourages its employees to participate in volunteer activities and contribute to society. In Japan, for example, Sony matches employee contributions to Eye Mate, Inc, an organization that provides guide dogs to visually-impaired people. In the United States, Sony Corporation of America (SCA) provides support for Lighthouse International, a non-profit organization dedicated to meeting the evolving needs of people who are challenged with vision loss and blindness. SCA also supports the Recording for the Blind and Dyslexic, which works with leading publishers and technology innovators to bring accessible

materials to individuals with visual and learning disabilities. Since 1996, Sony Electronics has also participated in Multiple Sclerosis Bike Tours for various chapters of the National Multiple Sclerosis Society.

## **Other information**

Since 2004, many Sony group companies in Japan, including Sony Taiyo Corporation, have received the Superior Facility for Disabled Persons Employment Award by the Japanese Ministry of Health, Labour and Welfare.

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# Telefónica

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Telefónica is a telecommunications company headquartered in Madrid, Spain. One of the largest fixed-line, broadband and mobile telecommunications companies in the world, Telefónica's traditional market is in the Iberian Peninsula but it now operates in more than 25 countries, including Argentina, Brazil, Chile and Peru. Since the acquisition in 2006 of O2, the English mobile operator, it has gained a presence in the Czech Republic, Germany, Ireland, Slovakia and the United Kingdom and continues to expand in Latin America. Telefónica operates under four brands: Telefónica, Movistar, O2, and Terra. In 2009, the company had 250,000 employees worldwide, earned EUR 56.5 billion (USD 78.6 billion) in revenue, served over 264 million customers and worked with 28,000 suppliers.

## Hiring and retention

Telefónica's **Business Principles** define the group's ethical standards and core values. The Principles include an equal opportunity statement declaring that Telefónica will “treat everyone fairly, impartially and without prejudice, regardless of race, color, nationality, ethnic or national origins, religion or religious affiliation, gender, gender status, sexual orientation, marital status, age, disability or caring responsibilities”. Telefónica's commitment to banning employment discrimination is applied to selection, hiring, remuneration, talent management, employee training and promotion processes.

Telefónica's work in the field of disability started in 1974 when it established the **Telefónica Disabled Attention Association (ATAM)**, an association that promotes the social integration and employment of people with disabilities. ATAM is financed largely by the voluntary contributions of nearly 60,000 employees from 26 Telefónica companies. Workers contribute a share of their fixed wages and the company doubles this amount. Within Telefónica, the ATAM aims to ensure that people with disabilities are included in the workforce throughout all Telefónica companies in Spain and assesses if the companies are in compliance with the 1982 Social Integration of the Disabled People Act (Ley de Integración Social del Minusvalido). The Act requires that companies with more than 50 employees employ disabled persons in 2 per cent of company jobs.

The ATAM's **Workplace Integration Service** (Servicio de Integración Laboral de ATAM - **SILA**) goes beyond the Telefónica workplace by providing brokering services for companies seeking disabled workers and facilitating training of people with disabilities for placement at other companies. SILA also offers information and guidance to companies relating to ergonomics, workplace adaptations and current disability laws. In 2009, SILA offered employment services to 432 candidates and placed 115 disabled persons in Spain's labour market.

ATAM also promotes employment and job creation for disabled persons through its **Networks of Companies**, which are four separate commercially-operated businesses staffed almost entirely by



people with disabilities. The companies operate in four areas: electronic component assembly, telemarketing, commercial laundry and development of projects of environmental management, and employees with disabilities receive regular wages and company benefits.

In 2008, Telefónica's Human Resources and Corporate Reputation and Social Responsibility Committee created a more inclusive environment for people with disabilities in its workplace through specific hiring and procurement guidelines. It set targets for the number of people with disabilities hired by Telefónica companies. With regard to procurement, Telefónica providers sign a statement that they comply with legal requirements related to disability matters in all countries where they operate. Additionally companies where the majority of workers are disabled persons, which Telefónica refers to as "social providers", are on a list of preferred sources for the procurement of certain products. In 2009, Telefónica reached 165 per cent of its procurement goal.

Telefónica is committed to working with disabled persons' organizations and government partners in all of its disability-specific hiring, procurement, product development and related CSR activities, maintaining a long list of active partners in the public and private sphere that contribute to its successful disability endeavours.

## Products and services

Telefónica seeks to reduce the social and digital/technological divide faced by people with disabilities by providing its customers, as well as its employees, with accessible products, services and work tools. The **Integrated Telefónica Accessibility Plan** represents Telefónica's commitment to eliminating communication barriers and improving the social integration of disabled persons. It includes action plans to promote research and development of new telecommunications technologies that are accessible for disabled persons.

The company offers a range of products and services for its customers with disabilities. For example, Telefónica developed SMS Vocal, a voice messaging system for service text messages (SMS) that makes it possible for people with visual impairments to hear incoming messages. It also published a guide called "Find the One for You", which helps customers with disabilities find and purchase accessible landline and mobile handsets. The guide includes recommendations regarding available handsets for customers with specific types of disabilities.

Of particular interest is e-Health, a tele-interpretation platform designed in cooperation with the National Deafness Confederation (Confederacion Nacional de Sordos) and used by public and private service providers in emergency, healthcare and education settings. Using web cams, Deaf individuals are able to communicate with hearing persons through the interpreting services of an intermediary sign language interpreter who is accessed through a web cam.

The company's aim to offer accessible products and services is international in scope. For example, in 2009, Telefónica Brazil installed 9,232 accessible public telephones equipped with buttons that allow customers with hearing difficulties to increase the volume of the amplifier and keys in Braille for

customers with visual impairments. In Germany, O2 collaborated with Social Affairs, an organization that seeks to develop products and services for people with disabilities. Jointly, they launched Mobile Transcription, an application that provides transcription services on mobile handsets regardless of their location, with improved voice recognition capabilities for people who are hard of hearing.

In Ireland O2 developed an iPhone application to help autistic children communicate using images and pictures of items from their everyday lives, enhancing their relationships with family members, teachers and friends. It also features images that allow children to communicate when they are ill or hurt.

## CSR

Telefónica's annual **Corporate Responsibility Report** describes the company's socially-responsible practices in employee relations, supply chain management, customer relations, community activities, access to information and communication technologies and environmental protection. The group's work as it relates to people with disabilities is introduced in various parts of the report and some of its work with elderly persons is also of benefit to those with disabilities.

**Merc@dis** is an employment portal promoted by the Telefónica Foundation and coordinated by the ATAM. It is a virtual job centre for people with disabilities, which offers work-related advice and information. Operating in Chile and Spain, Merc@dis provides a variety of services for disabled persons seeking employment and matches them to employers interested in hiring them. In 2009, 574 people with disabilities were able to successfully find jobs through Merc@dis.

The **Telefónica Ability Awards** in Ireland and in Spain recognize companies that incorporate disability into their business model and pioneer an achievable vision for constructively challenging the relationship between people with disabilities and business. The awards recognize companies across nine categories: Commitment of senior management and employee leadership, recruitment and selection, accessibility, customer service, development and progress, retention and well-being, best private sector company, best small and medium-sized private company and best public sector organization. Originated in Ireland by Kanchi, a non-governmental organization that aims to improve relations between the business community and people with disabilities, the organization sought out Telefónica when it wanted to export the awards programme. In 2010, Telefónica hosted the awards ceremony for which 100 companies put forth their candidatures that were assessed by PriceWaterhouseCoopers, a project partner.

## Other information

Telefónica has received many awards for its work in the area of disability. In 2009, ATAM and Telefónica were recognized with the Best Social Responsibility Award by the Mayors of Torrent and Valencia, Spain for its efforts to integrate disabled persons into the workforce through the Network of Companies.

In 2008, Telefónica Ecuador received the first annual Ruminahui Award in the category of best CSR practices for setting up “I’m Just Like You”, an employment integration and training programme for people with disabilities.

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# Telenor

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Telenor Group is an international provider of telecommunication data and media communication services. Headquartered in Oslo, Norway, Telenor operates in 11 countries in the Nordic region, Central and Eastern Europe and in Asia. The Group also owns 40 per cent in VimpelCom Ltd., the largest telecommunication provider in Russia, which operates in ten countries. Telenor has 184 million mobile subscribers and a workforce of approximately 40,000 employees. In 2009, its revenue reached 98 billion Norwegian kroner (USD 15.6 billion).

## Hiring and retention

Telenor maintains a non-discrimination policy toward all employees and applicants for employment. The policy states that all aspects of employment are governed by “merit, competence, suitability, and qualifications, and will not be influenced in any manner by gender, age, race, color, religion, national origin or disability”.

In 1996, Telenor Norway acquired April Data, a company that had been running a training programme for people with disabilities. Wanting to test out a similar programme under its roof, Telenor Norway launched a version of its own as **Telenor Open Mind**, a two-year on-the-job training programme for people with physical disabilities. The programme consists of a three-month training course, which allows participants to obtain skills and gain confidence in their abilities, and a 21-month practice work period within Telenor or in one of its cooperating companies, such as Storebrand, Manpower and IBM. Applications to the programme are accepted two to four times per year, and candidates with a high school diploma or higher educational qualifications are welcome to apply.

During the two-year period, Open Mind participants not only develop technical skills but also job search skills by attending career counseling sessions, taking courses in resume development, and taking part in interview practice and personal network development. The programme is intended to be a bridge to employment, and 75 per cent of its participants have leveraged the opportunity to go on to permanent positions in all types of jobs within Telenor and other organizations.

Telenor has benefited from its Open Mind programme by mobilizing untapped human resources, finding motivated and qualified employees and reaping greater economic return. An evaluation done by the Foundation for Scientific and Industrial Research, an independent Norwegian research organization, found that the Open Mind programme had delivered a social-economic savings of at least 100 million Norwegian kroner (USD 15.88 million) during the period 1996-2006. The social-economic savings consisted of direct economic benefits obtained by Telenor from the disabled employee’s productivity and indirect benefits derived by the society for not having to distribute social security payments to people with disabilities.

Following the success of Telenor Open Mind in Norway, similar programmes were launched in Malaysia and Sweden in 2007, Serbia in 2008 and Pakistan in 2009. These programmes follow the basic principles of Open Mind in Norway; however, each programme operates independently under its own name.

For example, Telenor Malaysia, also known as DiGi Telecommunications, is Malaysia's third largest mobile telephone company. After adopting Telenor's Open Mind programme under the name of **Open Hearts** in 2007, DiGi became the first telecom company in Malaysia to offer computer skills training and work courses for people with disabilities.

The latest edition of the Open Mind programme is Telenor Pakistan's version, **Khuddar Pakistan**. Along with its goal to hire disabled persons, Khuddar Pakistan aims to enhance awareness about their abilities and promote their inclusion in everyday life with the support of assistive technologies. To attract talented individuals with disabilities, Telenor Pakistan added "qualified persons with disabilities are welcome to apply" in its recruitment ads and launched an accessible career web page. The company also added accessibility features when constructing its office building and the Sales & Service Centre in Islamabad to accommodate the needs of all its employees and customers.

## Products and services

Telenor designs accessible communication products and services to support the social integration of disabled persons. For example, it partnered with Wayfinder, a Swedish company that offers accessible map, direction, and navigation services by mobile phone, to improve the mobility of people with visual impairments by developing a navigation software with accessible features. The software is equipped with text-to-speech applications that convert directions on the mobile device into speech.

Telenor's corporate commercials portray how the company is working with a diverse group of people, including people with disabilities. For example, in one of Telenor's 2010 TV commercials called **Built Around People**, a Telenor employee in a wheelchair is featured in the clip and shows that the company's work force is composed of disabled persons.

## CSR

Telenor does not publish a CSR report; however, the company's corporate responsibility web site describes its CSR activities in three key areas: safe products and services, environmental sustainability and contribution to society and development.

Globally, Telenor has initiated several CSR activities that involve people with disabilities. Telenor Pakistan has set up assistive technology training labs for people with disabilities at the National Institute of Special Education and the Special Talent Exchange Programme (STEP), a disability organization that aims to empower disabled people through capacity building and advocacy. It is also sponsoring the **Khuddar Pakistan Blind Cricket Talent Hunt** in partnership with the Pakistan Blind Cricket Council

(PBCC) to help blind individuals increase their fitness, lower stress and improve team work skills through sports and competition.

To raise awareness of disabled persons, Telenor Pakistan collaborates with the media to challenge the stereotypical attitudes and notions toward people with disabilities. For example, it worked with the Pakistan Broadcasting Corporation to launch a radio show called Khuddar Pakistan to address issues that need to be taken to make a difference in the lives of disabled persons.

In Serbia, Telenor supports Let's Live Together, an information centre for people with disabilities founded by the Society for Assisting Persons with Developmental Disabilities in the Belgrade municipality of Stari Grad. By calling a toll-free number, users are connected to experts who provide disability-related information and advice on topics such as the law, education, social and health related matters. In 2009, Telenor Serbia also launched **Internet for All**, a project that promotes Internet access among Serbian youth, in collaboration with the Youth Office of the Vracar municipality in Belgrade. Through the project, the company offered computers and free Internet service to schools for youth with developmental disabilities.

In 2007, Telenor Serbia established the **Telenor Foundation**, which aims to alleviate the social and educational challenges faced by Serbian youth, including youth with disabilities. For example, the Foundation donated equipment to start up of the University of Belgrade's University Centre for Students with Disabilities, a centre that supports disabled students so they have access to higher education.

## Other information

Grameenphone, a joint venture enterprise involving Telenor and the Bangladesh-based Grameen Telecom Corporation, is currently exploring the feasibility of establishing an Open Mind programme in Bangladesh. The company's corporate responsibility unit is collaborating with different units in Grameenphone with the aim of establishing a project team.

In 1999, Telenor was awarded the Budstikka prize by the Norwegian Ministry of Labour and Social Inclusion for its Open Mind programme and efforts to integrate people with disabilities into the workforce. In 2006, the company was recognized by the Norwegian Multiple Sclerosis Association with an award for its contributions to promoting the inclusion of disabled persons into society.

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# Telstra

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Telstra Corporation Limited, headquartered in Melbourne, Australia, provides a broad range of telecommunications and information services. It offers fixed line services to more than 8 million Australians, mobile services to 10.6 million, including third generation (3G) services to 8.2 million people. Telstra owns 50 per cent of cable subscription television services FOXTEL, and operates international subsidiaries in China, Hong Kong and New Zealand. As of June 2010, Telstra employed 45,220 people, and in 2009 the company generated revenue of 24.8 billion Australian dollars (USD 19.4 billion).

## Hiring and retention

Telstra supports diversity in the workplace. The company's commitment to diversity and equal employment opportunity is highlighted in the **Telstra Business Principles**, which defines practices, principles and standards of behaviour the company expects all employees and contractors to adopt in carrying out their work. The Equal Opportunity and Diversity section of the Principles states that Telstra "recruits, develops, promotes, and rewards based on merit", where merit refers to a "person's ability to perform the job". The statement adds, "Employment decisions based on attributes unrelated to the inherent requirements of the job or job performance (for example, attributes such as sex, disability, family responsibilities) may constitute unlawful discrimination".

The **Telstra Diversity Council**, which is chaired by the Chief Executive Officer, has been in place since 2006. The Council provides governance for Telstra's diversity programmes related to disability, gender, age, ethnicity, sexual orientation and cultural background.

With regard to disability, Telstra's programmes aim to improve accessibility for and inclusion of people with disabilities. Between 2009 and 2010, Telstra conducted a comprehensive audit and review of the company's recruitment and selection processes to ensure they facilitate the recruitment of people with disabilities. The company also continued the operation of **Enable**, an affinity group for employees with disabilities, including people who are caring for people with disabilities. The group provides education and information, leadership opportunities, informal mentoring and networking events, and advice about accessibility of the company's work sites, products and services for Telstra's employees with disabilities.

## Products and services

In 1996, Telstra became the first major Australian corporation to launch a **Disability Action Plan** that was registered with the Australian Human Rights and Equal Opportunity Commission, an independent statutory body of the Australian government overseeing the application of federal legislation in the area

of human rights, anti-discrimination, social justice and privacy. By executing the Plan, Telstra aimed to improve the accessibility of its products and services for people with disabilities. The Plan responded to the challenges of the *Disability Discrimination Act 1992 (DDA)*, which affirms that people with disabilities are entitled to the same fundamental rights to access existing and new products, services and applications as the rest of the community. Every three years, Telstra identifies and reviews key strategies and actions that address the state of accessibility in its products, services and information, and any potential discriminatory practices. In 2010-2012, Telstra is undertaking its fifth Disability Action Plan.

The Plan is constructed with three related strategies: it promotes awareness and understanding of accessibility regulatory obligations among Telstra's employees, encourages business units to embed accessibility compliance requirements into their day-to-day operations and facilitates and checks compliance through a self-assessment and reporting framework. Recently, the Plan included actions to improve access to the next generation of telecommunications products and services. For example, it included the development of appropriate mobile phone options to ensure equitable access to text-based services through voice output for blind customers and appropriate fixed and mobile video communication options for Deaf customers.

In addition to the Plan, Telstra's **Universal Service Obligation Policy Statement** guides the company to provide reasonable access to standard telephone services, payphones, and prescribed carriage services for all people, including people with disabilities. The Statement describes that customer equipment will be supplied upon request to enable standard telephone service access to everyone. Equipment needed by people with disabilities is supplied through Telstra's **Disability Equipment Program**, which is designed to provide specialized equipment to people with disabilities. Examples of equipment provided are teletypewriters, allowing users to communicate via text over the telephone network; computer modems, allowing users to communicate via text and data over the telephone network with their personal computers; and cochlear implant telephone adaptors, providing a connection between the telephone and a cochlear implant speech processor for clearer phone reception.

In an effort to improve the accessibility in its products, Telstra is formally engaged with consumer organizations representing people with disabilities. The current forum for such engagement and dialogue was established in 1999 as the **Telstra Disability Forum**. Twice a year, the Forum brings together 12 disability consumer groups and Telstra senior managers to discuss telecommunications issues affecting people with disabilities.

## CSR

Telstra is committed to achieving good corporate citizenship by providing excellent customer service and access to communications for disadvantaged groups, a healthy employment environment, good stewardship of the environment and resources to support the communities in which it operates. Telstra's annual **Corporate Citizenship Report** covers these themes and further illustrates its economic, social and environmental contributions and performance.



Telstra believes improving customer service and satisfaction builds up future business success. A primary avenue for improving customer service has been recognizing the diversity of its customer base and making communication accessible and affordable for all, including people with disabilities. In 2010, Telstra is supporting the Australian Government's proposed National Disability Long-Term Care and Support Scheme, which aims to enhance opportunities for people with disabilities by improving their access to telecommunications services.

**Access for Everyone** is Telstra's initiative to provide a comprehensive and affordable package of products and services for people on a low income or in financial hardship. Recipients of the programme include pensioners, job-seekers, indigenous communities and people with disabilities. The initiative includes lower-cost telephone services, discounts for eligible pensioners, assistance in paying bills and provision of phone cards.

Telstra also promotes accessibility for people with disabilities through a number of community investment initiatives, including the support of children with disabilities through philanthropic grants from the **Telstra Foundation**. In May 2010, the Foundation was recognized with a Business Partnership Award for its support of Autism Australia's i-Modelling Social Groups Program. The i-Modelling programme runs social groups for young people with Autism Spectrum Disorder, to help them learn the social and conversational skills that are essential to developing meaningful relationships.

## Other information

In 2003, Telstra won the Australian Prime Minister's Employer of the Year Award for "leadership in disability". The award recognized Telstra's leadership in providing access to employment opportunities for people with disabilities.

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# Walgreens

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Headquartered in Deerfield, Illinois, Walgreens is the largest drugstore chain in the United States. The company operates more than 7,500 drugstores across all 50 states, the District of Columbia and Puerto Rico. The company provides access to consumer goods and services and pharmacy, health and wellness services through its retail drugstores; Walgreens Health Services division; and Walgreens Health and Wellness division. In 2009, it employed 238,000 people and had fiscal revenues of USD 63.3 billion.

## Hiring and retention

Walgreens values the diverse backgrounds, experiences, knowledge, and skills of all employees. The company's equal employment opportunity policy calls for "equal employment opportunity and fair treatment of all individuals, both applicants and employees, based on job-related qualifications and without regard to race, color, religion, national origin, citizenship status according to the Immigration Reform and Control Act of 1986, sex, sexual orientation, gender identity, age, disability, or veteran status".

In 2002, the company applied universal design concepts to the design of its next generation distribution centres. In its efforts to increase employment opportunities for people with disabilities, Walgreens also established the **Outreach Program**, which resulted from more than three years of joint planning with employment service agencies for people with disabilities.

In 2007, Walgreens opened the Anderson, South Carolina Distribution Center, built to create a workplace where people with disabilities and non-disabled employees can work together. Plant designers incorporated features such as flexible workstations, which can be adjusted to an individual worker's height, and touch screen computers with large, easily-read icons and signs. Modifications made it easier for all employees, with or without disabilities, to work and have been credited for improving the centre's production efficiency by more than 20 per cent when compared to other Walgreens distribution centres. Employees with disabilities work side-by-side non-disabled workers and enjoy equal pay and opportunities for job advancement. Due to the Anderson plant's success, Walgreens opened a distribution centre in Windsor, Connecticut in 2009 following the Anderson model of accessibility and inclusion.

Walgreens provides disability awareness training for managers and employees through University of North Carolina's Treatment and Education of Autistic and Related Communication-handicapped Children (TEACCH) programme so everyone learns to work together and to enhance insight about disabilities, such as autism, Down's syndrome and others. For its newly-hired employees with disabilities working in the distribution centres, Walgreen uses peer sharing as the primary training method. Skills training is also provided for candidates with disabilities who need a longer time period to learn specific skills

required at work. To help these candidates, Walgreens partnered with the Anderson County Disabilities and Special Needs Board and the South Carolina Vocational Rehabilitation Department to build a training centre equipped with the same machines and job tasks as the Anderson plant.

People with disabilities can apply for jobs in the same manner as people without disabilities. However, at <http://WalgreensOutreach.com>, a web site designed for people with sensory, physical and cognitive disabilities, audio messages, photos, videos and a large-print text option illustrate and describe jobs and work life at Walgreens and contains information to help potential employees understand the work in a distribution centre.

In addition to a focus on hiring people with disabilities in its distribution centres, Walgreens launched a pilot programme in the Dallas/Fort Worth area in 2010. The new initiative seeks to broaden its workforce and disability inclusion initiatives by collaborating with the Texas Department of Assistive and Rehabilitation Services, a state government agency that administers programmes for people with disabilities. The programme includes a four-week training course in store operations and how to be a service clerk and takes place at ten area store locations. The goal is for people with disabilities to fill 10 per cent of new service clerk openings at stores in the Dallas/Fort Worth area.

Walgreens' **Supplier Diversity Initiative** promotes wide vendor participation and supports the economic base of various communities by doing business with people from minority backgrounds, women, and veteran-owned businesses, as well as companies that employ disabled persons.

## Products and services

As part of its commitment to provide health information for people with disabilities and other specific needs, Walgreens' web site provides disability-related services, products and pricing information, and a community platform that hosts forums discussing various topics for its customers with disabilities. For example, the hearing impairment section under "disability shops" offers information related to causes of hearing loss and latest developments about hearing loss and products, such as hearing aids or amplified phones that assist people with hearing impairments. Similar information is provided for customers with other types of disabilities as well.

## CSR

Walgreens does not publish a CSR report; however, it details its sustainable practices on its web site addressing issues of community support, donations, the environment and its employees.

Through its community support programme, Walgreens funds and provides assistance to health screenings, disaster relief, food distribution efforts and others causes. The company also supports the disability community by linking to state and vocational rehabilitation agencies and community-based

disability organizations to provide various employment services. In partnership with schools, it provides work-study programmes to help youth with disabilities and their transition into the workforce.

## **Other information**

In 2010, Walgreens was recognized as the Private-Sector Employer of the Year by *CAREERS & the disAbled* magazine for its commitment to recruiting, hiring and promoting people with disabilities. The company also ranked 2nd in the Top 50 Employers readers' survey, which was conducted to search for the most positive working environment for people with disabilities.

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# Westpac

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Westpac Banking Corporation is a multinational financial services company headquartered in Sydney, Australia. After merging with St. George Bank in October 2008, it became the largest bank in Australia. The bank offers consumer, business, and institutional banking, as well as insurance and funds management services, mainly in Australia, New Zealand and the Pacific Islands. It also maintains offices in key financial centres around the world, including Hong Kong, London, New York and Singapore. It has 10 million customers, 1,200 branches and more than 2,800 ATMs (automatic teller machines). In 2009, it had 37,000 employees and reported annual revenues of 16,755 million Australian dollars (USD 13,079 million).

## Hiring and retention

Westpac's **Values and People Policies** and its **Careers@Westpac** web site include non-discriminatory recruitment policies and procedures. The bank states that its workforce is made up of people who represent a diverse mix of “ages, backgrounds, skills and abilities” and that it aims to create an environment where “people can excel without encountering bias or being hampered by race, gender or disability”. Westpac has also integrated the principles underlying the *Disability Discrimination Act (DDA)* into its disability-related work. The Act passed, by the Parliament of Australia in 1992, is designed to eliminate discrimination against people with disabilities in areas of employment, education, access to premises used by the public, housing and provision of goods and services.

In 2001, Westpac registered the first **Disability Discrimination Action Plan (DDAP)** with the Human Rights and Equal Opportunity Commission (HREOC), now known as the Australian Human Rights Commission. The Chief Executive Officer of the time stated that Westpac’s DDAP honoured the DDA’s core principle: ensuring that people with disabilities have equal rights to services and employment as all other members of society. Among the many objectives of the DDAP was attracting more people with disabilities into the bank’s workforce by collaborating with recruitment experts, installing Internet kiosks designed in consultation with disability access consultants in 120 Westpac branches and developing a talking ATM machine that provides audible instructions.

In 2006, Westpac revised the DDAP to include many new developments and renamed it the **Accessibility Action Plan (AAP)**. It established a mandatory awareness training programme, **Do the Right Thing**, to educate its employees about the AAP and highlight how hiring officers can make unbiased recruitment decisions. The 2006 AAP also noted that Westpac would work closely with its suppliers to influence their recruitment procedures to be more disability-inclusive.

Currently, WorkFocus, the Australian employment service provider that specializes in the employment for people with disabilities, is helping Westpac identify job opportunities for people with disabilities and

appropriate work adjustments (job accommodations) they may need. In addition, to create a more accessible working environment, the company is consulting with an ergonomist to make proper workplace modifications for its staff with disabilities.

Westpac is developing its first **Group-wide Disability Strategy**, covering not only Westpac but also its affiliated companies. The Strategy lays out disability objectives, including the full implementation of the AAP, for the next three to five years. There are two aspects of the Strategy addressing disabled people: the employee aspect and the customer aspect. For the employee aspect, Westpac will focus on how to make its workplace barrier-free and accessible. The customer aspect will focus on how to further improve accessibility of its services, products and premises.

## Products and services

The AAP includes various measures to address disability issues as they relate to Westpac's products and services. For example, the bank works closely with disability organizations to guarantee that its Internet services are accessible and in compliance with Australian Bankers' Association (ABA) Industry Standards and, where possible, the World Wide Web Consortium's Web Content Accessibility Guidelines. Westpac also undertakes initiatives to increase the accessibility of its telephone banking services. For example, it provides staff training to its customer operations employees so they are able to better assist customers with disabilities. It continues to monitor feedback and complaints on disability access issues.

A major objective of the AAP is to make Westpac's facilities more accessible. Since 2005, all ATMs purchased are talking ATMs with full audio functionality, Braille labeling and wheelchair access. When purchasing new software and hardware, the bank ensures that access issues are considered and that the products meet ABA accessibility standards. Westpac has also been upgrading its premises to ensure that they comply with disability access standards detailed in the Building Code of Australia. In 2009, the AAP was updated and current highlights include free in-branch AUSLAN (Australian Sign Language) interpreting services for customers who are Deaf or hearing-impaired.

Westpac gears product promotion and marketing activities to include people with disabilities. For example, the brochure, "**Easy banking for customers with disability**", introduces a range of key products and services available to those with disabilities. In addition, the bank's new brand campaigns feature people with disabilities.

## CSR

Westpac publishes an **Annual Review and Sustainability Report** to highlight its CSR initiatives in areas of community involvement, environment, governance and risk management.

Its CSR activities include allowing employees to take one day's leave per year to volunteer in the community, matching microfinance loans made by Westpac employees to disadvantaged individuals in

the Asia-Pacific region with the **Good Returns Program**, and contributing dollar for dollar of staff donations to charities throughout Australia with the **Matching Gifts Program**. Through the Matching Gifts Program, Westpac makes considerable donations to a number of disability-related charities, such as YoungCare, Assistance Dogs Australia, Muscular Dystrophy Association, Variety the Children's Charity, Riding for the Disabled and Down's Syndrome organizations in various states.

Westpac has been a major sponsor of the New South Wales' Government "Don't DIS my ABILITY" campaign for five years. The campaign is held throughout November and December each year to celebrate the International Day of People with Disabilities.

In 1999, Westpac established the **Westpac Foundation** to support social and community enterprises working in disadvantaged communities. Over the years, the Foundation has awarded more than 20 million Australian dollars (USD 15 million) in grants to over 100 organizations. In 2009, the Foundation provided a funding grant to Nundah Community Enterprises Co-operative for their Most Disadvantaged Workers project, which provides employment opportunities through the Nundah Co-op Café and nearby parklands maintenance business for long-term unemployed people with intellectual disabilities.

## Other information

In 2007, Vision Australia awarded the Making a Difference award to Westpac for its outstanding support to people who are blind or have visual impairment by providing work experience.

In 2009, Westpac won the Fair Go award at the Deaf Australia's Annual General Meeting for enhancing equal opportunities for Deaf people. In 2008 and 2009, the bank was honoured with the Organization of the Year award by the Australian Sign Language Interpreters' Association, NSW for providing customers and employees using Australian sign language with interpreters.

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# Wipro

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Wipro Limited is a global service provider of information technology, consumer care, lighting, precision engineering and healthcare that is headquartered in Bangalore, India. Wipro's largest business segment is its information technology services, which meets the needs of its global customers through business process and research outsourcing, information technology services, consulting and product development services. The company has a presence in over 35 countries and a global workforce of 100,000 employees comprising over 50 nationalities. In 2010, Wipro reported USD 5.12 billion in revenue.

## Hiring and retention

Wipro's **Equal Opportunity, Employment Policy and Policy Prohibiting Discrimination and Harassment** states that it hires employees “without regard to their race, color, religion, national origin, citizenship, age, sex, marital status, ancestry, physical or mental disability, medical condition, socio-economic background or sexual orientation”. The policy also states that equal opportunities will be offered in “all aspects of employment, including recruitment, training, career progression, and termination or retirement”.

The **Spirit of Wipro** defines the corporate culture Wipro stands for and includes three cores statements, one of which guides its disability and diversity work: Act with sensitivity, which includes respecting the individual and being thoughtful and responsible. It is Wipro's vision to develop an atmosphere that is respectful of every individual, including those with disabilities.

In line with the Spirit of Wipro, the company launched a major initiative in 2009 to analyze the company's work in six key diversity areas: people policies, recruitment, training, infrastructure and facilities, information systems and awareness creation. As a part of the action, Wipro developed a **Diversity Framework** to support its employees coming from diverse backgrounds. The Framework included governance measures, such as a diversity council formed at the corporate level that would track and review Wipro's progress in the six areas on a quarterly basis. It also established the **Persons with Disability Program**.

The programme was designed in collaboration with one of India's leading disability consultancy firms, which carried out an audit of Wipro's activities in the six areas as they specifically related to disability. The audit helped Wipro develop a sustainable framework and strategy to promote equal opportunity for people with disabilities and identified areas that required attention to create a more inclusive environment.

As a result significant adjustments were made to its “people policies”. For example, with regard to transportation, because of a lack of access to suitable and accessible modes of transportation for



disabled persons, the company now offers transportation services for its employees with disabilities. With regard to facilities, the company's buildings in all locations have been renovated to provide greater accessibility. Wipro's infrastructure standards have been modified to include international norms developed by the United Nations' *Accessibility for the Disabled: A Design Manual for a Barrier Free Environment* and the latest draft of the building code prepared by the Indian-based National Center for Promotion of Employment for Disabled People (NCPEDP) and Access Ability, India. Across India, Wipro has completed accessibility audits for all its offices and 14 of them have been remodeled to better accommodate disabled persons.

According to its current practices, vacancy announcements include not only Wipro's commitment to equal opportunity but also a statement that requests candidates to specify needs for disability-related accommodations. The job application form was recently modified to remove questions about the applicant's medical history, which could be seen as discriminatory.

To facilitate disability-inclusive recruitment practices, Wipro published a 20-page handbook for its recruiters and interviewers, which outlines the company's equal opportunity policy and provides guidelines of assessing a candidate's ability and not disability. Face-to-face and e-chat interviews have been introduced instead of phone calls to avoid excluding people with hearing or speech disabilities.

Wipro organizes recruitment events with institutions that serve people with disabilities in India, such as Braille without Borders, the National Institute of Speech and Hearing (NISH) and the Ambedkar Institute of Technology for Handicapped (AITH) to hire qualified people with disabilities. For example, in 2010, Wipro held a job fair at the AITH where 40 students participated and four were hired.

Once a candidate is selected, Wipro provides reasonable accommodation to create a barrier-free working environment. For example, the company provides assistive technologies, such as a screen reading software for visually-impaired individuals. Each department absorbs the cost of accommodation if it is directly related to the person's work.

Recently, Wipro launched the **Vendor Diversity Program** to proactively reach vendors with disabilities and disability non-governmental organizations. The Program's objective is to induct vendors with disabilities into the company's procurement system and to encourage existing vendors to hire people with disabilities. All vendors are also encouraged to attend job fairs for disabled persons.

## Products and services

Wipro is a participant of the Gnu's not Unix (GNU) Network Object Model Environment (GNOME) Accessibility, a project that supports the integration of accessibility features into computer programming efforts. Through GNOME Accessibility, the company works with its clients to develop and test the usability of their products with assistive technology features.

## CSR

Wipro's **Sustainability Report** covers a broad range of CSR topics, such as good governance and management practice, employee and workplace sustainability, ecological sustainability and customer stewardship.

As part of its CSR activities, Wipro is involved in various diversity initiatives for people with disabilities. For example, it organizes forums and shares good practices as they relate to people with disabilities with industry bodies, such as National Association of Software and Services Companies (NASCCOM), the trade body and chamber of commerce of information technology and business process outsourcing industries in India, and the Confederation of Indian Industry, an organization that works to create an environment for industries in India to grow and develop.

## Other information

Wipro won the 2009 NCPEDP Shell Helen Keller Award for its efforts in promoting equal opportunities for people with disabilities.

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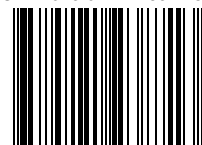
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