



## Companies, aim for the inclusion of people with disabilities in your teams!

Do you want to recruit more people with disabilities and better integrate them into your teams? Humanity & Inclusion (HI) offers you a series of “good practices for inclusive employers” based on the successful experiences of companies around the world. They are classified according to the five dimensions of an inclusive company, listed opposite.

Policies & Leadership

HR & Management

Internal Culture

Physical & Digital Accessibility

Tailored Partnerships

## Taking an holistic approach to successful and sustainable inclusion in companies



### The example of Michelin in Chennai (India)



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## Issue at stake

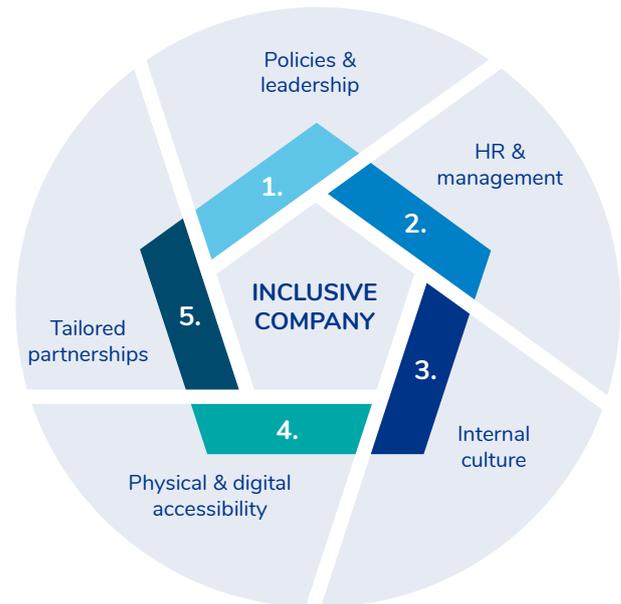
The inclusion of people with disabilities in companies is an important and necessary issue. For inclusion at work to be successful and sustainable in the long term it needs to encompass several subjects. It is not just a question of sourcing and recruitment, and it cannot be a temporary solution to a problem – rather, it should be considered as an entire philosophy.



# Our holistic good practice

HI has developed a model of inclusion that incorporates five interlinking dimensions that a company needs to work on to become more disability inclusive: **policies & leadership, human resources & management, internal culture, physical & digital accessibility, and tailored partnerships.**

Let's consider **the example of Michelin's site in Chennai (India)**, which wanted to endorse inclusion at work through a comprehensive and sustainable approach. Michelin Chennai wanted to apply inclusion in all its dimensions, so that the concept would thrive throughout the company.



## 1. Policies & Leadership

It is vital that senior management makes firm commitments to diversity and promotes them internally as well as externally. These commitments must translate into disability-inclusive policies and decision-making processes within the company, in a non-discriminatory approach. This means that all institutional data, company policies and processes should include disability issues and quality monitoring for global commitment and change.

To embody this dimension, Michelin Chennai has set up several activities, including:

- **Conducting a disability inclusiveness assessment**, in which they determined the current level of inclusiveness within the site for each of the five dimensions, helped by local disabled people's organisations (DPOs). The participants identified barriers in the workplace and discussed Michelin Chennai's values and aspirational goals;
- **Drafting an inclusiveness improvement plan (2IP)**, which included specific actions in all five dimensions, after completing the disability inclusiveness assessment ([cf. 2IP factsheet](#));
- **Setting up a project-monitoring committee** to monitor the action plan's progress. Specifically for the policies & leadership dimension, they decided to include data desegregation by disability, gender and age, to review all institutional policies to ensure their non-discrimination, and to dedicate annual disability inclusion budgets for the implementation of the global 2IP ([cf. factsheet on the project monitoring committee](#)).





## 2. Human Resources & Management

To ensure inclusive HR & management practices, companies should transform the entire HR cycle from sourcing, recruiting and welcoming, to retaining, career development and retiring. For example, this includes reasonable accommodation, salary equality, equal internal mobility opportunities, etc. This dimension also involves the review of management practices so that they become more inclusive and respectful of all staff members' situation and needs.



Michelin Chennai has put in place various actions to embody this dimension of inclusion in its company:

- **Adaptation of the recruitment process** to welcome more people with disabilities.
- **Training courses for the HR team** on understanding barriers in the workplace, including information about reasonable accommodations to promote a barrier-free workplace.
- **Implementation of an inclusive apprenticeship programme.**
- **Analysis of job descriptions** to understand the essential and marginal skills required for positions, which helps adapt them to specific needs.
- **Adaptation of existing English training courses for deaf employees** ([cf. specific factsheet](#)).



## 3. Internal Culture

Discrimination is one of the biggest barriers faced by people with disabilities when accessing employment. By transforming its corporate culture using information and awareness-raising events, the company will create a more enabling environment for people with disabilities, facilitating recruitment and increasing comfort in the workplace.

This dimension therefore involves improving the level of information on disability, changing staff attitudes and behaviour, setting up accessibility rules for documentary resources, improving communication tools and spaces, etc. All these activities will help reduce the communication bias on disability.

Michelin Chennai wanted to influence the staff members' mentality so that they understand that people with disabilities are as competent as any other employee and deserve the same consideration. Thus, the site organised several activities to change its internal staff culture ([cf. specific factsheet for more details](#)):

- **An inclusive marathon**, during which the effort was shared with people with disabilities and which challenged prejudices about disability;
- **A full day of awareness about disability** to make staff members understand the barriers people with disabilities face every day;
- **Conferences with inspiring people with disabilities** to change the way that staff members look at disability, and to move away from the charity approach ([cf. factsheet on the Disability Experience Zone](#)).





## 4. Physical & Digital Accessibility

Accessibility is not just about removing physical barriers with an access ramp to the office. For example, it should also mean checking whether the website is accessible for all jobseekers and employees, whether the font used in documents is easily readable, and whether subtitles appear in videos, etc. After assessing all barriers, the company should consider what adaptations can be made – the solutions are often simpler than you might think!

After carrying out a full accessibility audit of its site, Michelin Chennai decided to make it accessible, from the gate to the workshop floor. Several people with different disabilities were invited to make sure that all types of disability were covered by the audit (for more details, [cf. accessibility audit factsheet](#)).



## 5. Tailored Partnerships

Inclusiveness cannot be achieved alone. Many organisations work in the field of disability and can help companies become more inclusive employers. Building partnerships with DPOs in the area will allow the company to assess the needs of people with disabilities better and find relevant answers. This involves using a participatory approach with representatives of people with disabilities to ensure fair changes.

During its entire inclusion journey, Michelin Chennai needed support from DPOs because they know best what to do, how and with whom. They were valuable advisors for many activities conducted during the inclusion project (for more details, [cf. partnership factsheet](#)).



**Inclusion, therefore, is not a mere side activity to be carried out in a corner, but a real philosophy to instil in all areas of the company. Whatever the size of the company, it is fundamental to undertake activities in all five dimensions in order to become an inclusive employer.**

### To go further

From 2022, HI can advise you on your inclusion journey through its “Inclusive Employer” technical assistance. Contact us now to find out more!

**Website:** <https://hi.org/ita> | **Email:** [ita@hi.org](mailto:ita@hi.org)



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