BEST PRACTICES IN EMPLOYMENT OF PEOPLE WITH DISABILITIES IN THE PRIVATE SECTOR IN INDIA

An Employer Survey

A Study by American India Foundation, New Delhi
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This study on employment of people with disabilities (PWDs) in the private sector in India was undertaken in 2014 by the American India Foundation (AIF), supported by a team of sighted and visually-impaired researchers and experts from the NAB Centre for Blind Women & Disability Studies, a unit of National Association for the Blind (NAB), Mumbai.

The report has been compiled on the basis of primary research covering 105 small, medium and large companies in selected sectors employing persons with disabilities, their level of engagement, policies and practices in place. The research team administered a brief questionnaire to the sample. The sectors included Hotels, Hospitals, Garments, Information Technology (IT) and Information Technology Enabled Services (ITES), Spas, Food Processing, Food and Beverage (F&B) and Retail, Electrical Goods, and Banking. The researchers held appointments with the human resources (HR) departments or top management of these companies to collect first-hand information through intensive interviews, supplemented by secondary research.

The objective of the report is to examine the key practices, operations, policies, and critical success factors of employers in the Indian private sector who have demonstrated inclusive employment policies. The information so compiled is meant to serve as resource material for other employers to emulate.
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Errors of commission and omission are the sole responsibility of the authors.
1 SETTING THE CONTEXT
1.1 Disability and Socio-economic Vulnerability 7
1.2 Disability and Employment 8
1.3 Best Practices in PWD Employment: Global Standards 8
1.4 Employment of PWDs in India 10
1.5 Advantages of Inclusive Workplaces 12
1.6 Introducing the Report 12

2 CENTRAL FINDINGS OF THE EMPLOYER SURVEY
2.1 What We Learned: Patterns Observed in PWD Employment 13
2.2 Promoting Inclusion: What the Progressive Employers did Right 13

3 SHOWCASING THE BEST EMPLOYERS
3.1 Radnik Exports 15
3.2 Gokaldas Exports Ltd 16
3.3 ITC 17
3.4 Lemon Tree Hotels 18
3.5 Pushpanjali Crosslay Hospital 20
3.6 Devyani International Ltd 21
3.7 Barista 22
3.8 DS Group 23
3.9 Heaven on Earth Spa 24
3.10 Metta Foot Spa 24
3.11 Wipro Ltd 25
3.12 EMC² 26

4 FINDING THE BEST FIT
4.1 Roles that a PWD employee can play in a hotel 28
4.2 Roles that a PWD employee can play in a food processing unit 34

ENDNOTES 39
Persons with disabilities (PWDs) comprise between one-fifth and one-sixth of the world’s population. All over the world, people with disabilities are successfully working in a variety of gainful occupations. They can be entrepreneurs, self-employed workers, farmers, factory workers, doctors, teachers, shop assistants, bus drivers, artists, computer technicians, the list is endless. However, most gainful occupations for persons with disabilities are either in the realm of self-employment, or part-time/work-from-home jobs to circumvent the barriers of their condition. Mainstream employment for PWDs on an equal basis, though now a part of worldwide policy agenda is yet to show any appreciable progress.

1.1 Disability and Socio-economic Vulnerability

The issue of disability has figured on the international human rights agenda ever since its entry into the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) in December 2006. Disability also figures as an important development issue because there is increasing evidence to show that PWDs experience numerous socio-economic disadvantages that persons without disabilities do not. The existence of disability often results in a decrease in one’s social and economic well-being, including increased expenditures for health-care, poverty, as well as emotional and psychological vulnerability through myriad avenues such as adverse impact on education, employment, and earnings.

According to the World Report on Disability (2011), vulnerable groups across all the surveyed countries, such as women, those in the poorest wealth quintile, and older people showed higher prevalence of disability. Further, the incidence of disability was higher in developing countries. For instance, disability in lower-income countries among people aged 60 years and above was 43.4 percent, as compared to 29.5 percent in higher-income countries. In this context, every era has faced both moral and political dilemmas related to inclusiveness and adequate support for PWDs. With the fast-changing demographics of contemporary societies, as more and more people live to old age, this issue is expected to assume critical proportions.

Since the 1970s there have been distinct changes in policy responses to disability. For the most part these have been prompted by the self-organization of PWDs, as well as by the growing perception of disability as a human rights issue. In traditional contexts, the issues pertaining to PWDs were largely addressed through segregation by means of residential institutions and special schools.

However, with the emergence of disability as a human rights and development issue, policy has shifted towards community and educational inclusion as well as mainstream employment, along with more interactive approaches based on recognition of the fact that people are disabled by environmental factors as much as they are by their bodies.

Raising awareness and challenging negative attitudes are often first steps towards creating more accessible environments for PWDs. Even today, disability is generally equated with incapacity, and PWDs the world over are victims to negative imagery and language, stereotypes, and stigma, which have deep historic roots. These often result in negative treatment of PWDs, such as children bullying children with disabilities in schools; children with disabilities being denied school admissions; bus drivers failing to support access needs of passengers with disabilities; employers discriminating against people with disabilities; and strangers mocking them. In fact, more often than not, these negative
8

social attitudes are also seen to translate into family dynamics where PWDs are perceived as life-long burdens, both physically and financially, as well as a source of social stigma and embarrassment.

1.2 DISABILITY AND EMPLOYMENT

PWDs are more likely to be unemployed and generally earn less than people without disabilities, even when they are employed. Both employment and income are affected adversely in proportion to the severity of the disability. PWDs may have extra disability-related costs due to medical care, assistive devices, or personal attendants, and may thus need more resources to achieve the same outcomes as non-disabled people. This is what Amartya Sen has called “conversion handicap.” Because of higher costs, PWDs and their households are likely to be poorer than non-disabled people with similar incomes. Further, as a consequence of discrimination in employment, limited access to transport, and lack of access to resources to promote self-employment and livelihood activities, PWDs find it even more difficult to benefit from social and economic development and break the vicious circle of disability, unemployment, increased costs, and poverty.

“If people with disabilities and their households are to overcome exclusion,” states the World Report on Disability (2011), “they must have access to work or livelihoods, breaking some of the circular links between disability and poverty.” A multitude of jobs at almost every level in every productive field, that can be performed by someone with a disability do exist. Given the right environment most PWDs can be productively employed. Unfortunately, however, as has been documented by several studies, PWDs in the working age-group, both in developed and developing countries, experience much higher unemployment rates than persons without disabilities. The economies that are ahead of the curve in terms of providing employment to the PWD in the working age-group include Switzerland, which reported a PWD employment rate of 62.2 percent in 2003, followed by Norway (61.7% in 2003), and Canada (56.3% in 2003). Countries that have fared poorly on this critical human development indicator are South Africa (12.3% in 2006) Poland (20.8% in 2003) and Spain (22.8% in 2008). While India reported a PWD employment rate of 37.6% in 2002, it must be kept in mind that the accuracy of enumeration of PWDs in India has itself been a subject of contentious debate, as is any indicator that is drawn on the basis of the said enumeration.

1.3 BEST PRACTICES IN PWD EMPLOYMENT: GLOBAL STANDARDS

Inclusion of people with disability in the labor market is an ongoing quest. Not always is it true that only advanced economies have the appetite for an inclusive approach to employing PWDs. Much depends on both the intent of, and execution by a government, irrespective of the level of development of the economy. For instance, Malawi, a small country in southern Africa, has been globally lauded for promoting the employability and employment of people with disabilities through effective legislation. The following section presents some prominent best practices worldwide observed to deliver tangible outcomes in terms of enhanced PWD employment rates.

1. Legislation
   a. Governments of many countries, including the US, have drafted policies and plans for affirmative action on the inclusion of PWDs in the business environment. For instance, in the year 2000, the Council of the European Union asked its member
states to introduce policies on employment of people with disabilities by 2006. In response Portugal, Brazil and Israel have promoted affirmative action through laws and plans. Anti-discriminatory laws have made it illegal to make decisions about a person’s employment on the basis of their disability.

b. Countries have imposed hiring quotas for inclusion of PWDs in public and private sector enterprises. For instance, Germany has a quota of 5 percent for employment of severely disabled in firms employing more than 20 people. Enterprises that do not meet the quota are expected to pay a fine. Japan also follows a similar practice; despite a narrower definition of disabilities than global standards and in the absence of any anti-discriminatory laws, studies have shown that, Japan has been able to bring large improvements in PWD employment, solely on the basis of its employment quota system. This policy is a hotly debated one, however, as many employers are more inclined to pay the fine than fill their quotas.

c. In many countries, it is mandatory for employment agencies to ensure that PWDs are able seek equal job opportunities through the same routes as other job-seekers. For instance, in the United States, the Workforce Investment Act, 1998, brought together a wide range of job placements under “One Stop Centers”. In Singapore, certain targeted agencies include PWDs candidates in services offered by mainstream employment agencies.

2. Financial Assistance
a. Governments across nations have also introduced various financial incentives including tax benefits, funding for employment-related accommodations or workplace modifications to ease the entry of people with disabilities into the economy. For example, in Australia, the Department of Employment and Workplace Relations provides A$10,000 from funds under the Workplace Modifications Scheme for any workplace modifications for new employees with disability.

b. Social assistance by governments across countries help to ease those with disabilities into employment, providing a safety net should they not succeed. For youth with disabilities, time-bound security (time-limited disability benefits as adopted by Germany, Netherlands and Norway) acts as an incentive for PWDs to find work within a timeline.

c. Funding or microfinancing for self-employment is another way to help those with disabilities become financially independent. There have been focused microfinance programs that target people with disabilities. For instance, a microfinance scheme targeted Ethiopian women who became disabled during war. It has had a positive impact on the lives of these women.

3. Supported Employment
a. In many countries, employment for PWDs is offered in sheltered businesses or in a separate part of a normal enterprise. Switzerland, which has the highest percentage of PWDs employed in the world, has many such sheltered enterprises. Even in India, most people with learning disabilities are employed in sheltered enterprises. Although controversial for promoting segregation, it presents wider scope of employment for the most severely disabled who may otherwise have no opportunity for an independent financial life.

b. Inclusion of reasonable accommodations for PWDs in HR practices typically involve ensuring that recruitment and selection procedures are accessible to all, adapting the working environment to suit diverse disabilities, modifying work timings and providing assistive technologies to ease working. In the US, it is mandatory for employers to make reasonable accommodations, while in Denmark it is voluntary.

4. Training
a. Many organizations are taking to the idea of supporting employment by first placing and then training an employee, dispelling the belief that disabled people cannot perform a particular job.

b. This move towards a person-centered model, where the interest and skill of the individual is matched to fit job requirements, instead of the other way round, has opened many doors for PWDs.

c. Across the world, a tailored training approach according to the unique challenges and demands of specific types of disability, in public and private organizations has given many an opportunity to
honed their skills. This step has been important since disabilities are wide-ranging. Problems of those who have hearing impairment differ from those who are blind or suffer mental trauma.

d. Training in **vocational skills** and **rehabilitation** has helped to restore capabilities for those with disabilities. A fine example is The Leprosy Mission in India that has centers to teach skills such as car repair, tailoring, welding, electronics, silk production, offset printing and computing, among others. It also has a 95 percent placement rate.

e. Many organizations are offering **core life-skills training**, including training in interpersonal skills and coping mechanisms to help PWDs adjust to the business environment. For instance, in Bangladesh “The Persons with Disabilities Self-Initiative to Development” program helps PWDs to form self-help groups (SHGs) within a community. Trainers and artisans impart skills to trainees to become self-reliant. Peer groups help those who want to start out on their own, with technical and business skills.13

5. Mentoring and Peer-learning

a. In many countries, such as the United States, the government and private owners of enterprises as well as NGOs and non-profit organizations run **mentoring programs** for young people with disabilities, to increase awareness about career options, improve networking, receive interview opportunities, build skills and get placed. Many have found permanent placements with employers offering mentorship.14

b. **Continuity of association** with self-sustaining peer groups has helped in further learning through mentoring and support. The Leprosy Mission in India sponsors alumni meets for former students to regularly meet peers and newer graduates for experience-sharing.

6. **Attitudinal Change:** Many organizations and NGOs are working towards creating awareness to change **attitudes** towards disability in the workplace. BBC World Service Trust has conducted large-scale campaigns in India to counter misconceptions on leprosy.

Some practices may not yet be a global practice but recent initiatives have helped PWDs remain employed. For instance, in Australia, an important intervention provides training on computers to people recovering from spinal injuries while they are still in the hospital. This has increased the rate of return to further training and education significantly.15

### 1.4 EMPLOYMENT OF PWDS IN INDIA

According to the Census of India 2011, 26.8 million people in the country were classified as “persons with disabilities”—2.21 percent of the total population. These figures encompass eight types of disability: sight, hearing, speech, movement, mental retardation, mental illness, multiple disabilities and any other. However, grave doubts have been expressed about the authenticity of the PWD count in Census 2011 since the World Health Survey (2002–2004) places the average prevalence rate of disability in the 59 countries surveyed at 15.6 percent, and that of low-income countries at 18 percent.16

A new survey is scheduled to be completed by March 2015 and the Census 2011 data is the only data available as of this writing (December 2014).
1.4.1 **Government Employment**

Although mainstream employment of PWDs has been part of the Government of India’s policy agenda for the past few years, only PWDs with over 40 percent disability are eligible for reservation in government jobs. This is in line with the threshold decided by World Health Survey (2002–2004).  

The Office of the Chief Commissioner for Persons with Disabilities, Ministry of Social Justice and Empowerment, Government of India released a list of identified jobs for disabled persons initially in 2007, and then with a revised list in 2013, which comprised mainly of Group B, C or D jobs. The 2013 list of Group A jobs comprises 20 posts, while those of Group B, C, and D have 300, 1500, and 250 posts respectively.  

As per the Census 2011 data, of the 26.8 million PWDs recorded, 15.7 million were in the 15–59 year age-group, i.e., the official age for participation in the workforce. Among these, roughly one-third (5.8 million) were employed as main workers, of which less than 20 percent were women. The rest were marginal workers, employed for 3 to 6 months, or even less than 3 months in a year.

1.4.2 **Private Sector Employment**

As per the findings of this study, with the exception of a handful of employers in India such as Wipro, who have traditionally employed PWDS as an integral part of their employee policy, the practice of employing PWDS in the private sector in India started barely a decade ago when a few export houses decided to cash in on the “different side of population” to battle the attrition rate among workers in their factories. These factories started welcoming persons with orthopedic and hearing impairment for limited tasks. A few years later, as technologies to aid other types of disabilities became accessible, the avenues of private sector employment for persons with visual impairment also opened up.

This study shows that in the last 5 to 7 years, employment of PWDS in the Indian private sector has started looking up across select industries. This seems to be an important takeaway not just from this study but others as well (see Box: Role of Corporates). However, closer scrutiny reveals a bias in the pattern of employment towards the hearing-impaired and the orthopedically challenged, and is largely limited to entry-level jobs.

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**ROLE OF CORPORATES**

Despite the absence of any kind of reservation or government mandate for employment of PWDS, there is, nevertheless, an increasing trend towards inclusive workplaces actively employing the disabled population in the Indian corporate sector. Although the Corporate Social Responsibility (CSR) agenda remains a major reason for employing PWDS on the part of private as well as multinational companies (MNCs), more and more companies are realizing the benefits and advantages that accrue to their organizations as a result of employing PWDS. These include social image enhancement, employee and customer goodwill, and a cadre of employees with high levels of loyalty, strong performance and very low rates of attrition.

Some companies in the Indian corporate sector with exemplary levels of inclusiveness are:

- **Vindhya E Infomedia Pvt Ltd, Bengaluru**, the only one of its kind to recruit mainly the differently-abled for all its operations in Data Management, Data Entry, Data Processing, Data Conversion Jobs. 95 percent of the staff at Vindhya E Infomedia is differently abled.

- **Titan Industries**, 4 percent of whose employees are PWDS. This includes 29 employees with physical disabilities, 84 with hearing and speech impairments, and 4 with vision impairment. The company arranged counseling sessions with the families to make the transition into the factory smooth. Those with disabilities work and are housed with regular employees. Supervisors who interface with the hearing impaired are trained in sign language. As a result, in the strapping department, it’s nearly impossible to distinguish the hearing impaired from the others, as everyone uses sign language.

- **Shakti Masala**, where about 200 physically and mentally challenged persons are working to live with dignity and self respect. Managing Director PC Duraisamy was honored with the Best Employer Award by the Union Government in December 2004.

- **Within the BPO sector, companies such as iMerit and Rural Shores** practice impact-sourcing, resulting in a thriving sub-sector focused on the inclusion of PWDS. This sub-sector employs trainers like V-Shesh or Youth 4 Jobs, and employers like Vindhya E Infomedia, as well as enablers like accessibility firm Barrier Break Tech who focuses on developing assistive technology for training and employment.

**Source:**


2. Mike Simon (2014), “Four Key Areas in Transforming Livelihoods in India”, as posted on the Unitus Seed Fund website usf.vc on 7 July.
Employment of PWDs remains a major challenge, partly due to lack of awareness, but largely due to low organizational priority. Employers in most segments of industry have been found unwilling to invest in accessible infrastructure, workplace solutions such as screen reading software for the visually impaired, ramps, washrooms, elevators, and other needs required to facilitate employees with disabilities. Another challenging task is matching the qualifications and skill-sets of candidates with disabilities with the employers’ requirements.

From the employees’ perspective, barriers such as distance from home, inadequate access to public transport, low in-hand salary, and few avenues of career growth, pose as deterrents to mainstream employment.

In the face of such a scenario, chronicling best practices in employment of PWDs may sound like a herculean endeavor. However, as the researchers have discovered, there are indeed employers who are working to create an inclusive workplace.

1.5 ADVANTAGES OF INCLUSIVE WORKPLACES

One of the myths surrounding PWDs is that they are unqualified and not productive, which is not generally the case. In point of fact, as found by this study, along with their skills and abilities, PWDs are seen to exhibit strong loyalty and low rates of absenteeism. As a consequence, growing numbers of companies are now finding it efficient and profitable to hire PWDs.

From the sociological and developmental perspective, participation of PWDs in the labor force is crucial. Productive engagement of PWDs serves to optimize the human resources of the nation, increases individual well-being and contributes to the national output. Further, it promotes human dignity and social cohesion when all the citizens of a society have access to opportunities to choose the direction of their lives and fully realize their potential and talents.

The prevalence of disability is expected to increase in the coming decades because of a rise in chronic conditions in tandem with improved health and medical rehabilitation services that preserve and prolong life. The aging of the world’s population is also expected to increase the prevalence of disability. The proportion of people over the age of 60 is predicted to rise over the next few decades across the globe. Employment of people with disabilities thus assumes a vital aspect of the future.

1.6 INTRODUCING THE REPORT

This report presents the findings of a study conducted in India to examine the experiences of organizations across a range of sectors that have successfully hired and retained PWD employees year after year profitably and sustainably.

Section 2 presents key findings of the study. It answers some questions on what companies experience on the ground when they actually set out to employ PWDs, what are the key drivers and critical success factors. The detailed experiences of select employers and their PWD employees have been showcased in Section 3. Section 4 examines process work-flows in two industry settings—hospitality and food processing—in order to identify specific tasks that a PWD can accomplish successfully given the nature and extent of the impairment. Tasks within each process have been disaggregated to the minimum level possible so as to accurately determine if a visually-impaired (partial or complete), hearing-impaired (partial or complete), or orthopedically-impaired person can perform it.
Central Findings of the Employer Survey

2.1 WHAT WE LEARNED: PATTERNS OBSERVED IN PWD EMPLOYMENT

- Wherever initiatives of hiring PWDs were successful, the top management was actively involved in promoting inclusive HR practices.
- Most companies did not have a written policy on employment for PWDs.
- In every case where the company had well-structured HR practices in place for the existing employees, employing PWDs delivered improvements in business outcomes.
- Companies employing PWDs generated immense goodwill amongst their clients and end-users for being equal opportunity employers.
- Companies generally started hiring people with disabilities as a CSR initiative and then converted it into an HR activity when it was successful.\(^1\)
- PWDs found it easier to enter industries that had a wide variety of jobs available against those with only a few profiles.
- Nearly all other respondent companies initially offered employment to hearing or orthopedically impaired persons. Depending on their experience and available opportunities, they then proceeded to hire those with complete or partial visual impairment next. Those with intellectual impairment were welcomed in a couple of rare cases. None of the respondent employers offered jobs to persons with mental illness.\(^2\)
- NGOs had a significant role to play in forging a symbiotic employer–employee relationship and ensuring that the PWDs made a smooth transition into their role.
- Companies reported lower attrition rate for their employees with disabilities. Supervisors universally agreed that PWDs were sincere and dedicated workers. Nevertheless most PWDs remain at entry-level positions with limited opportunity for upward mobility.

2.2 PROMOTING INCLUSION: WHAT THE PROGRESSIVE EMPLOYERS DID RIGHT

The evidence examined as part of this study yielded certain common patterns across companies that successfully employed PWDs in a mutually advantageous arrangement. These factors that actively promoted inclusion have been enumerated below.

- **Involvement of the top management:** At every instance it was found that the top management had sent and reinforced a clear message to include PWDs wherever possible. At Radnik Exports, the management clearly conveyed its mandate to the senior staff to hire at least 5 percent staff from amongst PWDs. Therefore, for each PWD applicant, the management tried to ensure a smart match between the person’s capabilities and available roles.
- **Sound and supportive HR practices:** The Human Resources Department across all these organizations organized their structure and practices to include PWDs in their working environment. Wipro utilizes an inclusive recruitment and selection process. Job descriptions are detailed and no applicant is barred on the basis of disability status. PWDs hired are provided with all the support they need to settle in and discharge their duties. All organizations that hired PWDs were found to be sensitive to the need for support that a PWD might have at the workplace while ensuring accountability for their work.
• **Efforts to create an ethos that is inclusive:**
  a. Whenever PWDs were hired, emphasis was placed on keeping them motivated and ensuring that the rest of the staff helped them feel at ease and accepted as a part of the organization.
  b. Information was made accessible and barrier-free communication was encouraged.
  c. The infrastructure was so designed or changed so as to make movement easy for the PWDs recruited.

• **Collaborating with the ecosystem to develop capacities of PWDs and address concerns:**
  a. Across organizations, it was noted that the management sought help from relevant NGOs to address the concerns of both the new employees and their team leaders.
  b. At the chain of Lemon Tree Hotels, the hotel’s in-house training unit designed a training video for people with hearing impairment with the help of an NGO with expertise in visual sign language.
  c. Similarly, many such organizations sought technical inputs from the experts and support from NGOs to find workplace solutions.
  d. At organizations such as Radnik Exports, the management made conscious effort to hire youth or women from lower income groups via NGOs or relevant training centers.
3.1 RADNIK EXPORTS

3.1.1 THE COMPANY

Radnik Exports was set up in 1973 as a partnership firm to manufacture and export readymade garments from India. Catering to young audiences, women, children, Radnik recorded a turnover of US $45 million (as of March 31, 2013). It currently has nine production factories and employs 6,000 people. It exports to brands in the US, Canada, the UK, Holland, France, Spain, Sweden, Finland and Turkey. Radnik has a certification from ISO 9001–2008, ISO 14001, Operational Health & Safety Advisory Services (OHSAS) and is organic certified by Global Organic Textile Standard (GOTS) and Control Union. It is also SA 8000 certified. The company has many awards to its credit namely Certificates of Merit from the Ministry of Commerce, Apparel Export Promotion Council, State Award for Export in 1987 and 1997 as also the Delhi Administration.

3.1.2 PWD HR PRACTICES

Number of PWDs hired
100

Disabilities supported
Orthopedic impairment, hearing impairment, visual impairment, cerebral palsy and intellectual impairment.

Responsibilities assigned to PWDs
Roles for skilled, semi-skilled and unskilled workers—machine operators, quality checkers, packers, and helpers.

How it started
Radnik’s first experience in hiring PWDs occurred when an orthopedically-impaired tailor approached the company for employment. Since he was skilled, the company gave him a chance to demonstrate his capabilities. He was therefore the first person with a disability to join the company.

Reasons for inclusion
- Social responsibility
- Positive response from clients and end-users
- Social goodwill
- Good behavior, dedication and competence of PWDs
- Negligible attrition

Any modifications required in the infrastructure, systems/ workplace solutions required
No

Challenges
No major challenges

3.1.3 AN EMPLOYEE’S JOURNEY

Ajanta Sardar lost her eyesight as a child. Belonging to a poor family in West Bengal, she had to quit her studies. Her family kept her at home for they did not know how to help her. A kind well-wisher sent her to the National Association for the Blind (NAB) Centre in 2004 when she was almost twenty-two. She is among the first batch of beneficiaries at the centre.

She was keen to begin her studies from where she had left off. After many rehab trainings, she was admitted to the National Institute of Open Schooling (NIOS) to finish her secondary education. After six months of training in computer technology, mobility, Braille and home management, Ajanta was ready to face the world. She was also trained in handicrafts.

Ajanta got a job at Radnik Exports after an initial period of professional and personal struggle. Today Ajanta and her
visually-impaired husband are working in the same company. They have a daughter. They are happy and thankful to the Centre for empowering them to lead a happy, independent life. Her family has accepted her. Ajanta is a role model of courage and determination in making the most of life despite the disability.

3.2 GOKALDAS EXPORTS LTD

3.2.1 THE COMPANY

Gokaldas Exports is one of the largest manufacturers/exporters of apparel in India and has a production capacity of 2 million garments per month. It was set up in the year 1979 to manufacture and export readymade garments from India. Their product range varies from outerwear, bottoms, sportswear to formal suits, skirts and denim wear. It now has 25 production factories and employs 30,000 people. It exports to brands in the US, Europe, Latin America, Middle East and India.

3.2.2 PWD HR PRACTICES

Number of PWDs hired
60

Disabilities supported
Orthopedic impairment and hearing impairment.

Responsibilities assigned to PWDs
Roles as skilled, semi-skilled and unskilled workers—machine operators, quality checkers, packers, helpers, technical, production support, telephone operator, counting, labeling, and tailors.

How it started
Initially a philanthropic effort by companies to hire PWDs is now an integral part of the HR strategy of the company. The company has a deliberate policy of reaching out to local villages for workers. Anyone can apply for a job including PWDs.

Reasons for inclusion
- Good performance, dedication and sincerity of PWDs.
- Social responsibility towards the excluded and the marginalized.

Any modifications required in the infrastructure, systems/workplace
Modifications were made to accommodate orthopedically-
handicapped employees on the ground floor along with suitable seating and transport arrangements.

Challenges
Finding appropriate roles for people with visual impairment.

Effects on business
Inclusion has been viewed by the company as something positive and inspirational. The only thing missing is a formal structure that protects the rights and interests of PWDs. The organization is working towards putting such a formal system in place.

Success story
An employee with partial visual impairment was not permitted to work on the fusing machine but was allowed an opportunity to prove himself at the insistence of his fellow workers. Contrary to the expectations of the management, he has been able to perform well in this challenging role.

3.3 ITC

3.3.1 THE COMPANY
Starting with the Sheraton Chola set up in Chennai in 1975, the ITC Hotels chain has over 90 hotels in more than 70 destinations. ITC Hotels pioneered the concepts of branded accommodation, branded cuisine, ambience and guest safety; all its premium hotels are LEED Platinum certified. ITC Restaurants Bukhara, Dakshin, Dum Pukht and Kebabs & Kuiries are well known cuisine brands today. They market a line of food products named Kitchens of India.

3.3.2 PWD HR PRACTICES

Number of PWDs hired
90

Disabilities supported
Orthopedic impairment, hearing impairment, visual impairment and cerebral palsy.

Responsibilities assigned to PWDs
Secretarial role, desk-based work on computers, housekeeping, sales and reservations.

How it started
ITC Hotels first started to work with orphan boys and girls under the triple bottom line accounting framework in the 2004–5 in Kolkata. In the process, organizational awareness about the predicament of the excluded and marginalized increased. The organization was sensitized to the needs of PWDs as well, and began to take steps towards offering them employment where possible. Over time, they found that PWDs were often more dedicated, sincere and competent as compared to their co-workers and in case of one of the ITC hotels in southern India they actually had financial proof that hiring PWDs made greater business sense because they brought in extra efficiency.

Reasons for inclusion
- Sensitization to people with diverse abilities
- Lower rate of attrition
- Encouragement of innovative approaches and out of the box thinking
- Good performance, dedication and sincerity of PWDs

Any modifications required in the infrastructure, systems/ workplace solutions required
Modifications in infrastructure were undertaken wherever required. For example, the workstations were made accessible with minor changes and whistles were given to hearing impaired people to raise an alarm in case of any emergency. The staff was trained in sign language to enable communication with the hearing-impaired colleague.

Challenges
One of the challenges was to ensure that the hotel premises were safe and accessible for PWDs. Modifications were made in existing infrastructure to ensure this. The hotels constructed later were designed keeping in view the needs of PWD staff members.

Effects on business
Impact on business was positive on all properties where PWDs were hired.

3.3.3 AN EMPLOYEE’S JOURNEY
An employee of ITC Hotels, 40-year old Sujata Debnath holds a Bachelor’s degree in Occupational Therapy. A native of Kolkata, West Bengal, Sujata contracted polio when she was
two-and-a-half years old after being injected with an expired polio vaccine. She was completely paralyzed. Six months in the hospital and continuous physiotherapy helped her regain motion in the upper part of her body but she was left with post polio residual paralysis of the lower limbs. She received the unstinted support from her mother during her early years in order to study and build as normal a life for herself as possible. After completing her education, she started a family but with the sudden demise of her mother, a failed marriage, a young son to take care of and a damaged spine she was mentally and physically overwhelmed. After a rather grueling period of struggle, she pulled herself together and shifted to Delhi to lead an independent life.

She started appearing for interviews at different MNCs, but without any success. Finally she was offered a job as a telephone operator at ITC Hotels in 2005. Sujata had never worked in a 5-star hotel. Though she was not computer literate, she was strong-willed and determined to learn on the job. She found that her colleagues were friendly, helpful and ready to share information. The company provided her with assistive devices. The management was encouraging and supportive of the potential and personal growth of the employee. Her manager allowed her to leave work an hour early each day in order to pursue a computer course she had enrolled for. Once she completed her course in 2009 she was moved to the secretary lab.

According to Sujata, ITC offers an excellent work environment for learning and upgrading skills. Deserving employees are suitably rewarded and all employees are treated equally.

3.4 LEMON TREE HOTELS

3.4.1 THE COMPANY

The Lemon Tree hotel chain was founded in September 2002 and currently owns and operates 26 hotels in 15 cities with ~3000 employees. By 2017–18, the company is slated to own and operate over 8000 rooms across 30 cities in India including Ahmedabad, Aurangabad, Bengaluru, Chandigarh, Chennai, Ghaziabad, Gurgaon, Goa, Hyderabad, Indore, Jaipur, Kolkata, Muhamma (Kerala), Mumbai, Dehradun, Shimla, Udaipur, New Delhi and Pune.

The chain operates in three segments to cater to guests across different levels:

- Lemon Tree Premier
- Lemon Tree Hotels
- Red Fox Hotels

Lemon Tree is a winner of the prestigious Shell Helen Keller Award 2010 for policies, practices and belief in equal rights and gainful employment for PWDs.

3.4.2 PWD HR PRACTICES

Number of PWDs hired
275

Disabilities supported
Speech and hearing impaired and orthopedically handicapped. Recently starting working with Down Syndrome. With respect to visual impairment, the group is working on a software solution to sync Job Ability With Speech (JAWS) with their hotel operating system. One visually impaired person is currently hired in the Corporate Office as part of the President & Executive Director’s team.

Responsibilities assigned to PWDs
Skilled in housekeeping (supervisory roles) or Finance/Stores, semi-skilled employees in Food & Beverage Service, Housekeeping and unskilled workers in Kitchen Stewarding.

How it started
The Chairman & Managing Director had, from the outset, been keen on employing PWDs in any role possible. Once the chain reached the critical mass of 6 hotels, around July 2007, they started promoting Employees With Disability (EWDs), an initiative that has flourished ever since.

Reasons for inclusion
- Strong performance of PWDs, often better than their co-workers.
- Dignitaries and guests visiting the hotel were extremely appreciative of the service provided by the hearing-impaired staff in the food and beverages section. There have never been any complaints.

Any modifications required in the infrastructure, systems/ workplace
Minor modifications in the individual work stations were required for orthopedically handicapped employees. All staff were taught the Indian Sign Language (ISL) in order to
communicate with their hearing impaired colleagues. For people with hearing impairment, who serve guests, a card on their uniform informs the customer on how to communicate with them about the order.

Effects on business
Many people have enquired about this initiative to be able to replicate in their own organizations.

3.4.3 AN EMPLOYEE’S JOURNEY

Rajiv Singhal, 39, has had to face many challenges due to his hearing impairment. After completing senior secondary school, he was forced to work as a blacksmith since he could not find any employment commensurate with his education. Fortunately, he got an opportunity to work with Lemon Tree Hotels as a part of their housekeeping team.

In the last 5 years he has grown from a Fixed Term Guest Service Associate to a Guest Service Executive. He is in charge of a complete floor and he has 2 or 3 people working under his supervision.

Recently Rajiv married a deaf girl and is happy to be both economically and socially secure. He feels that the biggest challenge that PWDs face in India is related to repeated social rejection. This is disheartening and demotivating, particularly for young people who are setting out to be self reliant.
3.5 PUSHPANJALI CROSSLAY HOSPITAL

3.5.1 THE COMPANY

Pushpanjali Crosslay Hospital is a 350-bed tertiary care facility in Vaishali, Ghaziabad very close to East Delhi. It provides a spectrum of preventive, diagnostic and treatment alternatives with follow-up care in different medical specialties.

3.5.2 PWD HR PRACTICES

Disabilities supported
Hearing impairment and visual impairment.

Responsibilities assigned to PWDs
- Housekeeping: cleaning of the premises and equipment.
- Laundry: stacking the uniforms, record-keeping related to alterations and tailoring, operation of the washing machine and cylindrical ironing machine.
- Backend console handling.
- Working as masseurs for foot reflexology.

How it started
The chairman of the hospital saw people with visual impairment perform foot reflexology at a fair organized by an NGO in Delhi. He asked for the masseurs to be sent to the hospital for possible employment. The fact that he was already on the board of one of the NGOs in the disability sector and was sensitized to the issue certainly played a role in encouraging the decision. Besides the massage experts, the same NGO also referred a visually-impaired person as a console operator. Once it was observed that all the PWDs were performing really well, the hospital hired more PWDs in the department in various roles.

Reasons for inclusion
- Excellent performance of PWDs

Impact
The hospital is satisfied with the performance of PWDs.
They are open to training individuals with visual or hearing impairment on the job and placing them in other hospitals.

Challenges
None.

3.5.3 AN EMPLOYEE’S JOURNEY

Shweta works at Pushpanjali Crosslay hospital. She is a helper in the housekeeping department. Shweta and her husband are both deaf.

They were initially trained at the NGO Balloons followed by several attempts at placement. They approached the Noida Deaf Society and were placed in different companies. Shweta joined the housekeeping department at Pushpanjali while her husband worked on a data entry job after learning to operate the computer.

They stay in Ghaziabad and have a daughter and an economically independent life.

Shweta is a confident, competent and contented worker.

3.6 DEVYANI INTERNATIONAL LTD

3.6.1 THE COMPANY

Devyani International Limited is into food and beverage retailing in the Indian subcontinent, Nepal and Nigeria. It is the largest franchisee for Pizza Hut and KFC in India and also has pan-India franchisee rights for Costa Coffee and now Swensen’s ice creams. The company has also launched its own brand Vaango, a quick-service restaurant (QSR) chain in southern India and is planning outlets across the country soon.

3.6.2 PWD HR PRACTICES

Number of PWDs hired
200

Disabilities supported
Hearing impairment

Responsibilities assigned to PWDs
They work in all the departments—dough-making, pizza-making, supply, delivery, cash-handling as well as over-the-counter customer interaction. The company has recently hired a hearing impaired person in the administration section to handle couriering and cafeteria record-keeping related to quantity of meals, requirements for the next day, daily head count etc.

How it started
It began as a CSR effort initially in Kolkata which later spread to the rest of the country.

Reasons for inclusion
- The practice of hiring PWDs continued as they proved to be sincere workers.

Challenges
None

Effect on business
The company has received appreciation for its inclusive policies. It has attracted more customers to outlets where PWDs have been hired.

3.6.3 AN EMPLOYEE’S JOURNEY

Plagued by adversities early in life, Pankaj Kumar Dutta had to shoulder responsibilities at a young age despite his severe hearing impairment. After his father’s untimely death, he and his mother moved from Bihar to Delhi. While his mother secured a clerical job in BSF, Pankaj completed his schooling and came to the Noida Deaf Society (NDS) looking for a way to add to the meager finances. Seeing his eager spirit and commitment, NDS helped him look for a job. Within months, he was placed as a trainee with a renowned hotel in Delhi. But, the hotel did not offer him a permanent position and also refused to increase his monthly package. Now, with a wife, children and an aged mother, he decided to seek help again. After much deliberation, NDS helped him get placed with Food Street Pvt. Ltd., a QSR venture of the Devyani group at the IGI airport. His employers are very happy with him and shower great praise upon him. He is fondly nicknamed, “guest maniac”. He is well-settled and looks forward to a bright future.
3.7 BARISTA

3.7.1 THE COMPANY

Barista was established in February 2000 to recreate the ambience and experience of typical Italian neighborhood espresso bars in India. Barista Lavazza aims to provide a comfortable place for people to relax and unwind over a cup of coffee. Barista Lavazza has also been voted ‘Superbrand’ for three years in succession. At present, Barista Lavazza has over 180 cafés in India. Besides, it also has cafés in Sri Lanka, Bangladesh, UAE and Nepal.

3.7.2 PWD HR PRACTICES

Disabilities supported
Persons with hearing impairment

Responsibilities assigned to PWDs
They front-end with customers in receiving orders, serving food, making beverages, etc. One amongst them has risen to become an assistant store manager, maintaining the profit and loss accounts of the store as well.

How it started
Barista started to employ people with hearing impairment in 2006 and continued as it made ample business sense given that the attrition rate was found to be low and PWD employees were focused workers.

Challenges
No major challenges. People with hearing impairment take time to settle down and build trust with co-workers since they cannot communicate easily with everyone.

Any modifications required in the infrastructure, systems/ workplace solutions required
- Eligibility criterion at the entry level has been lowered to Class X qualified since there were not many applicants amongst the hearing-impaired who had cleared Class XII.
- Sign language training has been imparted to the internal trainers who interact with the staff.
Effects on business
PWDs have provided good customer service leading to repeat customers. As in other companies, here too they have been recognized as keen workers who value their job. The company openly acknowledges that the return on investments on hiring PWDs has been fantastic. Attrition level is negligible. Many have been working at Barista for over 5 years.

3.7.3 An Employee’s Journey
Ramu Kumar was the only one amongst 5 siblings who was completely deaf. His father, a radio mechanic was the only earning member of a large and struggling family and viewed Ramu’s condition as an “abnormality”. Despite his father’s reservations, Ramu took the disability in his stride and moved to Delhi to complete his education and realize his dream of being financially independent. After completing his secondary education he joined the NDS as a trainee.

While at NDS, he appeared for an interview at the Barista café. He cleared the interview and was placed at the position of a Brew Master (entry level) at CP-Expression Connaught Place in 2012. The NDS team provided initial support by assisting him to understand his work and efficiently perform it. His hard work and commitment earned him a promotion to Senior Brew Master within 6 months of joining. Through his work and dedication, he has earned immense praise from his colleagues and seniors. His supervisor finds him efficient. She is confident that she can handle the whole café with his help alone!

3.8 DS GROUP

3.8.1 The Company
The DS group is a Rs 3300 crore conglomerate with interests in F&B, mouth fresheners, hospitality, tobacco, packaging, agro-forestry, rubber thread, steel, cement and power, dairy, confectionery and powdered beverages.

3.8.2 PWD HR Practices
Disabilities supported
Persons with hearing impairment, visual impairment and orthopedic impairment.

Responsibilities assigned to PWDs
Six people working in the IT department and another in HR. An orthopedically-impaired person is part of the vigilance department. The rest of the PWD employees are engaged in basic activities such as sorting and packing.

How it started
The company’s Vice Chairman saw a hearing-impaired person working at a coffee outlet in Delhi and wanted to start a similar initiative within the DS Group as well. He was also motivated by a TV show, which promoted PWDs as productive, efficient and loyal employees. As he puts it, “Overall it has been a very satisfying experience. In some cases, departments that hired PWDs actually reported improvements in productivity. This set new benchmarks for co-workers who were not disabled. Goodwill was created among the workers for the company. Attrition level is minimal.”

Challenges
For both visually impaired and hearing impaired, commuting seemed to be a problem initially but it was later sorted out.

Effects on business
Since the number employed is still small effect on business is yet to show but there has been improvement in productivity. PWDs are more sincere and focused; a fact that motivated other staff members too.

3.8.3 An Employee’s Journey
Shilpi
Shilpi works at a DS group factory that manufactures spices. She is 21 and hearing-impaired. She has studied up to Class X and knows how to operate a computer. She stays in East Delhi and travels by bus to her workplace.

She joined the company in 2013 through an NGO working for the deaf. Shilpi is part of a team that works in the packing unit where they receive spice boxes from the filling and sealing machine, put them in order, weigh them and pack them into plastic bags. She is a quick and efficient worker and is proud of being so.

She stays with her mother and brother, while her elder sisters are married. Shilpi is the sole earning member in her family.

Kewli
Twenty-one year old Kewli from Balia, Uttar Pradesh lost her
Best Practices in Employment of PWDs in the Private Sector in India

sight completely when she was in Class VIII due to reasons unknown to her family. Her trainers from the NGO said ‘When she came to the Centre, she had just functional literacy and poor communication skills. However she also had a lot of enthusiasm and keenness to work and earn for herself.’

She was trained on basic life skills—Braille, Home Science and personality development.

Initially, she was not able to cope with the challenges of traveling independently. When there was an opportunity for industry exposure and training in a garment export house, as a last effort, the mobility instructor explained the purpose to her and inspired her to try again. In about a week after she joined the company as a trainee. Kewli learnt to commute independently.

At the export house, she got an opportunity to try her hand at different tasks to suit her capabilities—folding, packing in the layering department, fusing department, and production among others.

After a few months she was sent once more for on-the-job training at the mouth freshener unit of the DS group. Here she was exposed to a wide variety of roles but realized that these tasks would demand extensive practice before she could attain the same speed and efficiency as her sighted colleagues. She took on the challenge and her persistence and healthy support from co-workers reaped rich rewards. She is now an efficient worker in the unit.

3.9 HEAVEN ON EARTH SPA

3.9.1 THE COMPANY

Heaven on Earth started in the year 2007 with a small store in Mulund, Mumbai and has expanded over time to 10 outlets across Mumbai, Cochin, Lucknow, Trivandrum, Vadodara, Raipur and Vizag.

3.9.2 PWD HR PRACTICES

Number of PWDs hired
32 persons are completely blind and 2 are hearing impaired

Disabilities supported
Persons with visual impairment and hearing impairment

Responsibilities assigned to PWDs
Foot reflexologists

How it started

The initiative of hiring people with visual impairment started in 2007 after the owner saw visually impaired masseurs working at the Singapore airport on foot massages with the model replicated in India under the same brand, My Foot. Already associated with the National Association for the Blind in Mumbai, she was able to hire trained masseurs from the organization and employ them as masseurs in her spa.

Reasons for continuing: The therapy provided by the visually impaired people is really good. They have been able to attract customers. In particular, repeat visits from celebrity customers are attributed to the service provided by the PWD employees.

Challenges

The main challenge lies in finding eligible people among the visually impaired who can be hired at the spa that attracts many high-end, niche clients. Once hired, the recruits have to undergo rigorous training in communication and customer interaction as their social skills are generally sub-optimal for the role they are expected to play. Similarly, the importance of personal grooming and being presentable also needs reinforcement. Furthermore, in the experience of the spa, visually-impaired employees are very sensitive and get demotivated easily. Constant efforts are made to keep them happy and engaged with their work.

Effects on business
- The spa has many celebrity clients who love the ambience.
- Business is getting better across the country.

3.10 METTA FOOT SPA

3.10.1 THE COMPANY

Metta Spa was founded in 2008 by Joanita Figueiredo, a former nurse-turned-yoga teacher with the aim to train and provide employment to people with visual impairment.

PWD HR PRACTICES

Disabilities supported
All the masseurs are visually impaired and only the manager is sighted.
Responsibilities assigned to PWDs
Foot reflexologists

How it started
Ms Joanita who had learnt massage in Bangkok was approached by NAB Mumbai to teach foot reflexology to their trainees. However the trainees found no jobs after the training and therefore Joanita started her own enterprise to employ them.

Reasons for inclusion
- The purpose of the spa was to employ people with visual impairment

Challenges
- Personality grooming and positive attitude are the main problems which need to be constantly worked upon.
- Initially, clients were not ready to take massages from them so the spa started to give free sessions to the elderly.

Effects on business
- The spa is always full.

3.11 WIPRO LTD

3.11.1 THE COMPANY
Wipro Ltd is a global information technology, consulting and outsourcing company with 145,000 employees serving over 900 clients in 60 countries. The company posted revenues of $6.9 billion for the financial year ended March 31, 2013.

3.11.2 PWD HR PRACTICES

Number of PWDs hired
500

Disabilities supported
Persons with orthopedic impairment, visual impairment,
hearing impairment, cerebral palsy and intellectual impairment.

**Responsibilities assigned to PWDs**

Wipro hires people with disabilities on merit, and therefore they are working in many mainstream roles—consulting, marketing, leadership training, HR, journalistic, technical, recruitment, and testing. It leaves the choice of role to the applicant and does not limit the opportunities for PWDs to only “identified” roles.

**How it started**

The Director, HR had seen competitors Infosys and TCS hiring many PWDs and therefore when he joined Wipro, he was already aware and sensitized to continue the practice.

**Reasons for inclusion**

Providing PWDs an equal opportunity to prove their worth at work.

**Any modifications required in the infrastructure, systems/ workplace**

- 100 percent software application user-friendliness, digital infrastructure.
- Also the focus is on creating an inclusive work environment, encouraging the managers to make all applications inclusive.

**Challenges**

- Infrastructure has been made compliant with the UNCRPD norms. Premises were audited and aligned to expected standards.
- Availability of talent is a challenge.
- For PWDs career advancement sometimes poses a problem. For example, for a visually impaired person to grow professionally, his/her supervisor has to be willing to take some initial risks in allowing him/her to front-end with the client.
- Biases amongst the non-disabled staff pose a challenge.

**3.11.3 An Employee’s Journey**

Thirty-eight year old Shiva is completely blind. A native of Basaveshwaranagar, Bangalore he is lucky to have a supportive family who encouraged him to study and live independently. Both his brothers are well-placed in their careers and therefore there was never any financial crisis.

A post-graduate from Bangalore University, he is currently working in the campus hiring team at Wipro. He appreciates the support of his teammates at Wipro who helped him adjust to the workplace. He loves interacting with potential recruits and resolving their queries. The biggest challenge he believes that PWDs face in India is the lack of access to technology. He hopes for a better future for PWDs where technology can enable them to have an easy and happy life.

**3.12 EMC²**

**3.12.1 The Company**

The company started software development and service in the year 1979 in Russia, Ireland, Israel, the US and Egypt. In India there are 4500 people working from Bengaluru.

**3.12.2 PWD HR Practices**

**Disabilities supported**

Persons with orthopedic impairment and visual impairment.

**Responsibilities assigned to PWDs**

Software programmers

**How it started**

The company started conscious hiring of PWDs in 2012.

**Reasons for inclusion**

- To create a diverse talent pool and provide opportunities to PWDs.
- To improve the work environment.
- To encourage diverse problem-solving approaches.

**Challenges**

- Difficult to find qualified candidates amongst PWDs.
- No issues with the orthopedically-impaired, but initial challenges with the visually- and hearing-impaired.
- At the hiring stage the capabilities of the PWD candidate in picking up the work are not fully known.

**Effects on business**

Initially the company apprehensive about the risk but it has actually proved to be a good business model.
3.12.3 An Employee’s Journey

Not willing to accept her poor vision as a disability, Smitha, a 31-year old from Hosandurga, Karnataka, was fortunate to have incredible family support. Her family gave her the strength to find solutions and move ahead. They encouraged her to be independent. Education was a challenge for Smitha as she was not aware of the special aids available for many like her. She completed Class X and XII with great difficulty which shook her self confidence. It was not until 5 years later that she gained confidence to carry on despite the disability. She discovered many learning aids for those with visual impairment such as JAWS (screen reading software), magnifier, recording books, etc. These aids helped her pursue higher education.

She is now currently employed in EMC² as Associate Resource Manager. She has been with the company for more than a year. Support from her team and specially prepared study material to learn the processes have helped her in her journey to economic independence. She is able to manage her responsibilities admirably using these aids. It took her some time to get used to the corporate world and gain the confidence of her manager. But today she is thankful for the opportunity and wants to use her skills and knowledge to move up the career ladder.
In the course of the study, the AIF with research support from NAB Centre for Blind Women & Disability Studies also carried out a survey of the kinds of jobs being performed successfully by PWDs in the sectors covered by the study. Two such tables comprising a detailed task-wise breakdown of such jobs for the hospitality and food processing industries are included in Sections 4.1 and 4.2.

Data for this task-wise breakdown was collected by two researchers along with a team of 8 PWDs whose assistance was in the form of inputs and observations with regard to the various tasks studied. A variety of methods was used to collect data, including observation, interviews and hands-on trial of tasks by the PWDs on the data-collection team. The HR Departments and/or CSR contact persons of 2 hospitals, 3 hotels, 2 electrical goods manufacturing companies and 2 food processing companies in the National Capital Territory (NCT) of Delhi (with the exception of 1 food processing unit in Himachal Pradesh) were contacted for the exercise.

Companies were generally found to employ the hearing impaired, orthopedically handicapped and the partially or totally visually impaired. The tables provide details of the various tasks being performed successfully by PWDs. These include preparation of fruits, weighing, labeling, and packaging in the jams and jellies, paprika, tomato puree, and Indian sweets sections of the food processing industry. In the hotel industry most such roles pertain to the control-room as well as tasks in kitchen stewarding, horticulture, housekeeping, cold kitchen, and organic waste conversion.

In certain cases, workplace solutions such as audible weighing machines and magnifying glasses were found to have been used to facilitate the tasks for employees who are either totally or partially visually-impaired.

### 4.1: Roles that a PWD employee can play in a hotel

<table>
<thead>
<tr>
<th>Department</th>
<th>Job Responsibilities</th>
<th>Feasibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housekeeping</td>
<td>Laundry</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Handling PNG operated washing machines (with the help of a panel)</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>• Handling PNG operated drying machines (with the help of a panel)</td>
<td>×</td>
</tr>
<tr>
<td>Department</td>
<td>Job Responsibilities</td>
<td>Feasibility</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Workplace Solutions</td>
</tr>
<tr>
<td><strong>Control Room</strong></td>
<td>Ironing: ironing beds, with pneumatic machines, steam machines</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>Handling the tagging machine</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>Folding the ironed garments</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Handling calls</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Keys counting and handling throughout the day</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>Indenting</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>Room blocking with the help of a computer and telephone</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Paging Services</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>Maintaining the lost and found service</td>
<td>x</td>
</tr>
<tr>
<td><strong>Horticulture</strong></td>
<td>Trimming hedges</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Mowing</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>Trimming dry edges off the plants</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Weeding</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>Planting new plants</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Putting the plants in pots; replacing broken pots</td>
<td>✓</td>
</tr>
<tr>
<td>Department</td>
<td>Job Responsibilities</td>
<td>Feasibility</td>
</tr>
<tr>
<td>--------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total VI</td>
</tr>
<tr>
<td>Cold Kitchen</td>
<td>Cutting vegetables</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cutting vegetables or fruits in shapes</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Carving: food carving</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Packing fruits and salad, with the help of a cling-film</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Sandwich-making</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Machine operation</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Salad dressing</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Vacuum packing</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Setting up the salad and cheese platter</td>
<td>✓</td>
</tr>
<tr>
<td>Kitchen Stewarding</td>
<td>Wiping kitchen utensils and stacking them.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wiping food pans</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Wiping the dishes</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Wiping the cutlery</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Stacking the above in the kitchen shelves</td>
<td>x</td>
</tr>
<tr>
<td>House Keeping</td>
<td>Upkeep and cleanliness of the lobby area</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dry mopping (collecting any dry dust or garbage on the floor with the mop)</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Wet mopping</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Vacuum cleaning the floor and carpet</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Dusting tables, couches, flower pots etc.</td>
<td>✓</td>
</tr>
<tr>
<td>Department</td>
<td>Job Responsibilities</td>
<td>Feasibility</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>----------------------------------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>Upkeep and cleanliness of the toilets in the common area</td>
<td>Upkeep and cleanliness of the toilets in the common area</td>
<td>✓ Cross-checking by a sighted colleague since the toilets have corners</td>
</tr>
<tr>
<td></td>
<td>▪ Dry mopping</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Wet mopping</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Drying the washbasin area with dry cloth</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Filling the soap in the soap dispenser</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Checking the napkin dispenser</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Cleaning the toilets from inside and outside</td>
<td></td>
</tr>
<tr>
<td>Upkeep and cleanliness of the corridor on the floor/the room corridor area</td>
<td>Upkeep and cleanliness of the corridor on the floor/the room corridor area</td>
<td>✓ Cross-checking by a sighted colleague</td>
</tr>
<tr>
<td></td>
<td>▪ Upkeep and cleanliness of the corridor on the floor/the room corridor area</td>
<td>✓ Cross-checking by a sighted colleague</td>
</tr>
<tr>
<td>Dry mopping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wet mopping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upkeep and cleanliness of the rooms</td>
<td>Upkeep and cleanliness of the rooms</td>
<td>✓ Cross-checking by a sighted colleague</td>
</tr>
<tr>
<td></td>
<td>▪ Dusting the doors and other wooden furniture with dry cloth</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Wiping the steel handles, lights etc. with wet cloth</td>
<td></td>
</tr>
<tr>
<td>Department</td>
<td>Job Responsibilities</td>
<td>Feasibility</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total VI</td>
</tr>
<tr>
<td>Making the Bed</td>
<td>Provided with clean, dry and wet cloths and glass cleaner</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cross-checking by a sighted colleague</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Spreading the bedsheets evenly and putting it under the mattress in a particular style or technique</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cross-checking by a sighted colleague</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Placing the pillows and quilt in a particular format or pattern on the bed</td>
<td>✓</td>
</tr>
<tr>
<td>Setting up the coffee table</td>
<td>Way training required in identifying the product</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cross-checking by a sighted colleague</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Dusting the table with dry and wet cloth</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cross-checking by a sighted colleague</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Placing the glasses and coffee mugs on the table in a particular pattern</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cross-checking by a sighted colleague</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cleaning the hot-water kettle from inside and outside</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cross-checking by a sighted colleague</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Replenishing amenities like tea bags, coffee sachets, milk powder, regular sugar and sugar-free sachets</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cross-checking by a sighted colleague</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Arranging the items in the respective trays</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cross-checking by a sighted colleague</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Exchanging old newspapers with new ones and arranging them in pattern</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>Cross-checking by a sighted colleague</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Emptying the trash bin</td>
<td>✓</td>
</tr>
</tbody>
</table>
## Cleaning and upkeep of the bathroom

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Total VI*</th>
<th>Partial VI</th>
<th>HI</th>
<th>OH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exchanging the soiled towels with fresh ones and to be arranged in a particular pattern</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Using different types of chemicals in cleaning the wash basin and toilets etc.</td>
<td>x</td>
<td>✓</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Replenishing the toiletries and arranging them in a particular pattern</td>
<td>x</td>
<td>✓</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Ensuring the absence of water marks from the washbasin and toilet area</td>
<td>x</td>
<td>✓</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>

### Vacuum cleaning and mopping in the room

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Total VI*</th>
<th>Partial VI</th>
<th>HI</th>
<th>OH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dry mopping on the floor of the room and the bathroom</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Vacuum cleaning the carpets</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Wet mopping the floor of the room and the bathroom</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

### Organic Waste Conversion

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Total VI*</th>
<th>Partial VI</th>
<th>HI</th>
<th>OH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>x</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

### Notes:

- VI = Visual Impairment
- HI = Hearing Impairment
- OH = Orthopedic Handicap

A few tasks such as Room Reservations, and others on the computers could not be explored in the absence of permissions to install the relevant software.

* The jobs that have been marked for VI can also be done by people with partial VI. However, since this study has been conducted with the aim of exploring greater job avenues for persons with total VI, the jobs that have been marked for VI should be reserved for them.
4.2: Roles that a PWD employee can play in a food processing unit

<table>
<thead>
<tr>
<th>Department</th>
<th>Job Responsibilities</th>
<th>Feasibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jams &amp; Jellies</td>
<td></td>
<td>Total VI</td>
</tr>
<tr>
<td></td>
<td></td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Washing the fruits</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cutting, peeling, de-seeding the fruits</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cooking jam and checking density</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Hanging boiled fruit pulp in a muslin cloth to collect juice to make jelly</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Washing bottles</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Bottle sterilization – Stage 1</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Pouring the jam into jars</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Sealing the lid with hand press</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Bottle sterilization – Stage 2</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Cleaning filled bottles</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Placing bottles upside down to check for leakages</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Checking bottles for impurities in bright sunlight</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Putting a plastic paper sealing cap on the jars with hands and sealing the cap with the help of a dryer</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Putting the labels, big and small, in alignment keeping in mind the date of manufacture, lot numbers, and matching the label with the type of jam or jelly</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Wrapping each bottle with thin cardboard</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Packing in boxes in packs of 12</td>
<td>✓</td>
</tr>
<tr>
<td>Department</td>
<td>Job Responsibilities</td>
<td>Feasibility</td>
</tr>
<tr>
<td>--------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total VI</td>
</tr>
<tr>
<td>Putting the tape to seal the box</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Putting information on the consignment label stickers, stamping them with the date and the name of the packer</td>
<td>×</td>
<td>×</td>
</tr>
<tr>
<td>Putting the final stickers on the respective boxes</td>
<td>×</td>
<td>×</td>
</tr>
<tr>
<td>Canned paprika</td>
<td>Unloading</td>
<td>×</td>
</tr>
<tr>
<td>Sorting on the basis of color</td>
<td>×</td>
<td>✓</td>
</tr>
<tr>
<td>Washing</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Sterilization in hot water</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Cutting the main stem</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Cutting into pieces mechanically</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>De-seeding</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Sorting out cut paprika to throw out those damaged and those black from inside</td>
<td>×</td>
<td>✓</td>
</tr>
<tr>
<td>Filling paprikas in cans</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Weighing cans and adding the seeds</td>
<td>×</td>
<td>If an audible weighing machine is used</td>
</tr>
<tr>
<td>Filling brine</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Sterilization of cans with the contents</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Putting on the lids</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Fixing lids mechanically</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Washing the sealed cans</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Cleaning cans</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Cooling cans in cold water</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Cleaning boxes in soap water</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Cleaning in clear water</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Cleaning the cans dry</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Oiling the cans</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Department</td>
<td>Job Responsibilities</td>
<td>Feasibility</td>
</tr>
<tr>
<td>---------------</td>
<td>--------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total VI</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sending the tins out for dispatch</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cleaning the cans again before dispatch</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Labeling</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Packing in boxes</td>
<td>✓</td>
</tr>
<tr>
<td>Tomato puree</td>
<td>Unloading</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Washing</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Sorting the good tomatoes while washing</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Crushing</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cooking</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Pulper</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pulper-II to ensure de-seeding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Final cooking</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Can washing</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Can sterilization</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Filing/pouring the hot contents into the cans</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Putting the lids onto the cans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fixing the lids in an automatic machine</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Washing of the cans</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Cleaning with oil</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Sterilization of the cans (retarding)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cooling in cold water</td>
<td>✓</td>
</tr>
<tr>
<td>Indian sweets</td>
<td>Packing Chikki</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Filling in plastic boxes with Chikki</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Folding flat branded Chikki cartons into boxes</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Putting filled Chikki boxes in cartons</td>
<td>✓</td>
</tr>
</tbody>
</table>
### Best Practices in Employment of PWDs in the Private Sector in India

<table>
<thead>
<tr>
<th>Department</th>
<th>Job Responsibilities</th>
<th>Feasibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>Total VI</strong></td>
</tr>
<tr>
<td>Packing Chikki</td>
<td>Sealing the box by putting tape on the opening flap</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Packing exclusive Chikki in small polythene packets</td>
<td>✓</td>
</tr>
<tr>
<td>Packing Laddu</td>
<td>Making Laddus</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Placing Laddus in very small cartons for passengers on the train called Shatabdi</td>
<td>✓</td>
</tr>
<tr>
<td>Packing Soan Papdi</td>
<td>Putting lids on plastic boxes filled with Soan Papdi</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Putting the labeled and silver foil packed Soan Papdis into boxes</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Sealing with heat sealing machine</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Making Soan Papdi boxes</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Filling the final (sealed) Soan Papdi boxes into cardboard boxes</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Filling up small bowl with Soan Papdi</td>
<td>✓</td>
</tr>
<tr>
<td>Packing Rasgulla</td>
<td>Putting lids on sealed Rasgulla cans</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Putting the sealed cans in boxes</td>
<td>✓</td>
</tr>
<tr>
<td>Chopping Vegetables</td>
<td>Cutting the potatoes in small and slanted random pieces</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Chopping of vegetables for stuffing in Samosas, Kachoris etc.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Making balls of dough for Gol Gappa, Matthi, Papdi</td>
<td>✓</td>
</tr>
<tr>
<td>Packing Petha</td>
<td>Filling plastic boxes with Petha</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Thermal sealing of the box with plastic sheet</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Putting lids on plastic Petha boxes</td>
<td>✓</td>
</tr>
<tr>
<td>Department</td>
<td>Job Responsibilities</td>
<td>Feasibility</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total VI*</td>
</tr>
<tr>
<td>Putting the sealed plastic boxes in labeled Petha cartons</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Making Sandwiches</td>
<td>Applying butter on bread slices</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Packing sandwiches in plastic bags and then in cartons</td>
<td>✓</td>
</tr>
</tbody>
</table>

Notes:
- VI = Visual Impairment
- HI = Hearing Impairment
- OH = Orthopedic Handicap
1. SETTING THE CONTEXT


A total of 51 countries were included in the analysis.

High-income and high-middle-income countries (20): Bosnia and Herzegovina, Brazil, Croatia, Czech Republic, Dominican Republic, Estonia, Hungary, Kazakhstan, Latvia, Malaysia, Mauritius, Mexico, Namibia, the Russian Federation, Slovakia, Spain, South Africa, Turkey, United Arab Emirates, Uruguay.


Countries were selected as follows: starting with an initial 70 countries, 11 were excluded because of the absence of Pweight: Austria, Australia, Belgium, Denmark, Germany, Greece, Guatemala, Italy, the Netherlands, Slovenia, and the United Kingdom of Great Britain and Northern Ireland. Eight countries were excluded for using short-form questionnaire: Finland, France, Ireland, Israel, Luxembourg, Norway, Portugal, and Sweden. Estimates are weighted using WHO’s World Health Survey post-stratified weights, when available (probability weights otherwise) and age-standardized. T-Tests are performed on results across disability status. Significant differences found between “disabled” and “not-disabled” are reported at 5%.

7. The primary information source for this section is the World Report on Disability. (2011). Where this report has cited specific sources, these are separately mentioned.
17. The World Health Survey threshold as cited in the World Report on Disability. (2011). p. 26: “The ... responses were scored, and
a composite disability score calculated, ranging from 0 to 100, where 0 represented ‘no disability’ and 100 was ‘complete disability’. This process produced a continuous score range. To divide the population into ‘disabled’ and ‘not disabled’ groups it was necessary to create a threshold value (cut-off point). A threshold of 40 on the scale 0–100 was set to include within estimates of disability, those experiencing significant difficulties in their everyday life.”

18. For details on jobs comprising Groups B, C, and D please refer to http://www.ccdisabilities.nic.in/page.php?s=reg&t=def&p=list_jobsNew

19. They ensure proper maintenance of accounts, accounts books, records of business and financial establishments, private institutions, government or quasi-government offices. Supervise subordinates e.g. Account Clerks engaged in maintenance of accounts and records. Scrutinize bills, receipts, payment etc. for proper entries in cash-book, journal, ledger and other records. Keep record of all taxes, licenses, fees etc., required to be paid by organization in which engaged and ensure that they are paid in time and kept up-to-date. Get annual budget prepared and consolidated under their supervision and place it before “Board” or appropriate authority for consideration. Prepare final accounts such as trial balance, profit and loss statement or such balance sheet etc., as required depending upon type of industry or organization in which engaged. See that prescribed accounting procedure is followed by offices, establishments and institutions and account books are properly maintained. Ensure that instructions given or objections raised are carried out or rectified. Make periodical and surprise checks of accounts. Advise appropriate authority on financial matters including revenue and expenditure such as procedure for procurement of raw materials, machinery and other purchases and also disposal of assets, write of depreciation, award of contract etc. Retrieved from http://www.ccdisabilities.nic.in/content/en/docs/ga13.pdf; accessed November 29, 2014.

20. The Census classifies workers into main workers and marginal workers. Main workers are those workers who had worked for the major part of the reference period i.e. 6 months or more. Marginal workers are those workers who had not worked for the major part of the reference period i.e. less than 6 months. Main workers are further classified on the basis of industrial category of workers into the following four categories:
1. Cultivators
2. Agricultural Laborers
3. Household Industry Workers
4. Other Workers


2. CENTRAL FINDINGS OF THE EMPLOYER SURVEY

1. CSR: Corporate Social Responsibility; HR: Human Resources
2. Except in the case of foot spas

3. SHOWCASING THE BEST EMPLOYERS

2. UN Convention on the Rights of Persons with Disabilities
ABILITY, NOT DISABILITY

AIF is revolutionizing the industry paradigm in India by providing equal opportunity and access to employment for persons with disabilities, based on a simple belief—it is one’s ability, not disability, that defines any individual.

The Ability Based Livelihoods Empowerment (ABLE) program trains persons with disabilities in fundamental and specialized skill sets, and facilitates their entry into the job market through a robust advocacy platform for disability inclusion, promoting inclusive growth in India.

KEY PROGRAM FEATURES

- Focus on persons with Visual, Hearing, and Orthopedic disabilities
- Specialized curriculum development
  - Massage Therapy (Visually impaired)
  - Hospitality (Hearing impaired)
- Assistive technology and workplace solutions
- Access to employment
  - Market-aligned curricula
  - Job-mapping
  - Career counselling and preparation
- Advocacy for inclusivity and equality of PWDs through employer outreach, workshops, and trainings
- Capacity Building of NGOs

AIF’S PROGRAMS

LEARNING AND MIGRATION PROGRAM (LAMP): Provides quality primary education to children in areas of high migration who otherwise would likely drop out of school, while also advocating to communities and governments the universal right to education.

DIGITAL EQUALIZER: Bridges the digital divide by preparing teachers and students to compete in the digital economy through technology-based learning.

MATERNAL AND NEWBORN SURVIVAL INITIATIVE (MANSI): A public-private partnership seeking to reduce maternal and child mortality by providing care, resources, and support to empower local communities to care for their mothers and children and improve local health systems.

MARKET-ALIGNED SKILLS TRAINING (MAST): Trains and places undeserved young people in formal sector jobs aligned with the demands of local economies, emphasizing equal opportunities for women.

RICKSHAW SANGH: Enables rickshaw drivers to own their vehicles by accessing formal credit, bringing income stability, dignity, and social benefits (including family health insurance and identity cards) to people in this highly exploitative occupation.

WILLIAM J. CLINTON FELLOWSHIP FOR SERVICE IN INDIA: Builds a lasting bridge between the US and India by placing talented young American and Indian professionals in service with NGOs in India.
BEST PRACTICES IN
EMPLOYMENT OF PEOPLE WITH DISABILITIES
IN THE PRIVATE SECTOR IN INDIA

The United Nations Convention on the Rights of People with Disabilities, Article 27, recognizes the right to participate in the labor market and in a work environment that is open, inclusive and accessible to persons with disabilities. In India, there is a significant data gap that limits the understanding of employment patterns and employment experiences for persons with disabilities. This study seeks to address the gap through research, both from primary sources and secondary sources.

Led by the American India Foundation, the study explores why some of the top private sector employers in India take the leap to hire resources who are visually, hearing, or orthopedically impaired. The study examines the key organizational practices, operations, HR policies, and critical success factors.

The findings are relevant for the entire spectrum of stakeholders—people with disabilities, potential employers, facilitating agencies, donors, and practitioners in the social sector. It is hoped that the evidence-based research as well as workplace examples in this study will promote positive change.

“The Thums Up philosophy of being passionate and strong is something that drives the VEER campaign. Through this campaign, we want to encourage all the differently-abled to unleash their potential, be strong and overcome the barriers they face. With VEER campaign already underway, several candidates have found secured employment through the efforts made by partners like Being Human, Network 18 and American India Foundation. I would like to invite more organizations to join the campaign so that more and more VEERs are able to unleash their potential—Toofan sabke andar hota hai, bas dhakkan hatane kee der hai.”

Venkatesh Kini, President, Coca-Cola India and South West Asia

“We believe that persons with disabilities (which can be physical, social or economic disabilities leading to an opportunity deprivation) must be provided the same opportunities as others to realize their full potential and live with dignity. In order for us to make these values a part of our DNA, we have focused our efforts on creating a socially inclusive work environment which seeks to bring in people of different backgrounds, abilities and ethnicities.”

Aradhana Lal, Vice President - Sustainability Initiatives,
The Lemon Tree Hotel Company

“People with disabilities have the talent to pursue meaningful careers and play a role in India’s economic success. Work is fundamental to our lives. Coupled with skill/ability based fair income, it offers purpose and opportunity to lead an independent life. We hope the private sector will feel inspired to come forward and do their bit to help the differently-abled join the engines that are driving India’s economic growth.”

M.A. Ravi Kumar, CEO, American India Foundation