



# CREATING INCLUSIVE WORKPLACES SINCE 2004

LEARNING FROM THE PAST & WORKING TOWARDS  
CREATING ONE MILLION INCLUSIVE JOBS

**SARTHAK EDUCATIONAL TRUST, DELHI**

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# 1. ABBREVIATIONS

<b>ADIP</b>	Assistance to Disabled Persons to Purchase
<b>AI</b>	Artificial Intelligence
<b>AICTE</b>	All India Council for Technical Education
<b>ASL</b>	American Sign Language
<b>BPM</b>	Business Process Management
<b>BPO</b>	Business Process Outsourcing
<b>CII</b>	Confederation of Indian Industry
<b>CSO</b>	Civil Society Organisation
<b>D&amp;I</b>	Diversity & Inclusion
<b>DDRS</b>	Deendayal Disabled Rehabilitation Scheme
<b>EPF</b>	Employees Provident Fund
<b>ESCAP</b>	Economic and Social Commission for Asia and the Pacific
<b>ESI</b>	Employees State Insurance
<b>FMCG</b>	Fast-Moving Consumer Goods
<b>GBDN</b>	Global Business Disability Network
<b>HI</b>	Hearing Impaired
<b>HR</b>	Human Resources
<b>IBDN</b>	India Business Disability Network
<b>ICT</b>	Information Communication Technology
<b>ID</b>	Intellectual Disability
<b>ILO</b>	International Labor Organisation
<b>ISL</b>	Indian Sign Language

# ABBREVIATIONS

<b>IT</b>	Information Technology
<b>ITeS</b>	Information Technology Enabled Services
<b>LD</b>	Locomotor Disability
<b>M.Phil</b>	Master of Philosophy
<b>MGNREGA</b>	Mahatma Gandhi National Rural Employment Guarantee Act
<b>NAAI</b>	National Abilympics Association of India
<b>NASSCOM</b>	National Association of Software and Service Companies
<b>NCPEDP</b>	National Centre for Promotion of Employment for Disabled People
<b>NGO</b>	Non Governmental Organisation
<b>NHFDC</b>	National Handicapped Finance and Development Corporation
<b>NRLM</b>	National Rural Livelihood Mission
<b>PhD</b>	Doctor of Philosophy
<b>PwD</b>	Person(s) with Disability
<b>RPwD Act</b>	Rights of Persons with Disability Act
<b>UN</b>	United Nations
<b>UNCRPD</b>	UN Convention on the Rights of Persons with Disabilities
<b>VI</b>	Visually Impaired
<b>WHO</b>	World Health Organisation

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### 3. PREFACE

When Sarthak was born in 2004, I had a mission to redefine the way disability services were offered in this country. Today, I see us inching closer to these lofty goals. This report is the culmination of our interventions since 2004 and seeks to be a starting point for conversations. In this report, we focus on two aims – mapping the national and international standards we must aspire to; and documenting Sarthak’s own interventions in sustainable employment. Together, we hope to chart out the future of the disability sector over the next few years. Even as we take a moment to celebrate how far we have come, we have our eyes set squarely on our next goal – Mission Million. Sarthak is committed to providing employment to 1 lakh PwDs over the next five years. We are only at the beginning.

It would be amiss to not take a moment to thank the many people who have supported our journey thus far. Our mission has been fuelled by our funding partners who have put their faith in our projects. Our hiring partners are crucial to catalysing on ground impact. We are also grateful for the supportive policies of the government as well as international bodies who provide conducive contexts for the work we do.

Our gratitude to the team at Altran (previously known as Aricent Technologies). This report was made possible with their support. Our particular thanks to Mr. Ashwini Lal (Chief Operational and Quality Officer) and Dr. Nuzhat Parveen (Director, Corporate Social Responsibility).

I would also like to acknowledge and celebrate my team. Our National and State Advisory Board members have ensured we keep our eyes on the larger goal. The execution of this goal has been undertaken by our relentlessly determined ground staff across the country. They are the reason our projects have translated from aim to intervention. My gratitude to our mentor and guru, Padma Bhushan Dr. M.B. Athreya for his guidance and to Shri Krishan Kalra for his support.

**DR. JITENDER AGARWAL**



## 4. EXECUTIVE SUMMARY

According to the 2011 Census of India, only a quarter of the country's 2.68 crore population of Persons with Disability (PwDs) were employed. A paper by the International Labour Organisation reported that over 90% of PwDs in India work in the informal sector. The need to provide PwDs with accessible, inclusive opportunities to work is unquestionable. Over the years, there have been many governmental as well as non-governmental initiatives to increase employment rates of PwDs, but the need for continued, consistent intervention remains.

This report sheds light on the state of employment of PwDs in India, anchoring this conversation in the larger national and international context of disability and employability. The most important international covenant on the subject is the United Nations Convention on the Rights of Persons with Disability (UNCRPD). This, along with the national-level Rights of Persons with Disability (RPWD) Act of 2016, form the foundations on which all interventions and policies are framed. Organisations like Sarthak, with many years of experience under their belt, have a key role to play in transforming the spirit of these laws and policies into on-ground realities.

Sustainable employment is a cornerstone of Sarthak's work. The team enables this primarily through job fairs and placement support. Since 2013, the organisation has also begun providing three-month vocational skill building programs to ensure the employability of candidates with disability. Since 2008, Sarthak has facilitated the placement of over 20,000 PwDs. These placements have spanned the sectors of IT/ITeS (46%), Retail (28%) and Tourism and Hospitality (14%) as well as E-commerce, Manufacturing, and Banking and Finance.



In order to make sustainable employment the norm, both public and private sector organisations must adopt inclusive policies, provide adequate training to employees with and without disability, ensure physical accessibility, and facilitate the necessary support systems. While COVID-19 and the resultant shift towards work from home has minimised inaccessibility and improved opportunities for many PwDs, there is significant improvements yet to be made.

This report spotlights the learnings of Sarthak's journey as well as builds a roadmap for the future. Chapter 5 describes the national and international context of this conversation while Chapter 6 traces Sarthak's journey thusfar. Chapter 7 is dedicated to suggestions and recommendations for building inclusive workplaces, spanning both public and private sector organisations. In Chapter 8, the report details some best practices from individual sectors, incorporating both beneficiary voices as well as the initiatives of individual industry leaders. The concluding remarks of Chapter 9 seek to synthesise the key learnings of this report and the path ahead as we work together to mainstream inclusive employment practices.



## 5. UNDERSTANDING SUSTAINABLE DEVELOPMENT

*The context in India & the world*

*Labor should not be about creating monuments on hills or statues in parks. Labor's monuments and statues are when a young person with disability can get access to the ordinary life that others take for granted.<sup>1</sup> - Bill Shorten*

According to the Census 2011, there were 2.68 crore PwDs in India. This translated to 2.21% of the total population. Only a quarter of this population were reported as being officially employed.<sup>2</sup> Roughly 56% of the total population of PwDs in India were men, with the remaining 44% being women.<sup>3</sup> Close to 70% of PwDs in India lived in rural areas.<sup>4</sup> Some non-governmental sources estimate the size of the PwD population in India to be 5% to 15% of the total population.<sup>5</sup>

This is the context in which we must position conversation about employment of PwDs. Understanding the state of employment of PwDs requires an appreciation of multiple factors – education, accessibility, social stigma and discrimination, and inclusion. In order to encourage accessible, inclusive employment, we must enable accessible buildings, inclusive employers, and access to allied educational opportunities. This entire ecosystem will result in the adoption of sustainable employment practices in India.

Gaining access to data on PwDs is difficult in almost every country globally. However, the limited data available suggests that employees with disability face similar predicaments all over the world. These usually involve non-inclusive employment opportunities and inaccessible workplaces.<sup>6</sup> The 2015 ESCAP Disability Survey suggests that PwDs are consistently less likely to be employed than their non-disabled counterparts.<sup>7</sup>

**PwDs are less likely to be employed than persons without disabilities.**

**DISABILITY AT A GLANCE 2015, UNESCAP**

When employed, they earn less than persons without disabilities and/or have poorer promotional prospects and working conditions.<sup>8</sup> While this is true all over the world, the gap tends to be larger in higher income countries.<sup>9</sup>

This is perhaps due to the presence and popularity of welfare measures, the societal prejudice regarding disability as well as a lack of awareness amongst the general population.

In response to these socio-economic contexts of inaccessibility and ignorance, the international community has put forth various covenants and standards. These documents help identify goals and milestones for individual countries to work towards. By achieving these goals, countries will be able to become more inclusive and accessible, eventually translating to greater employment of PwDs.

Perhaps the most important of these international standards is the United Nations Convention on the Rights of Persons with Disabilities which came into effect in 2008. This Convention aims to shift perspectives away from viewing PwDs as “objects” of charity, medical treatment and social protection. Instead, it seeks to see PwDs as “subjects” with rights, capable of claiming those rights and making decisions for their lives. The Convention is rooted in the belief that PwDs can give free and informed consent as well as actively participate in society. Therefore, it reaffirms that all PwDs must enjoy all human rights and fundamental freedoms. It also identifies areas where adaptations have to be made for PwDs to effectively exercise their rights, areas where their rights have been violated, and areas where protection of rights must be reinforced. The Convention came into force on May 3rd, 2008. India is one of 163 signatories.

While the UN Convention remains by far the most important international standard, some others have catered specifically to the Asia-Pacific region.

**India is a signatory of the UN  
Convention on the Rights of  
Persons with Disabilities.**

**PRESS INFORMATION BUREAU,  
GOVERNMENT OF INDIA**

## **Under the UN Convention on the Rights of Persons with Disabilities (UNCRPD), countries are obliged to:**

- Ensure & promote the full realisation of all human rights and fundamental freedoms for all PwDs
- Take into account the protection & promotion of human rights of PwDs in all policies and programs
- Take all appropriate measures to eliminate discrimination on the basis of disability
- Undertake or promote research & development of universally designed goods, services, equipment and facilities...and promote universal design in the development of standards and guidelines
- Promote training of professionals and staff working with PwDs

### **Article 27 of the Convention particularly addresses work and employment. It states that:**

*“States Parties recognize the right of persons with disabilities to work, on an equal basis with others; this includes the right to the opportunity to gain a living by work freely chosen or accepted in a labour market and work environment that is open, inclusive and accessible to persons with disabilities. States Parties shall safeguard and promote the realization of the right to work, including for those who acquire a disability during the course of employment, by taking appropriate steps, including through legislation...” (emphasis added)*

Source: Convention on the Rights of Persons with Disabilities (suggestive list)

*Fig 1: Understanding UNCRPD*

- ***Biwako Millennium Framework for Action Towards an Inclusive, Barrier-Free and Rights-Based Society for Persons with Disability in Asia and the Pacific***<sup>11</sup> aimed to achieve an inclusive, barrier-free and rights-based society for PwDs in the decade from 2003 to 2012. The Framework identified seven areas for priority action in the new decade. These areas included training and employment (including self-employment), access to built environments and public transport, and access to information and communications (including assistive technologies). India conducted conversations focusing on the implementation of these priority areas in 2003.<sup>12</sup> However, the impact of these conversations has not been recorded.
  
- ***Proclamation on the Full Participation and Equality of People with Disabilities in the Asia-Pacific Region*** recognises that disability can be caused by malnutrition and disease, environmental hazards, natural disasters, traffic and industrial accidents, civil conflict and war. It also acknowledges the lack of resources and accessibility for PwDs in the Asia-Pacific region and that the built environment throughout much of Asia has been designed without consideration for PwDs. The Proclamation was adopted in December 1992 and by September 2021, forty-one governments have become signatories. The countries that have signed the Declaration have pledged their commitment towards building a more inclusive environment. India is also a signatory of this Declaration.<sup>13</sup>
  
- The ***Incheon Strategy*** builds on the Convention on the Rights of Persons with Disabilities and the Biwako Millennium Framework. It describes ten interrelated goals mapped against targets and indicators to be achieved between 2013 and 2022. Goal 1 of the Strategy requires countries to enhance work and employment prospects of PwDs.<sup>14</sup> India is a participant in these conversations, with the Union Minister for Social Justice & Empowerment participating in the Mid-Point Review Meeting in 2017.<sup>15</sup>

Against the backdrop of these international standards, India has adopted various means to promote the inclusion of PwDs as well. The most important means can be broadly categorised as constitutional provisions, acts and legislations as well as government programs and schemes.



## **5.1 CONSTITUTIONAL PROVISIONS**

Article 41 of the Indian Constitution mandates that the State shall, within the limits of its economic capacity and development, make effective provisions for securing the right to work, to education and to public assistance in cases of unemployment, old age, sickness and disablement and in other cases of undeserved want.<sup>16</sup>

## **5.2 ACTS & LEGISLATION**

The Rights of Persons with Disabilities Act (2016)<sup>17</sup> recognises 21 categories of disabilities<sup>18</sup> and emphasises the rights of the community. There is particular focus on the right to equality and opportunity, inheritance and ownership of property, home and family, and reproductive rights. The new Act also lays emphasis on accessibility. It set a two-year deadline for the government to ensure that PwDs get barrier-free access to physical infrastructure and transport systems. A pathbreaking feature of the new Act is the increase in reservation for PwDs in government jobs from 3% to 4%.

## **5.3 GOVERNMENT SCHEMES & PROGRAMS**

The Government of India has implemented a number of schemes<sup>19</sup> for PwDs. Many of these are focused on sustainable employment and economic growth.

- The Government of India provides the employers' contribution for Employees Provident Fund (EPF) and Employees State Insurance (ESI) for 3 years for employees with disabilities. This is made possible under the Scheme of Incentives to the Private Sector for Employment of Physically Challenged Persons.
- The National Handicapped Finance and Development Corporation (NHFD) provides concessional credit to PwDs for taking up income-generating activities by self-employment.

- The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) guarantees employment to rural household adults including PwDs.
- Under the National Rural Livelihood Mission (NRLM), a provision of 3% of the total beneficiaries has been made for PwDs.
- Under the Deendayal Disabled Rehabilitation Scheme (DDRS), financial assistance is provided through NGOs to provide education, vocational training and rehabilitation of PwDs.
- The National Scholarship Scheme funded from Trust Fund for Empowerment of PwDs provides financial assistance to students with disabilities. This enables them to pursue professional or technical courses from recognised institutes and get employed/self-employed. About 500 new scholarships are to be awarded each year and are equally distributed across locomotor, visual, hearing and other disabilities.
- The Rajiv Gandhi National Fellowship, implemented by University Grants Commission, provides scholarship to students with disability to pursue M.Phil. and PhD programs in higher education.

## **GOVERNMENT SCHEMES FOR PwDs**

- 1) Assistance to Disabled Persons for Purchase/ Fitting of Aids/ Appliances (ADIP)
- 2) District Disability Rehabilitation Centres (DDRCs)
- 3) National Fellowship for students with Disabilities (RGMF)
- 4) Pre-Metric scholarship and Post-Metric scholarship for students with disability
- 5) National Overseas Scholarship for students with disabilities
- 6) Scheme for Awareness Generation and Publicity
- 7) Central Sector Scheme of Support for Establishment/ Modernisation/ Capacity
- 8) Augmentation of Braille Presses
- 9) Central Sector Scheme on Research & Disability related technology, products & issues

*Fig 2: Government Schemes for PwDs*



These strategies, schemes and policies (both internationally and nationally) have been crucial to the conversation surrounding disability. They have helped establish the need for mainstreaming inclusion and accessibility. However, the on-ground reality reveals that there is still much more to be done.

A study conducted by the National Centre for Promotion of Employment for Disabled People in 1999 revealed the low levels of employment of PwDs in India.<sup>20</sup> The survey<sup>21</sup> revealed that:

- Only 0.54% of employees in Indian public sector companies were PwDs.
- Even at 0.54%, public sector organisations were the largest employers of PwDs.
- In the private sector, PwDs accounted for 0.28% of the total workforce.
- In multinational companies, only 0.05% of the workforce comprised of PwDs.

A report by the International Labour Organisation shows that over 90% of PwDs in India worked in the informal sector.<sup>22</sup> Findings of a report by the World Bank titled 'People with Disabilities in India: From Commitments to Outcomes' released in 2007 suggest that the employment rate of PwDs has actually fallen from 42.7% in 1991 to 37.6 % in 2002.<sup>23</sup> While there is no aggregated data available beyond 2002, it is possible that employment trends have improved since then.

Research has indicated that companies see employees with disability having higher levels of loyalty and commitment. A Boston Consulting Group study found that companies with more diverse management teams have 19% higher revenues due to innovation.<sup>24</sup> Companies also tend to benefit from apparent better social image and increased customer goodwill.<sup>25</sup>

## THE SARTHAK WAY

Between 2013 and 2019, Sarthak witnessed private employers adopting increasingly inclusive employment practices. These often included workplace accommodations and staff training to cater to the needs of employees with disability. Retail, hospitality and IT/ITeS sectors emerged at the forefront of this positive trend. Between 2017 and 2019, other industries such as e-commerce and beauty & wellness also began adopting these practices. For more detailed information on sector-specific inclusive employment practices, refer Chapter 8.

In Sarthak's experience, the deaf and hearing impaired had the highest rates of employment among PwDs. This was due to the relative ease of adaption through the use of lip reading, sign language and written communication. Wheelchair users also saw limited success in mainstream employment. This was made possible due to accessible physical infrastructure such as ramps and lavatory accommodations. Customised training, disability badges, physical accessibility accommodations and assistive devices were commonly adopted across organisations promoting inclusive employment. The task remains to make these practices mainstream.

These points of view have also been reiterated by the India Director of the International Labor Organisation, Dagmar Walter. According to Walter, inclusive workplaces allow employers to benefit from increased access to talent, increased innovation, increased engagement and retention, better reputation, and benefits for everyone.<sup>26</sup> These perceived gains could have resulted in higher employment of PwDs in the private sector.

Private sector organisations such as Lemon Tree Hotels and ITC Hotels in the hospitality sector, Sakthi Masala in the FMCG sector, Titan Industries in the luxury goods segment and IBM India in the technology sector have adopted inclusive employment practices.<sup>27</sup>

## BEST PRACTICES OF INCLUSIVE EMPLOYMENT IN THE PRIVATE SECTOR

**IBM** recruited its first employee with disability almost a century ago and has a long history of creating an inclusive work environment.

**Aegis** has a six-dimensional Diversity Model which includes initiatives that act as enablers towards enhancing the cause of employment of PwDs.

**Titan**, one of the earliest employers of PwDs, had 169 employees with disability out of a blue-collar workforce of 3,235 as early as 1999. This amounted to 5.22% of the workforce. The company arranges counselling sessions with employee families to make the transition smooth and supervisors are trained in sign language as necessary. Employees with disabilities work and are housed with non-disabled employees.

**Sakthi Masala** employs about 200 persons with physical as well as intellectual disability. Managing Director PC Duraisamy was honoured as the Best Employer by the Union Government in December 2004.

**Lemon Tree Hotels** is a Shell Helen Keller Award Winner 2010 for policies, practices and a belief in equal rights and gainful employment for PwDs. The aspects of both interests and safety of PwDs are duly considered. The existing staff also undergoes sensitisation to promote a healthy work environment. Currently, 13% of group's employees (525 people) are those with physical and intellectual disability and 7.5 per cent (310 people) are from socially, economically and educationally disadvantaged backgrounds.

Source: Best Practices in Disability Employment Report (America India Federation, 2015)

*Fig 3: Private Sector Industry Leaders in Inclusive Employment*

While Sarthak's experience as well as the success stories of some organisations seem promising, there is much more to be achieved. Many organisations still seem unaware of sustainable employment practices. This results in a lack of organisational will, reluctance to invest in accessibility, and poor mapping of PwD's capabilities with employers' requirements. Engaging with this reluctance and overcoming it is the task at hand in the effort to promote sustainable employment in India.

Civil Society Organisations (CSOs) like Sarthak are well-positioned to lead the efforts to mainstream sustainable employment. These organisations work with both the PwD community as well as the corporates. Sarthak, in specific, works intensively with PwDs in the provision of academic, rehabilitative, and training support to PwDs while simultaneously working with corporates in advisory and/or strategic roles to create inclusive policies.

Sarthak's Sustainable Employment model adopts a multi-pronged approach to addressing the employability needs of PwDs. The organisation conducts job fairs and trainings for PwDs looking to enter formal employment. The team also focuses on various vocational skilling avenues to ensure that multiple opportunities are available for PwDs to become financially independent. These interventions and the Sarthak model is explored in more detail in the next chapter.

Sarthak is also well-positioned to bridge the knowledge gap faced in this sector. The organisation can undertake research on accessibility of resources and facilities, flexibility in resource use, and adaptation of global best practices. This will greatly contribute to creating the environment required to promote employment of PwDs by mainstream corporates. With the larger ecosystem in place, Sarthak's sectoral expertise and organisational support can be used to champion the inclusive employment of PwDs.



## 6. RECOGNISING SARTHAK'S CONTRIBUTION

*Catalysing sustainable employment*

### 6.1 HISTORY OF SARTHAK

Sarthak Educational Trust is a non-governmental organisation which is working towards the empowerment of people with disability. It was founded by Dr. Jitender Aggarwal, a dentist by profession, who lost his central vision due to a genetic disorder called the macular degeneration. He could not practice dentistry and hence he himself got trained in medical transcription, a common profession for people with visual impairment at the time. After he completed his training, he realised that the opportunities this presented were limited. This combination of personal loss as well the empathy with other fellow people with disability encouraged him to start Sarthak, an organisation working towards the employment of people with disability.

Today inclusion, empowerment, and mainstreaming of Persons with Disability are the guiding principles of Sarthak. Through its efforts in the areas of Early Intervention, Inclusive Education, Skill Building, and Placement, Advocacy Generation, Abilympics and India Disability Empowerment Alliance. Sarthak is present in 23 locations.



Fig 4: Sarthak's Reach

Sarthak's journey began with a batch of 8 blind students in Delhi and over the years, the organisation's 23 skill building centres across India have trained and placed more than 22,000 and 20,000 PwDs respectively. In addition, 2,500 and 500 children with disability have been also rehabilitated through its 'Early Intervention' and 'Inclusive Education' initiatives.

Sarthak's interventions across these 23 centres can be understood through five key verticals – sustainable employment, vocational skill building, inclusive education, early intervention, and advocacy. Each vertical is focused on a different element promoting inclusion of PwDs into mainstream society. While sustainable employment focuses on ensuring PwDs benefit from mainstream employment opportunities, skill building seeks to equip them with the skills needed to access these jobs. The inclusive education and early intervention programs focus on addressing the needs of PwDs as children while the advocacy program is aimed at awareness building and sensitising diverse stakeholders.



*Fig 5: Sarthak's areas of intervention*

This report seeks to focus on Sarthak's work in the vertical of sustainable employment. The report synthesises best practices across sectors that Sarthak has worked in and puts forward suggestions for the path forward. The aim is to promote more corporates and organisations to join this endeavour to create inclusive mainstream workplaces for employees with disability.



Sarthak’s sustainable employment vertical was launched to mitigate the circumstances described in the previous chapter. The organisation adopts a robust process in order to place skilled PwDs in corporate roles suitable to their training and interests. Over the years, Sarthak has enabled such placements in industries including IT/ITeS, hospitality, retail, e-commerce, manufacturing and textiles. (For sector-specific information, refer Chapter 8.) These placements are enabled through two initiatives:

- 1) **Placement drives:** Corporates with job openings for PwDs share relevant job descriptions with Sarthak. The Sarthak team filters eligible, appropriate candidates from their database and the interview process is then carried out, either at Sarthak’s office or at the hiring organisation
- 2) **Job fairs:** These have proven effective for ensuring placements for PwDs. These fairs bring together job seekers, job providers, relevant NGOs and government actors interested in hiring on a shared platform.

Prior to participating in placement drives or job fairs, candidates with disability are assessed on their skill sets and preferred areas of work. In case of a mismatch between skills and interest, Sarthak provides candidates with training in the required skills and/or counselling to reconsider their choice. In parallel, the Sarthak team conducts advocacy initiatives and sensitisation programs with corporates in an effort to make more job roles available. Sarthak engages with each prospective employer to map job openings to relevant roles and necessary skills. Once both the pool of candidates and the potential employer(s) are ready, the placement of the appropriate candidate(s) is facilitated. For six months after the placement, the Sarthak team regularly communicates with both the corporate employer and the employee with disability. This is done to ensure on-ground inclusion. Thus, over the years, Sarthak has created a placement model that is both holistic and sustainable.



Fig 6: Sarthak’s impact & outreach



## 6.2 JOB FAIRS

Since 2010, Sarthak has hosted more than 150 job fairs in 23 cities all over India. More than 23,000 PwDs have attended these fairs. About 26% of participants received offers of employment via these job fairs from 2010 till 2018.

While job fairs remain a significant part of Sarthak's intervention strategy, it also reflected the needs of the market to the Sarthak team. Until 2013, the organisation focused solely on placement support and job fairs. However, the realisation that PwDs also required support in training and improving employability led to the three-month vocational skill building program.<sup>28</sup>

Today, Sarthak provides holistic support by aiding skilled workers to access employment opportunities while simultaneously providing the training necessary to ensure others have the skills needed for the job market. This shift to a holistic model is reflected in the decreasing number of job fairs as well as the increasing selection ratio of the job fairs.

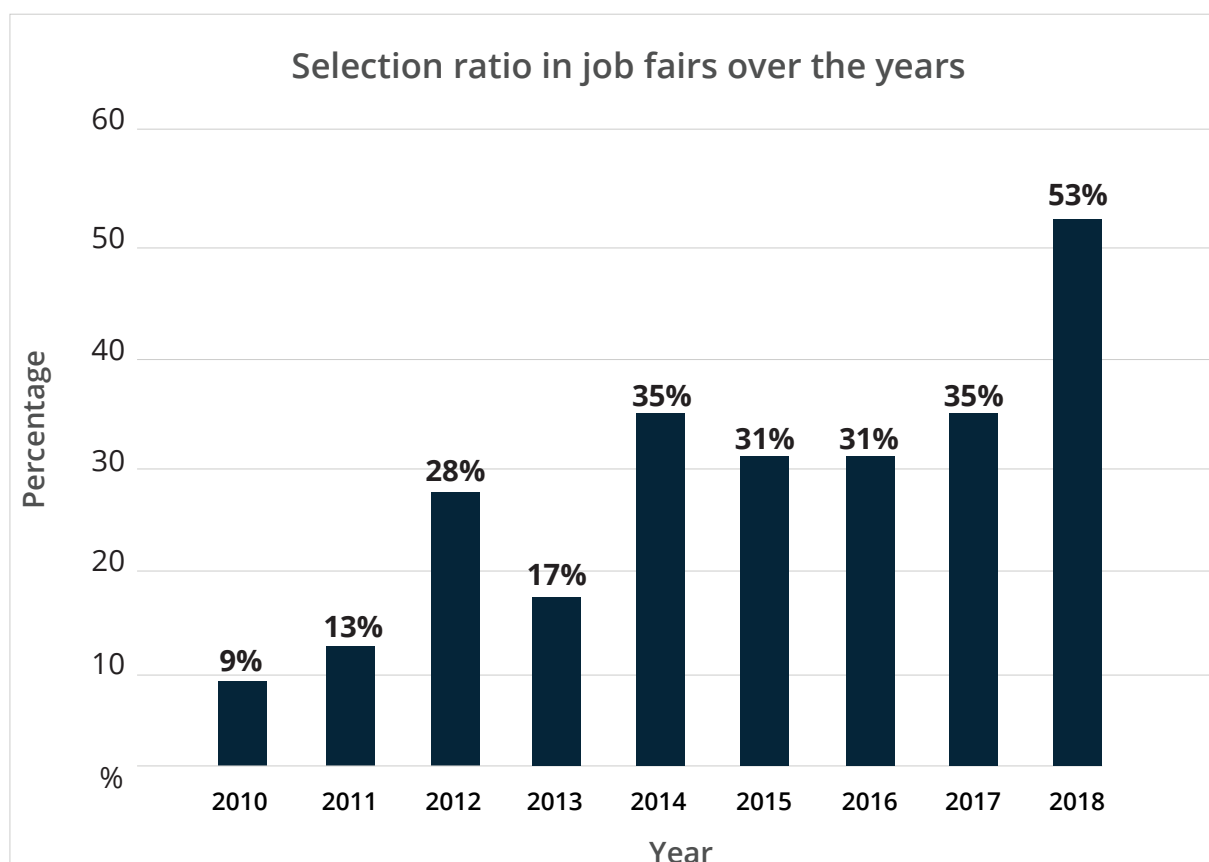
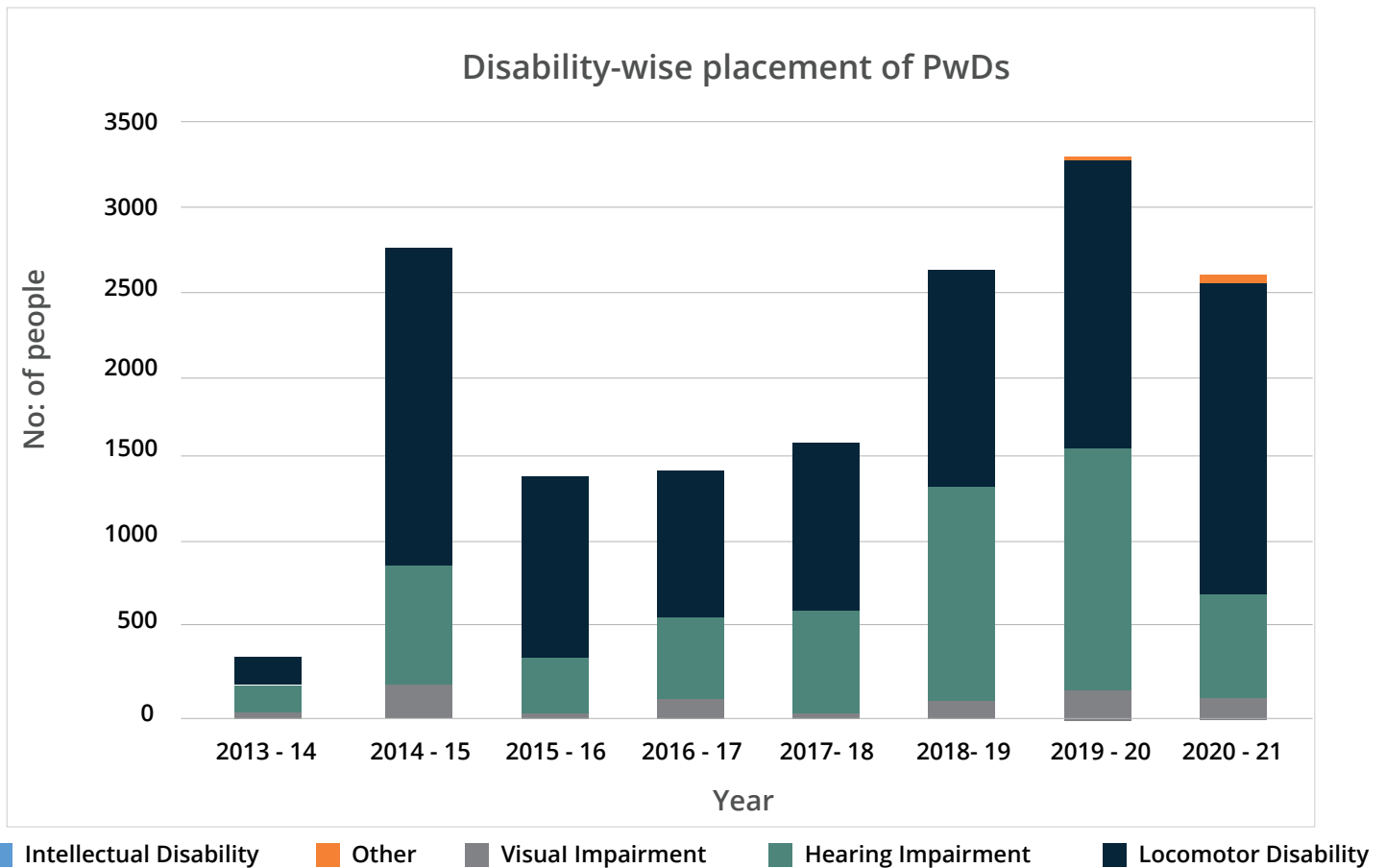
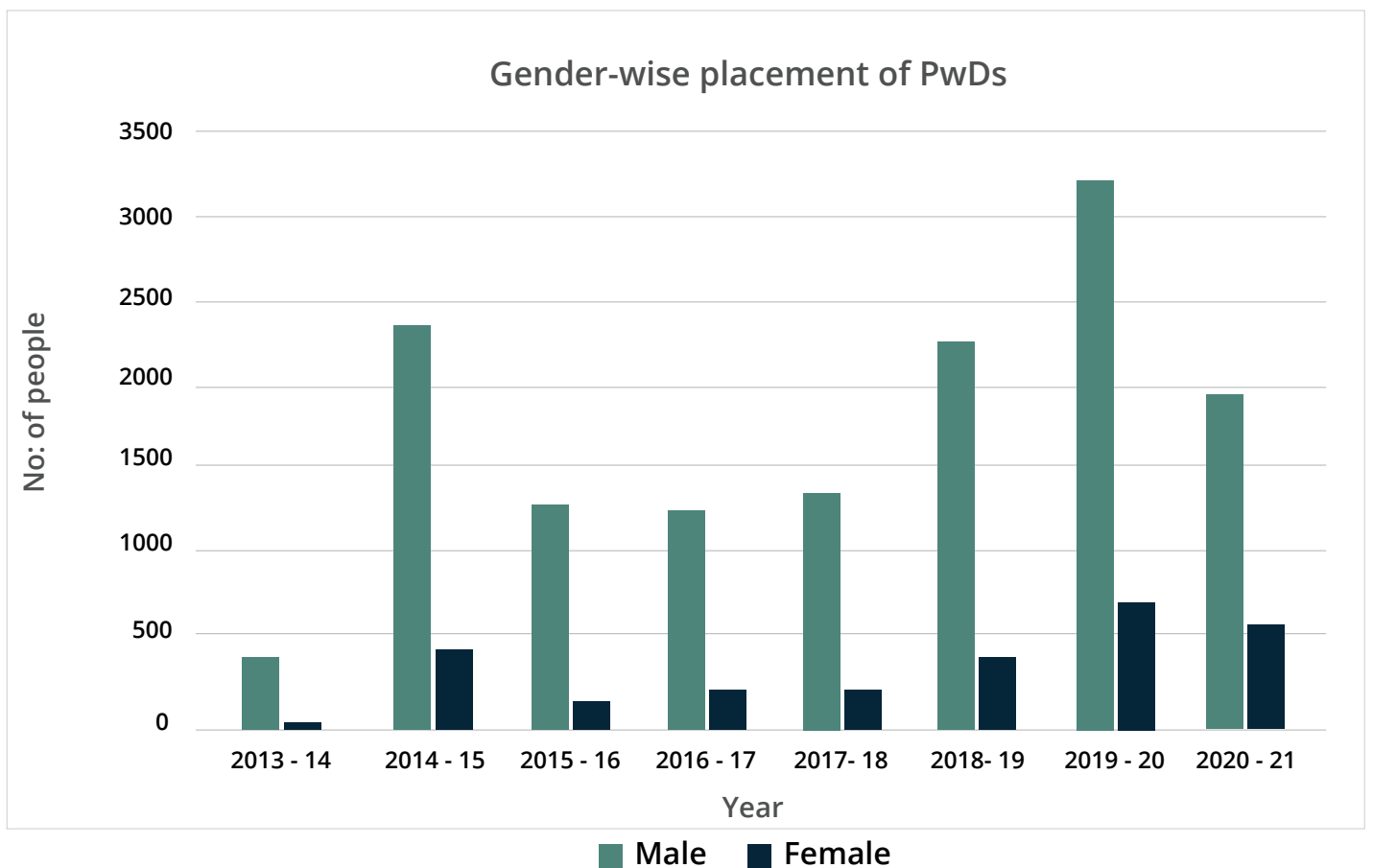


Fig 7: Year-wise selection from job fairs



*Fig 8: Year-wise placements of PwDs by disability*



*Fig 9: Gender-wise placements of PwDs by disability*

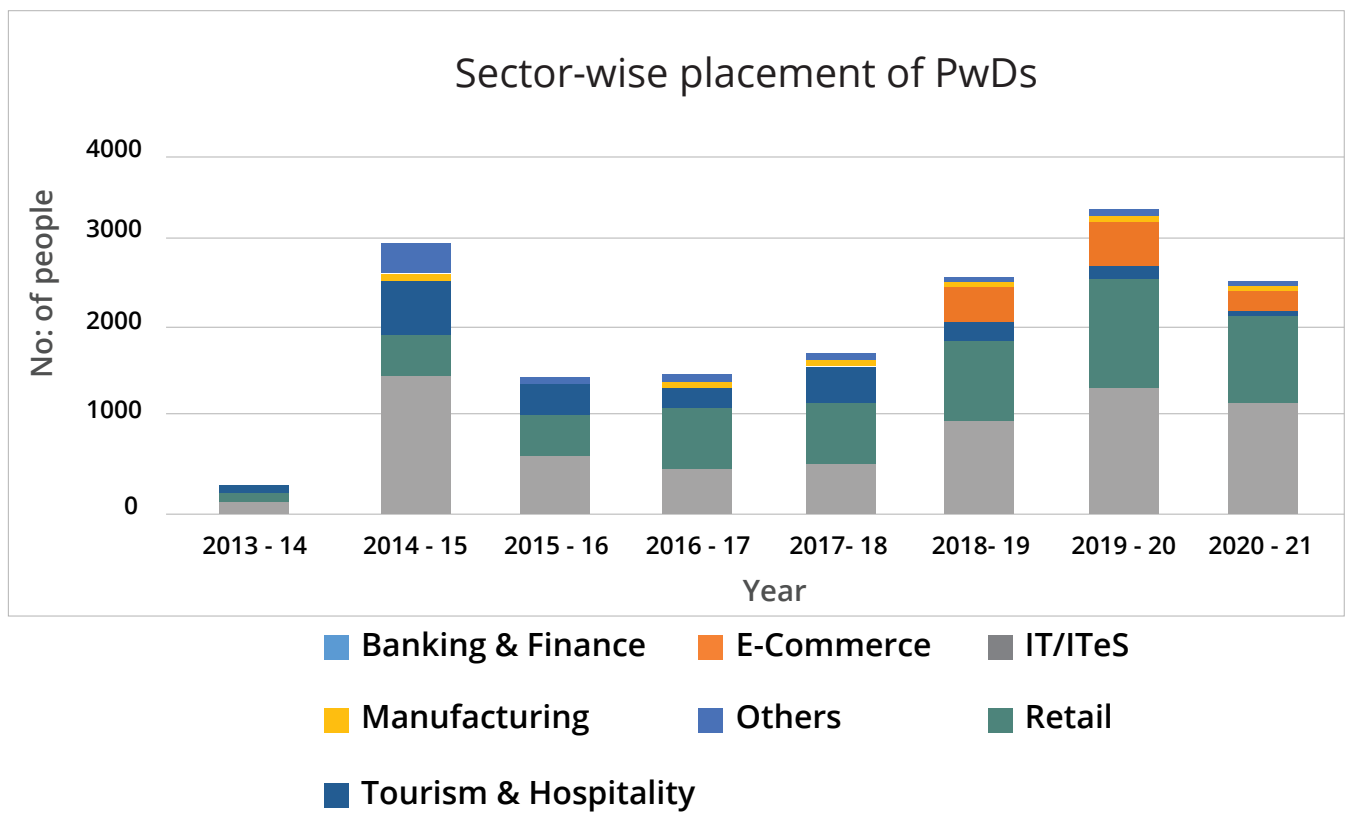


Fig 10: Sector-wise placement of PwDs by year

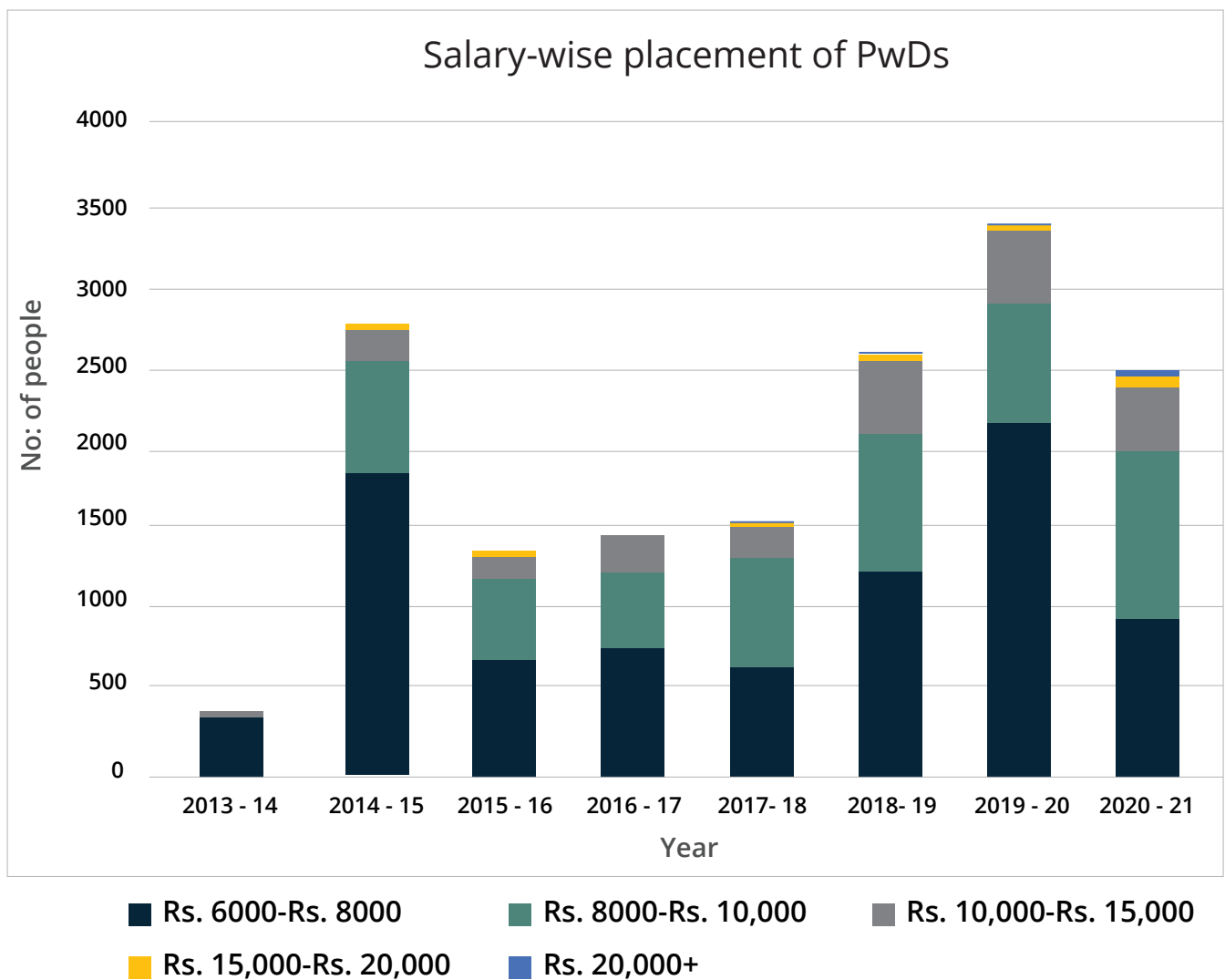


Fig 11: Salary range-wise placement of PwDs by year

## 6.3 SARTHAK'S PARTNERS AND SECTOR-WISE EMPLOYMENT TRENDS

It was 2004 when Dr. Jitender Aggarwal began to lose his eyesight. A dentist by profession, he suffered from Macular Degeneration of the retina, a non-treatable condition. It was the first time he was exposed to the life of a Person with Disability. He realised that the experience was fraught with the constraints of a non-inclusive environment, limited access to resources and dearth of accessible opportunities.

SECTOR	MAJOR EMPLOYERS
<b>IT</b>	Accenture, Barclays, Capgemini, Cognizant, HCL, Genpact, Infosys, NIIT Technologies Surtherland
<b>ITES</b>	Aegis, Concentrix, Eureka Forbes, Global Logic, Hinduja Global Solutions, Intelenet Global, Mphasis, Netambit, Sopra Steria, Tata Business Support Services, Teleperformance, Tata Tele Service, Vertex, Vindhya Infotech, Vodafone, Wipro
<b>RETAIL</b>	Adidas, Being Human, Future Group, Marks & Spencers, Metro Cash, Reliance, Tata Croma, Tata Trent, Vishal Mega Mart, Walmart
<b>HOSPITALITY</b>	Accor Group, Cafe Coffee Day, Crown Plaza, Ginger Hotels, Holiday Inn, Hyatt Regency, ITC, KFC, Lemon Tree, Marriott International, McDonalds, OYO Rooms, Sarovar Hotels
<b>E COMMERCE</b>	Amazon, Flipkart, MakeMyTrip
<b>BANKING &amp; FINANCE</b>	Aditya Birla Capital, Bank of America, Mahindra Rural Housing Finance
<b>OTHERS</b>	Alpla India Pvt. Ltd, Jaipur Rugs, Minda Group, Sodexo

Fig 12: Sarthak's major hiring partners

Sarthak's corporate partners have been crucial to the success of the organisation's sustainable employment program. It is due to their willingness and commitment that the organisation has been able to facilitate the placement of over 20,000 PwDs over the years.

The IT/ITeS industry was among the first to adopt sustainable employment practices. From 2008 to 2021, the industry hired more than 9000 candidates with disability in roles such as data entry operators, Customer Relationship Management representatives, and office assistants. Within the industry, Capgemini is an industry leader, even hosting a skill development program called LEAP Inclusion Digital Academy (Livelihood Empowerment for Action against Poverty) for youth with disability. Through this program, PwDs aged between 18 and 35 who come from impoverished backgrounds are trained in high-end IT courses and communication skills. These skills significantly improve their employability in the corporate sector.

*Sarthak is a valuable civil society partner in enhancing our disability inclusion program. Through job fairs organised by Sarthak, we build our talent pipeline, especially inclusion of talent from rural areas. PwDs are an unexplored talent pool in creating a productive workforce. We commit to spreading the digital culture and becoming a role model in bridging the gap. Capgemini Corporate Social Responsibility is already engaged with about 30 NGOs including Sarthak in the area of disability.*

**GAYATHRI RAMAMURTHY**

*Senior Director, HR & Lead - Diversity & Inclusion India  
Capgemini Technology Services India Limited*

During the same time period, the retail sector hired over 5500 PwDs as customer/retail sales associates, store operators, billing staff, cashiers, security, labelling/packaging staff, store/warehouse managers, visual merchandisers, and PR officers/announcers.

The tourism and hospitality sector contributed to the hiring of over 2700 PwDs as food & beverage stewards, housekeeping staff, front office cashiers, guest relations executives, porters, valets, and laundry attendants amongst other roles.

The e-commerce sector proved to be a new avenue of employment for PwDs. Job roles included delivery associates, data entry operators, receptionists, quality checkers, customer care executives, warehouse supervisors, and workers in tasks such as loading, unloading and supervising. Over 1000 PwDs were placed in this sector.

The banking sector perhaps contributed the least to the push towards inclusive employment. The sector hired less than 25 PwDs between 2008 and 2021. These placements were largely for positions such as bank tellers, collectors, loan officers, data processing officers, auditors, data entry operators, and marketing executives. While there seems to be a diversity of roles in this sector for PwDs, the low placement number suggests that there is significant scope for the large-scale adoption of inclusive employment practices in the sector.

Funding partners such as Wipro, IBM, Vodafone, KFC, ITC Limited, Lemon Tree Hotels, Reliance Group, Future Group, Amazon, MakeMyTrip, Mahindra Home Finance, and many more have been the driving force behind Sarthak's ability to consistently create and facilitate programs and resources for PwDs.

Refer Annexure A for a detailed breakdown of number of PwDs placed, differentiated by sector, gender and disability. Chapter 8 describes sector specific adaptations adopted in order to create an atmosphere of inclusive employment.

*Until you experience pain, you won't know the value of joy. It has been a challenging journey but with my training at Sarthak that helped me find a job, I finally feel complete and independent.*

**JYOTHI**

*Employee at 108 Emergency Call Center*

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*When I spent endless days at my village, hoping the misery would end, I couldn't even imagine life could be this meaningful. Sarthak helped me with a job placement. It feels great to be independent. I live in a paying guest accomodation and travel to work on my own. I am no different from any other working woman now.*

**NEETU**

*Employee at PayU*

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*Life is beautiful. There is so much to achieve and so much to do. And when one starts thinking of disability as just another thing, that is what it becomes. I have seen some very difficult times. When all one has is hope. I want to be able to employ differently-abled people in my IT company soon. The idea is to pass on the positivity, just like I got, from Sarthak.*

**RISHABH BIDOLA**

*IT Entrepreneur*



## **RETAIL**

*We have been working with Sarthak for almost 6 years. They have been extremely supportive. They are a great partner, not just to work with but for their interventions. Hiring PwDs has added a lot of value to us. We wish Sarthak the very best in their endeavours and we commit to support them always.*

**NANDINI MEHTA**

*VP, HR Head, Lanmark*

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## **RETAIL**

*Sarthak is always at the forefront of empowering PwDs and working passionately for their employment and training. We are extremely happy and proud to be associated with Sarthak for the last decade. This makes me and my organization believe that inclusion is no longer just an expression but a strong resolve to show commitment to embracing differences. Much like team Sarthak, everyone needs to foster, embrace and accept this cause in all its dimensions and make a difference to the lives of Persons with Disabilities.*

**DR. S.M GUPTA**

*GCPO, Startek*

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## **RETAIL**

*At PUMA, we are an equal opportunity employer and believe in equity of employment. We aspire for a paradigm shift through our efforts to build a culture of wellbeing and equality of all employees. PwD hiring is not just a tick in the goal sheet of HR but an extension of our philosophy of diversity and inclusion at the workplace. In today's times, keeping equality & inclusion as pivotal values, providing sustainable employment is a business imperative. Creating an ecosystem to support PwDs, designing unique hiring channels and overcoming one's biases are key elements that help in providing sustainable employment.*

**SHRUTI MISHRA**

*Sr. Manager HR, (Retail & SIS) Pune*

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## E-COMMERCE

*My heartiest congratulations to Sarthak for another successful year. I have been watching with appreciation the tremendous work that Sarthak, under the able stewardship of Dr. Jitender Aggarwal, has been doing over the years. I am deeply appreciative of the relentless efforts and laser-sharp focus that Sarthak has on the key issues around overcoming disabilities in the workforce. It's a noble endeavour and Sarthak's impact over the last decade has been fantastic! Wishing the team an amazing next decade to follow!*

**DEEP KALRA**

*Founder & Group CEO, MakeMyTrip*

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## RETAIL

*Being associated with the cause of diversity and inclusion and specially, empowerment of Persons with Disabilities since many years leaves me with a sense of gratitude. Diversity and Inclusion is no longer just a word to show commitment to embracing differences and change. It is imperative that each one of us show extreme sensitivity to the cause and open our hearts and minds towards the cause of diversity, inclusion and humanity. I feel what PwDs have to offer us goes much beyond what we give them! And kudos to team Sarthak for tirelessly and passionately working for this cause.*

**PRIYANKA MOHANTY**

*VP, HR, Startek*

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## RETAIL

*Great to see the Sarthak initiative! We need many more such centres of true nation building and employment.*

**RAHUL PANDIT**

*CEO, Ginger Hotels*

## 6.4 OTHER OUTREACH ACTIVITIES

Apart from the job fairs and placement drives, Sarthak hosts a range of other outreach events to promote sensitisation and inclusion.

- 1) Since 2010, Sarthak has hosted over 30 roundtable conferences to promote sustainable employment of PwDs. These have been conducted in cities including Jaipur, Mumbai, Kolkata, Pune, Hyderabad, Chennai and Bengaluru.

*These events aimed at creating a platform for corporates to discuss the challenges and achievements particular to hiring employees with disability in an effort to encourage others to commit to inclusive employment.*

- 2) From 2014 to 2020, Sarthak hosted 7 national conferences in New Delhi. These conferences saw the participation of over two thousand people. Other major national events such as the Microsoft Sarthak International Accessibility Summit and NGO capacity building workshops were conducted in Hyderabad in 2017.

*National conferences are platforms for national and global experts to come together and share subject expertise as well as practical wisdom amongst the larger community.*

- 3) From 2015 to 2020, Sarthak hosted close to 20 regional summits. These were organised in different cities including Hyderabad, Jaipur, Chandigarh, Mumbai, Kolkata, Noida, Pune and Chennai. The summit in Mumbai (January 2018) saw the highest participation, with 250 PwDs and almost forty corporates taking part.

*Regional summits enable Sarthak to expand the scope of national-level conversations, reaching out to local actors and facilitating context-specific conversations pertaining to the PwD community.*

- 4) Sarthak hosted ten webinars between June and September 2020 amidst the first wave of the COVID-19 pandemic. Key areas of discussion included inclusion and empowerment, government support to employability, and upskilling of the disability ecosystem. There was specific focus on sustainable employment and the role of advocacy as well as the Abilympics. The Abilympics are the Olympics of Abilities which are vocational skills competitions specifically designed by National Abilympics Association of India (NAAI) for PwDs to enable them to expose their unique talents.<sup>29 30</sup>

*Webinars sought to engage with beneficiaries during the COVID-19 pandemic and enable awareness on the impact of COVID-19 on the PwD community.*

- 5) The **Dhristikone Webinar Series** was a set of six webinars that hosted over 30 panellists and 150 participants. The Series was dedicated to aiding India's response to the COVID-19 challenge, particularly with regard to disability. One key means of addressing the difficulties brought about by the pandemic was through awareness creation. The Dhristikone series was an effort to provide this awareness. Organised along with National Abilympics Association of India, Sarthak sought to initiate conversation with national and international leaders to think through the initiatives needed to empower PwDs in a post-pandemic world.



*Fig 13: Dhristikone Webinar Series by Sarthak*

## RUPESH'S STORY

The happy faces of people shopping makes Rupesh's day. Dressed in official company uniform, he spends his day folding, stacking and arranging clothes of different types and sizes. He is happy and content with his respectable job.

Rupesh's life was not the same a few years ago. His mother worked as a domestic help to support the family. Although he had studied till Intermediate with the family's meagre means, the aspiration to provide for the family seemed difficult. His low self-confidence and 100% hearing impairment did not help things.

Around this time, Rupesh heard of the Training and Placement program for PwDs by Sarthak and visited the centre. He was impressed by both the infrastructure and the free-of-charge opportunity. He registered immediately, attended class regularly and participated actively. He even took on additional responsibilities of managing the Discipline Committee and Revision Committee! Soon he was far more confident of himself and his potential.

Rupesh got his first chance to attend an interview at a Max Retail Store at Vile Parle, Mumbai. He made his mark on the interview panel and was selected as a Customer Service Executive. Now, every day is a colourful day for Rupesh, quite literally!

## 6.5 A READY RECKONER OF SARTHAK'S OUTREACH ACTIVITES

	REGIONAL SUMMITS	ROUNDTABLE CONFERENCES	OTHERS
<b>2010</b>		NGO Sector, New Delhi	
<b>2011</b>		Mixed Sector, Hospitality, IT BOO Gurgaon Hospitality BPO, Jaipur	
<b>2013</b>		Retail sector, Gurgaon mixed sector in Chennai, Pune, Hyderabad & Ahmedabad	
<b>2014</b>		Mixed sector in Bengaluru, Kolkata, Bhubaneshwar & Mumbai	
<b>2015</b>	Mixed sector in Hyderabad, Jaipur & Chandigarh	Mixed sector, Ludhiana Early intervention, New Delhi	
<b>2016</b>	Mixed sector in Jaipur & Chandigarh	Mixed sector, Gurgaon & Ludhiana	
<b>2017</b>		NGO Sector, New Delhi & Hyderabad. Mixed sector in Hyderabad, Chandigarh, Gurgaon ,Lucknow, Ludhiana & Jaipur	Microsoft Sarthak accessibility Summit & NGO Capacity building workshop, Hyderabad
<b>2018</b>	Mixed Sector in Mumbai, Chandigarh, Pune, Kolkata, Hyderabad & Noida	NAAI, Gurgaon	NSDC National Event: World Skill Asia (Abu Dhabi)
<b>2019</b>	Mixed Sector in Mumbai, Chennai, Kolkata & Skill Competitions	Events in Bhopal & Chennai	NSDC National Event: World Skill Asia (Abu Dhabi)
<b>2020</b>	Conference in Mumbai		Launch of CapSarathi, a mobile app providing employment information to PwDs

Fig 14: Summits & conferences by Sarthak

**2014**

*1<sup>st</sup> National Conference, New Delhi*

Inaugurated by former President of India, Dr. APJ Abdul Kalam

Panel discussion with participation of doctors, NGO professionals, government representatives & private sector employees

Vote of thanks by Mr. Sudhir Gupta, Director of Cygnus Medicare & Member of Advisory Board at Sarthak

**2016**

*3<sup>rd</sup> National Conference, New Delhi*

**THEME: INCLUSION TO EMPOWERMENT**

Discussion incorporated perspectives of PwDs, government actors, corporates, CSOs and media

Multimedia content including presentations, stories of progression and achievement and videos

**2018**

*5<sup>th</sup> National Conference, New Delhi*

**THEME: ACT TO EMPOWER**

Nine panel discussions discussing interaction with government, corporates, media and PwDs

Sarthak Lifetime Achievement Award to Dr. Bharat Vatwani (Founder Trustee, Shraddha Rehabilitation Foundation for Mentally ill and recipient of Ramon Magsaysay Award 2018)

**2015**

*2<sup>nd</sup> National Conference, New Delhi*

Discussion on key provisions for PwDs including usage for 'divyang'. Accessible India Plan, revision of existing PwD Act, increase in government reservation for employment of PwDs and unique IDs for PwDs

**2017**

*4<sup>th</sup> National Conference, New Delhi*

Panel discussions on interactions with government, corporate actors, academia, media, PwDs and parents

Sarthak lifetime achievement award to Dr. Bhushan Punani (Executive Secretary, Blind People's Association)

Sarthak Innovation Award to Ms. Surbhi Srivastava for Braille Reader

**2019**

*6<sup>th</sup> National Conference, New Delhi*

**THEME: VOICE, CHOICE & CONTROL - PATHWAYS TO DISABILITY INCLUSIVE DEVELOPMENT**

Panel discussions over three days on accessibility, Abilymics and skill building for PwDs, early intervention, inclusive education, media portrayal of PwDs and government support for PwDs

**2020**

*7<sup>th</sup> National Conference, Online*

**THEME: DIGITAL INCLUSION - PATHWAY TO EMPOWERMENT OF PwDs**

First online national conference due to COVID-19

Participation of senior politicians, bureaucrats, CSR leaders, corporate actors, PwD representatives and senior media persons in 8 panels

Deliberation on bridging physical, attitudinal and financial barriers to inclusion through digital means

*Fig 15: National Conferences by Sarthak*

## 7. BUILDING INCLUSIVE WORKSPACES

Building inclusive workplaces is a goal that requires equal and easy access to hiring opportunities, awareness and sensitivity training to all stakeholders, and ecosystems that enable career growth of PwDs. Creating such an environment will require different strategies for the private as well as public sectors.

### 7.1 INCLUSIVITY IN THE PRIVATE SECTOR

Over the last few years, the conversation around inclusive employment has gained traction in the private sector.<sup>31</sup> This has been driven by a combination of policy change, focus on physical accessibility, training platforms, and the provision of support systems for employees with disabilities.

#### 7.1.1 Policies promoting inclusion

The first step to creating an inclusive workspace is in formulating policies that establish the employer's commitment to this goal. These policies should be focused on ensuring that PwDs have access to opportunities and experiences needed to advance in their careers. There are two key policy documents that are recommended for every private sector organisation – a Disability Management Strategy as well as a Diversity & Inclusion Policy.

In 2019, the International Labor Organisation (ILO) announced a collaboration with Confederation of Indian Industry (CII) and Employers' Federation of India.<sup>32</sup> Together, they launched the India Business Disability Network (IBDN), the Indian chapter of the Global Business Disability Network (GBDN). The IBDN is contextualised by the ILO's code of practice titled 'Managing Disability in the Workplace.'<sup>33,34</sup> The code advises organisations to adopt an internal **Disability Management Strategy** to promote inclusion. These strategies should:

- Be in accordance to national policy/legislation as well as local contexts
- Incorporate principles of equal opportunities
- Include consultations with PwD employees and experts on best practices
- Ensure accessibility of selection and hiring processes
- Allow for job retention of those acquiring disability during employment, including access to early intervention and rehabilitation
- Enable accessible work environments through ramps, lifts, wider doorways, etc., assistive technologies as well as flexible timings



- Enable risk analyses of any adjustments, adaptations and/or accommodations; these analyses should identify hazards and determine preventive measures specific to individual job roles<sup>35</sup>
- Delineate and clarify government policies and mandates relevant to the organisation to be examined when formulating hiring policies, employee benefits, and so on
- Build structures that actively encourage employees with disability to apply for promotions

A Diversity & Inclusion (D&I) Policy should focus on creating an organisational culture that is free from bias and discrimination. Instead, the organisation must aim to increase competency and diversity of its employee pool. In order to do this, the organisation's D&I policy should establish:

- Alternative complaint systems
- Means to access unbiased technology
- Avenues to hear from multiple stakeholders before major decisions are taken
- Goals towards achieving diversity in employee pool

In an article describing diversity and inclusion efforts that “really work,” Harvard Business Review<sup>36</sup> suggests that organisations should adopt data-driven approaches in order to implement these D&I policies. These data-driven approaches involve periodically sharing the findings of the analytics with key stakeholders to improve accountability and transparency.

### ***7.1.2 Training promoting inclusion***

Policy documents help corporates establish their intentions towards promoting inclusion. For these intentions to translate to reality, employers need to provide access to training opportunities. These training sessions must be available both to employees with and without disabilities. Towards this end, employers must keep the following in mind:

- All training resources and material must be accessible. This can be ensured through the use of screen readers, interpreters, large font text, and so on.
- In case the organisation does not have the internal capacity to ensure accessibility of training resources, it should collaborate with external sectoral experts to ensure the same
- Organisations must adopt logistical changes that aid accessibility. This could include adjustable timetables, venues and/or programs. This would maximise participation from employees with access requirements or other needs.

- Sensitisation and awareness sessions should be conducted for employees without disabilities. These sessions should tie into organisational policy that commits to creating workspaces free from bias and discrimination. Employees without disability should be given both general disability-related information as well as organisation-specific strategies and adaptations. These could be incorporated as part of the induction process for new employees. In these sessions, it is important to create safe spaces of learning. Employees without disability should feel comfortable to respectfully ask any questions or clarify any doubts they have about working with a colleague with disability.
- Apart from these sessions, organisations must also provide person-centric role-specific training for PwDs. This would allow employers to match employees with the role best suited to their skill and interest. Through this approach, PwDs can gain access to many avenues of career development and growth.<sup>37</sup>

### ***7.1.3 Support systems promoting inclusion***

Organisational efforts are paramount to promoting inclusive employment. However, informal support systems are also crucial to ensuring inclusion happens in real time. Towards this end, employers can adopt numerous means to provide employees with disability with the support that they need.

- Peer mentorship to provide career guidance, awareness of options, and networking opportunities
- Mentorship with an experienced superior to gain experience and confidence
- Self-sustaining peer communities such as alumni groups that offer support, experiential knowledge and peer mentoring
- Work experience opportunities (internships, part-time employment, etc.) in case full-time employment is not possible

Through these support systems, employees with disability gain important information and exposure that will benefit them through their career. From an organisational point of view, it also ensures a culture of accessibility and knowledge sharing. For the employers, it provides opportunities to gauge the skill sets of employees with disability. In all accounts, it enables inclusive workplaces.

## 7.2 INCLUSIVITY IN THE PUBLIC SECTOR

While the private sector is receiving more and more attention for promoting inclusive practices, the public sector remains crucial to ensuring sustainable employment of PwDs. In India, public sector employment remains the goal for thousands of individuals. Many of them are PwDs. Therefore, it is crucial to also ensure the accessibility and inclusivity of public sector employment.

### THE SARTHAK WAY

The CapSarathi App, available on PlayStore and Apple Store, helps provide information on available employment opportunities for PwDs within the government, public sector organisations as well as private enterprises. The app is geared to grow in user base as well as volume of information hosted in the future.

### THE PRIVATE SECTOR

Through their Job Portal, Sarthak provides an accessible one-stop solution to all PwD employment needs, bringing together potential employees as well as employers onto the same platform. Developed from a prototype hosted on the Sarthak website, this independent portal seeks to address all the needs of inclusive employment. It caters to both the PwD community as well as organisations invested in inclusive hiring. Going forward, this Portal has the potential to host virtual job fairs with autoscreening of suitable candidates.

**Apart from this, Sarthak provides crucial support to private sector organisations through:**

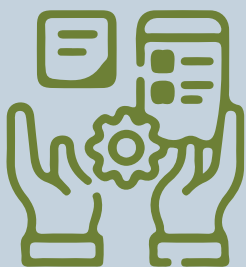
- Identifying suitable job roles for PwDs and undertaking job mapping activities
- Conducting sensitisation workshops for management and staff of private companies
- Disseminating best practices and reasonable accommodations that can be adopted in workplaces
- Conducting basic and advanced training in ensuring physical accessibility as well as accessibility of ICT solutions
- Offering induction as well as refresher training support
- Creating Diversity & Inclusion policies for organisations

### THE PUBLIC SECTOR

Apart from the CapSarathi app, Sarthak promotes government job vacancies on the organisation's website as well as has a dedicated public sector employment support solution for PwDs in the form of RozgarSarathi.

*As is evident, resource creation, training, consultancy and mentorship are key ways to encourage organisations to become inclusive. Figure describes specific areas of intervention in these avenues for Sarthak to adopt going forward.*

# AREAS OF INTERVENTION

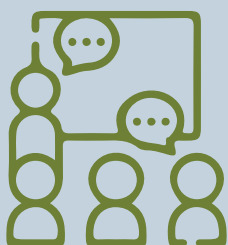


## RESOURCE CREATION

Creating a resource base for ready reckoners, key strategies to create inclusive workspaces

Research on types & spectrums of disabilities

Scientific & practical information on managing disabilities



## TRAINING

Undertaking training programs on awareness and sensitisation for organisations to enable inclusive workspaces

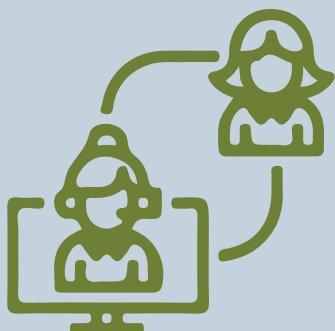
Ally training for persons capable of offering mentorship and support for PwDs in employment



## ADVISORY SERVICES

Helping organisations institute disability management strategy

Consultation to government bodies on welfare, reservation and employment incentives



## MENTORSHIP

Expand placement services to internships, freelance opportunities and part time jobs as well to improve employability and job readiness on the part of PwDs

Enable organisations to become disability- friendly

*Fig 16: Potential areas of intervention*

## 7.3 PHYSICAL ACCESSIBILITY

Creating the HR policies and trainings necessary to enable inclusivity in workplaces is important. However, in order for that process to result in on-ground inclusion, it must be paralleled by another process. Employers must simultaneously work towards ensuring the physical accessibility of workplaces.

In 2016, the Ministry of Urban Development of the Government of India published the 'Harmonised Guidelines and Space Standards for Barrier Free Built Environment for Persons with Disability and Elderly Persons'.<sup>38</sup> This document listed out detailed specifications to enable accessibility of built environments including signages, level changes, toilets, fire evacuation needs, transportation and road planning, alighting and boarding areas, and adapted housing. Some areas that are essential to ensuring physical accessibility are:<sup>39</sup>

WORKPLACE AREAS	AREAS TO ENSURE ACCESSIBILITY
Main Entrance	Steps, handrails, ramps, door width, height of door handle
Ramps	Clearly identifiable location, ramp gradient, placement of landings, handrails, protected edges, non-slippery surfaces
Parking	Number of well-marked accessible parking spots, visible signage
Reception & information centers	Height of counters, lighting of counters, availability of tactile maps
Doors	Automatic doors, time duration of automatic door opening, height of buttons, height of colour band for glazed doors, height of door handle
Corridors	Width, ramps to bridge level differences, risks of protruding/overhanging elements
Lifts	Width of doors, dimensions of elevator, height of/between call buttons, audio/video system installation, Braille numbering, door opening/closing intervals, skid resistant floors
Stairs	Width, height of handrails, colour of step edges, location clearly identifiable, non-slip surfaces
Handrails	Height, end turning downwards, contrasting colours to stairs, tactile strip to identify floors

WORKPLACE AREAS	AREAS TO ENSURE ACCESSIBILITY
Toilets	Area of toilets, height of bidets, height of washbasin & mirror, availability of non-slippery grab bars, availability of emergency alarm, locking mechanisms, skid-proof floors
Canteen	Height of counters, area of canteen, height of tables, wheelchair access to tables
Drinking Water	Accessible water taps, dry floors
Signages	Clearly placed, easily understandable, height of wall-mounted signs, contrasting colours, Braille letters, lettering size
Emergency Exits	Clearly marked
Public Telephones	Wheelchair friendly, raised numerals, signage, height of phones
Resting Facilities	Space for wheelchairs next to benches, height of seats

*Fig 17: Ways to promote physical accessibility*

## THE SARTHAK WAY

Sarthak provides accessible audit services to organisations all over India. Organisations can also avail Sarthak's consultancy services. Through this, the Sarthak team will work with the employer to ensure accessibility of the workplace. Both the audit and consultancy services are available as basic or advanced support, depending on the needs of the organisation.

Sarthak also provides accessible event management services to organisations. This ensures that all celebrations, conferences, seminars and other gatherings are planned keeping in mind the requirements of an audience with disability. Sarthak extended its support for India's first Accessibility Summit hosted by Microsoft in Hyderabad.

## 7.4 LOGISTICAL ALLOWANCES

Apart from conducive HR policies and accessible physical infrastructure, inclusive employers should also adopt flexible logistical process to help employees with disability. Two key strategies in this regard are flexible hours (to allow for medical needs, doctors' appointments, energy limitations, and so on) and work-from-home options (to account for limited mobility, lack of independent transportation, etc.). Given the advent of the COVID-19 pandemic, this has become particularly relevant as well as more mainstream.

### THE SARTHAK WAY

Following the outbreak of the COVID-19 pandemic, Sarthak began encouraging its Work from Home Employment Model. By this model, Sarthak reaches out to potential employers online to map job roles and sensitise them, candidates are then screened and selected through virtual platforms, and Sarthak provides online handholding support through and after the placement process.

Since May 2020, more than 70 employers have signed up to this online Work from Home placement model. These include prominent organisations such as Tech Mahindra, Amazon, India Mart, Vindhya Infotech, and so on. These employers hired largely for job roles such as telecallers, customer care executives, web developers, and data entry operators.

Strengthening the work from home offering has allowed Sarthak to provide jobs to trainees from rural environments as well. PwDs with mobility constraints have also been able to access jobs. In the future, Sarthak hopes to provide opportunities to more PwDs, growing beyond just those with locomotor disabilities.



## COVID-19, PwDs and Employment

In a study conducted by National Centre for Promotion of Employment for Disabled People (NCPEDP), it was reported that 57% of the respondents described facing financial challenges, largely with regard to employment. Another 13% struggled to access food while 9% reported facing obstacles in accessing healthcare. This vulnerability is only heightened by the fact that the industries recording the highest lay-offs are those that traditionally employ large numbers of PwDs.

Through 2020, data suggests that about 10.9 million jobs were lost, making it the worst-ever year for the Indian job market. Industries that were worst hit include travel and tourism (loss of 5 million jobs) and hospitality (3.5 million jobs lost), and automobiles (1 million jobs lost). The retail sector had to lay off another 200,000 workers.

The pandemic has fundamentally changed the nature of work. While many industries that traditionally hired PwDs were badly affected, it has catalysed the mainstreaming of Work from Home. Another area of possible opportunity for PwDs is the growth of the 'gig economy'.

According to a report published by Boston Consulting Group, the industries of construction, manufacturing, retail, and transportation and logistics alone have the potential to create 70 million 'gig' jobs in the long run. Approximately one million net new jobs are expected to emerge over the next two to three years.

This is a particularly relevant opportunity because gig workers typically have lower standards of formal education. Given that PwDs often have lower than average educational standards, this provides a mushrooming opportunity for inclusive job creation.

Sources:

"Locked Down And Left Behind, A Report On The Status Of Persons With Disabilities In India During The COVID – 19 Crisis". Ncpedp.Org, 2020

M, Saraswathy. "Covid-19 Job Impact: Which Sectors Lost The Most People And Which Ones Hired The Most In 2020?". Moneycontrol, 2021

"Unlocking The Potential of the Gig Economy In India". Media-Publications.Bcg.Com, 2021

*Fig 18: COVID-19, PwDs & Employment*

## 7.5 RESPONDING TO COVID-19

There are some key strategies that employers and organisations like Sarthak can focus on to respond to the changing nature of work in the post-pandemic world. This will ensure that inclusive practices are adopted even in circumstances where the nature of work and the role of the physical workplace has changed. These strategies include:

- Mainstreaming work-from-home opportunities and identifying new job roles for PwDs.
- Ensure that training opportunities reflect the changing economic trends. This would mean focusing on sectors such as IT/ITeS (particularly in back-end support roles, given how many services have shifted online now), healthcare (evidently a mushrooming industry in a world battling a pandemic), education (particularly e-learning, given the closure of schools during lockdowns) and e-commerce (given restricted mobility resulting in increased online shopping).
- Create accessible training resources. This includes recording all training modules, ensuring subtitles and audio descriptions, and creating virtual upskilling opportunities for all employees.
- Focus on soft skills training for employees. In a world of increasing automation, employers are focusing on soft skills as a key attribute of employees. This includes communication, leadership, confidence and creativity.

### THE SARTHAK WAY

Sarthak's model of certified three-month employment training is likely to only gain more traction in a world that values accreditation. Coupled with knowledge resources in up-and-coming job roles, Sarthak's sustainable employment intervention can be a pioneer in championing inclusive employment. Some other avenues of intervention for Sarthak include:

Providing online accessibility services for corporates: This will ensure that training and onboarding programs are accessible for new recruits with disability

Conducting sensitisation and awareness training on how to make online workplaces accessible: This will ensure that corporates are better equipped to become inclusive employers in a post-pandemic world

Ensure availability of online equivalents for all in-person programs: This will ensure that Sarthak is able to reach a much wider audience and is unaffected by lockdowns and restrictions on mobility

## 8. SECTOR-SPECIFIC BEST PRACTICES

### 8.1 IT/ ITeS

Silence has been Dhyaneshwar's constant companion since birth, but this young man refused to submit silently to his fate. He combated his disability and successfully created a niche for himself, despite turbulent circumstances. Born with 100% hearing impairment to a father who was autorickshaw driver, Dhyaneshwar's childhood was affected not by the stigma of his disability but also by the family's poverty. Yet, despite the perpetual financial crunch, he was enrolled in a nearby school. He had to quit soon, however, owing to his aging father's inability to provide for the family single-handedly. The young child was left with no other option except looking for a job but his disability and inadequate qualifications made it a tough task. After several job applications and numerous interviews, he found himself gaping at nothing but rejection. Mounting family pressure on one hand and failure in getting a job on the other almost pushed him to a breaking point. This is when a friend mentioned the Sarthak LEAP Inclusion centre in Pune. Dhyaneshwar tapped up the opportunity and joined the three-month, free-of-cost training at Sarthak, supported by Capgemini, offered. The three months training was perhaps what was required to give him the much needed confidence boost. He was now a transformed young man, willing to take on the world. Right after completing his training, he was selected for a Data Entry Operator profile at Crystal info, a Pune based ITeS company. His father, who was one extremely unsure of Dhyaneshwar's future, beams with pride to see his son standing on his own feet and supporting the family. As far as Dhyaneshwar is concerned, his next aim now is to rise to the post of a manager in the same firm!

*"He was now a transformed young man, willing to take on the world. Right after completing his training, he was selected for a Data Entry Operator profile at Crystal info, a Pune based ITeS Company."*

Fig 19: Case Study of Dhyaneshwar



## JOB ROLES

Data Entry Operators  
Housekeeping staff  
Office assistants  
CRMs



## INDUSTRY PIONEER

Wipro	Microsoft
Vodafone	Infosys
Aegis	Accenture



## PREFERRED DISABILITY

HD | LD | VI



## WORKPLACE ADAPTATIONS

Ramps & Lifts  
Adjustable desks  
Braille signs  
Screen readers, hearing aids  
Badges

The IT/ITeS sector has large potential for transforming into a key employment sector for PwDs. Given the sheer volume of jobs that the sector provides in India<sup>40</sup> it can provide significant opportunities especially for educated Persons with Disability seeking employment. Between 2008 and 2021, the sector hired more than 9000 PwDs. With online services becoming more popular because of COVID-19, the opportunities in this sector are slated to increase.

Key job roles for PwDs in this sector are that of data entry operators, housekeeping staff, office assistants as well as customer relationship managers. Traditionally, these roles have employed PwDs with sensory and/or locomotor disabilities. Most PwDs in the IT/ITeS sector therefore are those with hearing or visual impairment or those with locomotor disabilities. (For detailed mapping on which job roles are most suited to employees with specific disabilities, refer Annexure B.). For these job roles to be accessible, employers have adopted some common accommodations:




**Infrastructure:** Physically accessible workplaces are essential, especially for those with locomotor disabilities. This includes ramps, lifts, and customised locations for trainings and meetings. It would further be helpful if these employees' workstations were located on the ground floor and had adjustable desks.






**Braille signages:** Braille signages ensure that employees with visual disability can navigate the physical environment of the organisation independently.



**Assistive devices:** Individuals with low vision or blindness should be provided screen readers and/or corrective glasses as necessary. Similarly, those who are hard of hearing should have access to hearing aids.

**Tools for customer interaction:** To enable comfortable interaction between employees with disability and non-disabled stakeholders, PwDs should be given disability badges. This way, the non-disabled individuals can adopt other communication practices such as writing notes or speaking slowly in order to enable lipreading.

Many IT/ITeS organisations have been at the forefront of adopting inclusive employment practices. Some of them include Microsoft, Wipro, Mphasis, SAP, Infosys, TCS, Capgemini, Cognizant Technology Solutions, and Accenture. Some of the best practices from these organisations have been synthesized below.

COMPANY	PHYSICAL	ATTITUDINAL	PROCEDURAL
	Provides captioning, refreshable Braille displays, assistive devices, and mobility training as required	Recruiters are trained to focus on qualifications, not disabilities; the company's Disability Employee Resource Group includes 22 disability communities	<p>With every employee with disability, a needs assessment is conducted to understand accommodation requirements; the Employee Experience Accessibility team is responsible for accessibility of organisational resources</p> <p>The Low-Cost Assistive Technology Fund is responsible for innovative more financially affordable technology; Microsoft Stores have ASL call capability</p>
	All infrastructure is compliant with UNCRPD norms	Engineers & content developers are trained on Web Content Accessibility Guidelines; sensitisation sessions host speakers from disability advocacy organisations	Internal Equal Opportunity Policy & Reasonable Accommodation Policy is in line with RPwD Act; hiring process encompasses key aspects of inclusion of PwDs; all internal communication available as sign language
	Flexible working hours, sign language interpretation, transportation services for pick up and drop, and availability of magnifiers & screen reading software	Sensitisation sessions & induction sessions stress culture of inclusion	<p>D&amp;I goals incorporated in internal &amp; external recruitment practices, accommodation requirements identified at interview stage, buddy program introduced</p> <p>Collaboration with Diversity &amp; Equal Opportunity Centre (NGO) for Project Communicate, a pre-employment training program for rural PwDs</p>

COMPANY	PHYSICAL	ATTITUDINAL	PROCEDURAL
	Wheelchair accessible washrooms, elevators & ramps at workplace; transportation services available	Support network of mentors set up to help PwDs handle workplace pressures	<p>Screening process set up with assistance of NGO partner, Enable India; interview process allows for one-on-one conversations, outdoor interactions, or small group conversations; job mapping and mentorship/coaching from within company</p> <p>Autism inclusion goals involve sharing learnings with customer &amp; partner ecosystem</p>
	Assistive devices, motorised wheelchairs, screen readers, comfortable workspaces made available	Practice Guidelines includes recommendations for building inclusive workspace; Employee Resource Group (Infoability) for employees with disability	<p>Awareness sessions, social media campaigns, information booklets focused on PwDs and inclusion; special loan policies for PwDs to purchase assistive devices</p> <p>Founding Member of Business Disability International; collaborated with NASSCOM Foundation to improve literacy of PwDs</p>
	Infrastructure compliant with UNCRPD norms, customised training material, audio/video alarms in case of emergency	Sensitisation sessions involve speakers from disability advocacy organisations; employees with disability free to access all job roles	Recruitment process based on performance & merit with inclusion incorporated from hiring and training to creating accessible systems
	Accessible infrastructure & training material; provision of assistive technologies; access to transportation services as needed	Sensitisation sessions; internships and part-time opportunities especially for PwDs; flexible timings	Processes for identifying accommodation needs; provision of career guidance as necessary
	Accessible infrastructure including washrooms, parking, furniture	Educated & mobilised employees to act as mental health support systems for colleagues	<p>Formulated policy committing to equal opportunity &amp; non-discrimination in employment practices</p> <p>Holder of Disability Confident Employer badge; worked with Sarthak to develop CapSarathi to provide information &amp; services to PwDs</p>

COMPANY	PHYSICAL	ATTITUDINAL	PROCEDURAL
	Accessible infrastructure & ergonomic furniture	Sensitisation & disability awareness training sessions; mobility training as necessary	Web accessibility & inclusive interfaces set up
	Accessible infrastructure	Awareness & sensitisation sessions	Focus on AI for enabling inclusion Partnership with Disability:IN & AAPD for research



## 8.2 E-COMMERCE

Greeting & guiding customers with a reassuring smile is the new role 26 year old Bharat Thorat plays now at Amazon. For a boy from a lower middle class family in Pune, life took an unexpected turn when Bharat had to leave his job in 2016 due to a paralytic attack. The incident shattered the whole family and suddenly questions of bread & butter became most pressing. Raising a family of four was a real challenge with the meagre salary of his wife as a primary school teacher. Bharat was on the verge of breaking down. Devoid of any expectations from himself, idly turning the pages of local daily newspapers, an article titled 'Job Fair for Divyangs by Sarthak' caught his attention. Suddenly he was excited and hopeful, and visited the Capgemini-supported Sarthak LEAP Inclusion Centre the same day to see for himself. This was a defining moment in Bharat's life. Witnessing the multiple success stories from Sarthak, and the cheerful trainees studying in classes and working on computers, he looked at himself, his aspirations and potential to achieve them from a different perspective. A detailed interaction with the help desk staff further cleared his doubts and made him aware of training and placement prospects. He immediately got himself enrolled in the program and put all his effort to equip himself with employable skills. Today, he is able to once again support his family financially. He is eager to complete his graduation even as he works so he can further fast track his career.

*"A machinist by education and customer service associate by profession, Bharat plays his role to perfection, maintaining a balance between his eye for detail and command on soft skills."*

Fig 20: Case Study of Bharat Thorat



## JOB ROLES

Delivery Associate  
Packer  
Data Entry Operator  
Logistics Manager  
Receptionist  
Quality Checker  
Customer Care Executive  
Warehouse Supervisor



## INDUSTRY PIONEER

Amazon  
MakeMyTrip  
BigBasket  
PayTM  
Myntra



## PREFERRED DISABILITY

HD | LD | VI | Low Vision | Dwarfism



## WORKPLACE ADAPTATIONS

Pre-assigning PwDs in sites that do not require stairs  
  
Light-weight materials to carry for PwDs in warehouse  
  
NVDA & JAWS software, two-way headphones  
  
Pre-defined templates to minimise typing error  
  
Accessible infrastructure & basic sign language  
  
Badges, Q Cards & Notebooks

The e-commerce industry is rapidly growing. This provides the potential for the industry to become a key employer of PwDs. There are a few key job roles for PwDs in the e-commerce sector. Warehouse operators manage the labelling, packaging, sorting, loading and unloading. The customer care executives engage with customer emails and telephone enquiries. Data entry operators are responsible for entering data into different computer databases. Receptionists serve visitors by greeting, welcoming and directing them appropriately. This sector often employs persons with mild locomotor disability, those who are hearing impaired or are hard of hearing, those with low vision, or those with dwarfism. (Refer Annexure B for detailed job description for each job role and their preferred disability). In order to do this, some common accommodations are adopted:

In case of onsite visits, for candidates with hearing impairment, the organisation could send a message to customers regarding the disability of the delivery associate. This communication could also include the preferred method of communication. For candidates with locomotor disabilities, the company could assign them to locations where they do not have to climb stairs.

In case of warehouse operations, PwD candidates are to be assigned tasks where they do not have to carry heavy materials. For candidates with low vision, a brightness lamp should be provided for better vision.





In case of data entry, for candidates with visual impairment, two-way headphones and software like NVDA or JAWS should be installed. For candidates with hearing impairment, a pre-defined template can be used to reduce typing mistakes and make work faster.





Infrastructure needs to allow for easy access to departments and warehouses for PwDs. Ramps, rails and accessible lifts need to be installed.

Badges, Q cards and notebooks are to be provided for customers to identify PwDs. These will also help PwDs communicate easily with customers, particularly in answering common questions.

Basic sign language training is to be given to all employees to ensure that PwDs and non-disabled employees can communicate at ease

While the potential of e-commerce as an inclusive employer is just being recognised, some organisations have already established themselves as pioneers. Here are some important best practices from this sector:

COMPANY	PHYSICAL	PROCEDURAL
	All deaf employees mapped to interpreter/buddy; voice controlled Personal Assistants for PwDs	Modified work schedules/flexible leave policies; organisational disability policy to ensure equal opportunities  Accessible infrastructure; inclusive alarm system, disability badges; Employee Resource Group AmazonPWD focused on building community
	HR support for PwDs; community building through 'fun Fridays' for all employees	Preferential Delivery Services especially for PwDs, training & skill enhancement sessions for PwDs; longer induction timeframes and user-paced learning for PwDs
	Adoption of Web Content Accessibility Guidelines	
	Logistics arm of Flipkart (Ekart) launched distinct program for PwDs called eDAB (Ekartians with Different Abilities); badges & flashcards provided as needed; sensitivity programs for all	Collaboration with ISL interpreters as well as local NGOs to support PwDs and their families & promote employment  Flipkart Samarth is a platform to bring together weavers & artisans with disability

COMPANY	PHYSICAL	PROCEDURAL
	#BeYourself campaign to promote inclusion through policy & infrastructural change, speaker sessions, and workshops	Month of Pride celebrated to encourage sensitisation & allyship; accessible parking slots
	Regular tally of population of employees with disability; helpline number for employees with disability;	Provision of workplace accommodations in keeping with RPwD Act
	Hosting Advitya, diversity sensitisation initiative	Hosting Inclusive Employment Program to increase number of employees with disabilities
	Managers provided ISL training; hosting diversity & inclusion workshops; ensuring accessibility of website	Independent induction program for those with sensory disabilities; partnerships with NGOs and educational institutions to enable inclusive hiring  Accessible infrastructure; badges & different coloured t-shirts

## 8.3 HEALTHCARE

Rinku was born in Shahganj, a city in Uttar Pradesh's Jaunpur district. Soon after his birth, he came to Delhi, where his family now lived and his father ran an artificial jewellery business. All was well for the first few years. Things started to change when Rinku was a playful, active seven year old boy. Damage to the retina caused the young boy to begin losing his eyesight. Despite seeking medical assistance from a leading hospital in the city, he soon lost his ability to see. While the family tried to do the best they could, they struggled without access to financial or moral support. Yet Rinku was never one to give up. He completed his education from a school for the blind and then Delhi University, but soon adult responsibilities began feeling heavy on his shoulders. Following the death of both his parents, his own wedding and the birth of his child, he needed a way to support his family. It was this need that led him to Sarthak in 2010, hoping to upskill himself and derive the confidence he needed to seek out opportunities.

*"Today, following his training, he works at Max Healthcare and has been able to provide for his family the financial stability he never experienced growing up."*

Fig 21: Case Study of Rinku



## JOB ROLES

OPD Assistant

Nursing Assistant

Cashier

Housekeeping

Medicine Distributor

Ward Boy

Switchboard Operator



## INDUSTRY PIONEER

Apollo Hospital



## PREFERRED DISABILITY

HD | LD | VI



## WORKPLACE ADAPTATIONS

Training

Accessible Infrastructure

Special Dress Code

Script Book

With the rise of the COVID-19 pandemic, healthcare has become an important employer. The recruitment of PwDs in healthcare sector has only increased since 2015.<sup>41</sup>

There are multiple key job roles in the healthcare sector for employees with disability. The outpatient department assistant manages the physical and psychosocial needs of the patients and ensures smooth and effective running of department. Nursing assistants provide basic care and assist in reporting patients' health information, checking patients' vital signs and serving meals. The other common accessible job roles are cashier, housekeeping staff, medicine distributor, ward boy and switchboard operator. These roles are often available for those with mild locomotor disability or are hearing impaired/hard of hearing. (Refer Annexure B for detailed job description of each job roles.)

Some common accommodation in order to make these job roles accessible are:

**Training** - Proper training on productivity knowledge, safety and hygiene is needed to ensure PwDs are well equipped to work in environments like hospitals and pharmacies.

**Accessible infrastructure** - The organisation must provide ramps, rails, accessible lifts, and/or stools for easy mobility and comfort.

**Special dress code** - Special colour-coded dresses for those with hearing impairment would help identify employees with disability. This would help non-disabled colleagues act appropriately in times of an emergency.

**Script book** - A script book with commonly used words and phrases could be used to communicate regular instructions.

## 8.4 RETAIL

Chintu is the typical worker you would spot at any high-end retail store. Vibrant, well-dressed and forever extending support to customers, he helps them get the right sizes and make the right choices. Yet, he is different in one way – he is 100% hearing impaired. While he faced the challenges of being disabled, Chintu also had the advantage of a strong support system. His eldest brother brought him to Hyderabad and facilitated his education. At the end of his education, Sarthak approached him, counselled him and his family, and prepared him for employment. Finally, he was able to achieve financial independence. Chintu was delighted by the practical training sessions in the retail lab. He also enjoyed the exposure visits and other activities. The training program resulted in the improvement of his personality and prepared him for job prospects. He went on to clear the interview to be a Fashion Consultant at Being Human.

*“Chintu was delighted by the practical training sessions in the retail lab. He also enjoyed the exposure visits and other activities. The training program resulted in the improvement of his personality and prepared him for job prospects”*

Fig 22: Case Study of Chintu



### JOB ROLES

Sales Associate  
Store Operator  
Cashier  
Warehouse Assistant



### INDUSTRY PIONEER

Shoppers Stop  
Reliance Retail  
Walmart  
IKEA  
Marks & Spencers  
Titan  
Visha Mega Mart



### PREFERRED DISABILITY

HD | LD | VI | Low Vision



### WORKPLACE ADAPTATIONS

Ramps & Lifts  
Stools & Desks  
Braille signs  
Screen readers, hearing aids  
Badges & notebooks



As compared to the IT and hospitality sectors which had an early start, the retail sector has played the rear-guard role. However, the sector is now rapidly catching up as an inclusive employer. India's 10 million retail shops have 43 million employees staffing them.<sup>42</sup> The retail sector undoubtedly holds immense potential to create gainful jobs for PwDs.

Some of the key job roles for PwDs in this sector include customer sales associate, retail sales associate, store operator, cashier, security, warehouse assistant, floor manager, store manager, department manager, visual merchandiser and PRO announcer. These jobs are most often available for those with mild locomotor disabilities, hearing impairment/hard of hearing or low vision. (Refer Annexure B for detailed job descriptions for each job role.)

Depending on the nature of the disability and the requirements of the role, organisations then identify necessary accommodations required by employees with disability. Some of the most common accommodations are as follows:











**Badges** - Badges are a form of identification for employees with disability. They help in making the customer aware of their disability. Customers can then make necessary accommodations in communication.

**Script books** – Employees are equipped with a small script book to enable written communication, both within the internal team as well as when interacting with clients and customers.

**Basic sign language** – Organisations that seek to embrace the inclusive workspace culture provide basic sign language training to all staff. This ensures that non-disabled staff are able to interact with and communicate with employees with disability. This not only helps work efficiency and increases productivity but also creates a culture of camaraderie and inclusivity in the organisation. Sign language interpretation must also be available at all meetings, trainings and official interactions.

**Accessible infrastructure** – Organisations must provide accessible infrastructure for employees with disability. This could take different forms for different disabilities. For wheelchair users, it would help for desks to be adjustable to ensure that wheelchairs can be accommodated underneath. Offices must also have ramps. For those with locomotor disabilities, adjustable chairs and other furniture would aid comfort. For staff in housekeeping roles with disability, equipment used for cleaning would need to be accessible. This could mean adjustable handle lengths/heights, motored carts that do not require to be pushed, and so on.

Over the years, retail has grown to be relatively large employer of PwDs. This had led to many organisations growing to be industry pioneers. Below are some best practices from their experiences:

COMPANY	PHYSICAL	ATTITUDINAL	PROCEDURAL
	All stores & trail rooms accessible; physical infrastructure includes automatic doors & lifts	Dedicated programs such as 'Sabke Liye' and 'Quiet Hour' adopted for PwDs	Partnering with NGOs to enable hiring of PwDs; all employees with disability given badge
	Ramps, lifts, accessible counters, washrooms & trial rooms in all stores; clear signages	Internal program 'Udhabhav' dedicated to inclusive hiring; all staff trained in basic sign language & undergo sensitivity training	4% reservation for PwDs in all stores; badges for HI employees
	Accessible entrances, exits, counters & aisles; priority counters for PwDs	All employees with disability named 'Helping Heroes', workshops & recognition programs for PwDs	All employees with disability eligible for reassignment under the ADA
	Accessible washrooms & trail rooms, wheelchairs available, sign boards for HI individuals		Active recruitment of PwDs through program Swabhimaan
	Remodelled & new stores accessible; accessible parking spots, trail rooms & washrooms	Buddy program for employees with and without disability; sensitisation programs for all	Work & Start, a work experience program for PwDs & other marginalised groups
	Accessible stores & washrooms; adjustable desks in work areas		Goal to have PwDs comprise 4% of workforce; partnering with NGOs for recruitment
	Ergonomic working areas; sloped surfaces & ramps in showrooms		Blazing a Trail program dedicated to PwDs
	Accessible washrooms, parking areas; presence of ramps & lifts	Sensitisation workshops	Badges for HI employees, screen readers for VI employees
	Completely accessible furniture; accessible parking spots & washrooms	Sign language training for staff	Flexible work hours; transportation facilities
	Accessible infrastructure	Training & sensitisation programs for all	Badge for HI employees

## 8.5 BANKING & FINANCE

Ruby was born to a driver in Delhi to a driver and homemaker, as one of four children. She has a locomotor disability but she did not let it hold her back. Yet, she constantly struggled with communicating in English and presenting herself with confidence.

Over three months at Sarthak's training, she was able to get exposure to both industrial skills as well as soft skills. Today, Ruby is an executive at Bank of Baroda and is very proud of her job. She is thankful to Sarthak for guiding her in the right direction and for the opportunities she was able to access.

*"At Sarthak she was able to overcome these fears while also equipping herself with computer skills to become more employable. Today, she is proficient in typing, MS Office, English communication and professional body language."*

Fig 23: Case Study of Ruby



### JOB ROLES

Bank Tellers  
Collectors  
Loan Officers  
Auditors  
Financial Analysts  
Data Entry Operators  
Personal Finance Advisors  
Marketing Executives



### INDUSTRY PIONEER

Mahindra Home Finance  
Standard Chartered Bank  
Deutsche Bank



### PREFERRED DISABILITY

HD | LD | VI



### WORKPLACE ADAPTATIONS

Ramps and wide doorways  
Magnifiers & screen readers, script books  
Colour coded uniforms & badges

The banking sector has been relatively slow in adopting inclusive hiring practices, recruiting less than 25 PwDs between 2008 and 2021. This suggests the potential for large-scale growth in the adoption of these practices. This can be done by recruiting more people in the roles currently available as well as increasing the number of roles accessible to PwDs.

Most common job roles in the banking sector include bank tellers, collectors, loan officers, auditors, financial analysts, data entry operators, personal finance advisors, and marketing executives. These roles are largely stationary and can be made accessible through the provision of necessary infrastructural accommodations. Other less customer-facing roles include managing accounts and tracking bills, and reviewing accounts for discrepancies. With the advent of online banking, there is likely to be drastic changes and growth in the job roles available in this sector. Most commonly, individuals with mild locomotor disabilities find employment in the banking sector. Persons with visual or hearing impairment may also be hired in specific roles such as data entry operators.



In order to make both customer- and non-customer-facing roles accessible, some accommodations are commonly made:

**Physical infrastructure:** Ramps and wide doorways must be installed in all physical spaces to ensure wheelchair accessibility

**Assistive devices:** If necessary, magnifiers and screen readers should be made available to employees with visual impairment. For those with hearing impairment, a script book with commonly used phrases and instructions can make communicating with hearing individuals easier.

**Customer facing accommodations:** Employees with disability can be given colour-coded uniforms and/or badges. This will help customers recognise their disability and made necessary accommodations in communication. This would also help in case of emergency, as colleagues would be able to easily identify those who may otherwise not be able to access emergency instructions.

Even as the sector prepares for potential changes, some organisations have shown willingness to lead the way. Below are some best practices adopted by two industry leaders, Bank of America and Mahindra Finance:

COMPANY	PHYSICAL	ATTITUDINAL	PROCEDURAL
	Built environment fully accessible	Disability Advocacy Network supports employees with disability; sensitisation workshops conducted for all	Regular partnerships with other organisations innovating in disability services
	Clear signages & accessible infrastructure	Sensitisation workshops for all & Wishtree-allied activity during Joy of Giving week with Sarthak Educational Trust	Partnerships with NGOs to access candidates with disability; training centre named Divyang Vikas Kendra built in partnership with Sarthak for PwDs

## 8.6 MANUFACTURING

Narasimha and his seven siblings were raised by a single mother in Telangana. While his mother is not formally employed, the family depended on the income of his older brother working as an agricultural labourer and his younger brother employed in a private firm to make ends meet. The pressure on Narasimha to contribute to the family was high. Due to his locomotor disability, Narasimha struggled to access opportunities and employment. He also suffered from a deep-rooted inferiority complex that stopped him from seeking out possibilities. This was when he joined Sarthak for the employability training, looking to grow his personality and his skill set. At the end of his training, he received a job offer from Ducere Technologies, where he works on soldering the chips, assembling and packing.

*"Three months later, Narasimha had been trained in the required industry knowledge and computer skills as well as the importance of body language, communication and personal grooming."*

Fig 24: Case Study of Narasimha



## JOB ROLES

Packaging  
Labelling  
Assembling  
Fabricating  
Operating Machines  
Painting  
Loading



## INDUSTRY PIONEER

Pointec Pens  
Microsign Products  
Spark Minda



## PREFERRED DISABILITY

HD | LD | VI



## WORKPLACE ADAPTATIONS

Bulbs, different coloured uniforms & badges for emergency

Script books

Adjustable chairs and stools




While it is not an industry leader in terms of the number of PwDs employed, the manufacturing sector offers perhaps the widest range of accessible job roles. Potential departments for employees with disability include packaging, labelling, assembling, fabricating, operating machines, painting and loading. Some PwDs are also hired to be office assistants, receptionists and supervisors. Depending on the role, PwDs are given on-job training to ensure they have the necessary skills to carry out the tasks. (For detailed mapping on which job roles are most suited to employees with specific disabilities, refer Annexure B.)

The manufacturing sector traditionally employs individuals with hearing impairment or locomotor impairments. Some roles are also open to those with vision impairments. In order to make such a large number of roles accessible, most manufacturing organisations have adopted some common accommodations:

**In case of emergency:** Manufacturers can install bulbs as signals of emergency for the security of employees with disability. This will help alert employees with hearing impairments who may not be able to react to sirens or other auditory signals of emergency. Similarly, employees with disability could be given different coloured uniforms to enable their colleagues to help them in case of emergency. This would also alert external stakeholders who may be interacting with employees with disability, enabling them to undertake necessary accommodations in communication. Badges could also serve the purpose of colour-coded uniforms.

**Communication aids:** Script books can be created with commonly used phrases and sentences. This will help those with hearing impairments to communicate more effectively with their hearing colleagues.

**Physical infrastructure:** Especially for those with locomotor disabilities, it is important to provide chairs or stools to enable them to be seated at work.

COMPANY	PHYSICAL	ATTITUDINAL	PROCEDURAL
	Built environment fully accessible	Disability Advocacy Network supports employees with disability; sensitisation workshops conducted for all	Regular partnerships with other organisations innovating in disability services
	Accessible infrastructure; notebooks provided for HI employees	Sensitisation sessions for all	Partnerships with NGOs for increased recruitment of PwDs
	Accessible infrastructure; notebooks provided for HI employees	Sensitisation sessions for all	Partnerships with NGOs for increased recruitment of PwDs; free residential accommodation for PwDs



## 8.7 HOSPITALITY

'I use sign language' reads the badge Vaibhav Gore sports proudly working as a housekeeping staff at IBIS Hotel, Mumbai. You can also spot a small notebook and pen with him to communicate with those who don't know sign language. To him, language is never a barrier. One must be thoughtful and considerate of the ways to communicate, that's all.

The journey began when he received a Whatsapp video from the Sarthak team in sign language. It said that the organisation provides training and placement support for Persons with Disability through a three-month training session for free. He decided to give it a try and visited the Capgemini supported Sarthak Centre. Soon after, he registered for the training program and a few months later, completed it with good scores and active participation in allied activities.

The training program instilled confidence and faith in him, reassuring him that he could steer his life in the direction he wanted. Well-prepared with the requisite skills and confidence, he cleared the interview of IBIS Hotel and is now catering to customer needs. His family is happy and proud of his confident persona and independent lifestyle.

*"The training program instilled confidence and faith in him, reassuring him that he could steer his life in the direction he wanted. Well-prepared with the requisite skills and confidence, he cleared the interview of IBIS Hotel and is now catering to customer needs. His family is happy and proud of his confident persona and independent lifestyle."*

Fig 25: Case Study of Vaibhav Gore



## JOB ROLES

F & B Stewards  
Housekeeping Room attendant  
Housekeeping  
Public Area Cleaning  
Front Office Cashier  
Guest Relations Executive  
Luggage Porter  
Valet Parking  
Banquet Attendant  
Call Operator  
Controller  
Delivery Boy  
Kitchen Steward  
Laundry Attendant



## PREFERRED DISABILITY

HI | Low Vision | HH  
Mild ID | Acid Victim | LD



## WORKPLACE ADAPTATIONS

Q Cards  
Basic Sign Language  
Accessible Infrastructure  
Badges & Notebooks



## INDUSTRY PIONEER

Lemon Tree Hotels  
Cafe Coffee Day  
ITC - Welcome Group

Over the last few years, the hospitality sector has taken strides in adopting inclusive hiring strategies. Many roles, both customer-facing and otherwise, have been offered to employees with disability. Some of the key job roles in this sector include food & beverage stewards, housekeeping staff as room attendants and public area cleaners, front office cashiers, guest relations executives, luggage porters, valet parking drivers, banquet attendants, call operators, controllers, delivery boys, kitchen stewards, and laundry attendants. In general, the hospitality sector has employed persons with hearing impairment, locomotor disability, low vision, mild intellectual disability, those who are hard of hearing, and those who have experienced acid attacks. (For detailed mapping on which job roles are most suited to employees with specific disabilities, refer Annexure B.) Some key accommodations were commonly adopted to enable this:

**Badges and notebooks** – All employees are given badges to enable self-identification without dependence on spoken language. Badges that identify employees with disability also help in making the customer aware of their disability. This allows them to make reasonable accommodations in communication. This is particularly helpful to employees who are deaf or hard of hearing. These employees may be further equipped with small notebooks to enable written communication, both within the internal team as well as when interacting with clients and customers.




**Q cards** – Pre-designed Q cards with common phrases and conversation points aid communication for those who are deaf, hard of hearing or have speech impairments. This saves the time taken to write out messages and makes it easier to have more natural conversation. A specific form of this could be numbered menu cards for waiting staff who are deaf or hard of hearing to take orders without having to rely on lip reading.








**Basic sign language** – Organisations seeking an inclusive workspace culture provide basic sign language training to all staff. This helps non-disabled staff interact with and communicate with employees with disability. This not only helps the efficiency of work and increases productivity but also creates a culture of camaraderie and inclusivity amongst the staff. Sign language interpretation must also be made available at all meetings, trainings and official interactions to create a culture of inclusion.

**Accessible infrastructure** – It is important for organisations to provide accessible infrastructure for employees with disability. This could take different forms for different disabilities. For wheelchair users, it would help for desks to be adjustable to ensure that wheelchairs can be accommodated underneath. For those with locomotor disabilities, adjustable chairs and other furniture would aid comfort. For staff in housekeeping roles with disability, accessible equipment would mean adjustable handle lengths/heights, motored carts that do not require to be pushed, and so on.

If these accommodations are taken into account, most roles pertaining to front office, cleaning, housekeeping and servicing in restaurants will become accessible to employees with disabilities. However, given the impact of COVID-19, the future of this sector as an inclusive employer remains unclear.

Even as the future of the sector remains unclear, it is important to learn from the best practices that have emerged thus far. Some of them are detailed here.

COMPANY	PHYSICAL	ATTITUDINAL	PROCEDURAL
	Accessible physical infrastructure; audio/visual emergency alarms	Sensitisation & ISL trainings; booklet published encouraging corporate employment of PwDs	Policy adopted to ensure commitment to equal opportunity; job mapping of candidates to roles
	Accessible physical infrastructure; audio/visual emergency alarms; special badges	Sensitisation training; hosted students from Sarthak to interact with team as part of exposure visit during 3-month vocational skill building program at Sarthak	Hosted regional programs & partnered with NGOs to increase recruitment of PwDs; on-the-job training for PwDs
	Accessible physical infrastructure; audio/visual emergency alarms; clear signage	Training & sensitisation programs for all	Partnered with a program that provides employability training for PwDs as well as an organisation focusing on awareness and education on disability issues

COMPANY	PHYSICAL	ATTITUDINAL	PROCEDURAL
	Many outlets made physically accessible	Trainings & videos provided for non-disabled employees' sensitisation	Partnership with the Paralympics
	Multi-level displays; accessible infrastructure; cups with large handles for easy grip	Special induction program for PwDs; in-house ISL interpreter; direct access to top management for employees with disability	Incorporation of inclusive practices in mainstream HR policy
	Alternative sensory alarms in case of emergency; badges & special dress codes for easy identification	Sign language training for all internal trainers	Lowering of educational eligibility criteria for hiring to cater to HI population; partnership with educational institutions to hire HI candidates
	Accessible infrastructure; use of light for internal communication	Detailed orientation for PwDs; sign language training for full team; sensitisation training for management	Partnerships with NGOs for recruiting PwDs; ensuring employees with disability get equal pay & perks
		Sign language training for all; sensitisation workshops for all	Hand gestures in ISL printed beside all information posters; placards used for communication; menu in text & ISL
	Bell/bulbs used to call staff; note pads used to place orders	General soft skills & role-specific skill training provided; sensitisation workshops for non-disabled stakeholders	Cards with common requests (water, bill, fork) for easy communication
	Accessible physical infrastructure	Training & sensitisation workshops for entire team	Marriott Foundation's aim is to enhance employment opportunities of PwDs

## 8.8 AUTOMOBILES



### JOB ROLES

Automotive Technician  
Sales Person  
Painter  
Factory Operator  
Job Card Provider  
Housekeeping  
Washer



### PREFERRED DISABILITY

HD | LD | VI



### WORKPLACE ADAPTATIONS

Training  
Sign Language  
Notebooks



### INDUSTRY PIONEER

Hero MotoCorp  
Maruti Suzuki

Automobile manufacturing is one of the sectors in India with a large workforce. Nearly 1.5 crore people are expected to be employed directly in the industry by 2022.<sup>44</sup> However, the industry has exhibited limited willingness to hire PwDs.

A few of the key job roles in the automobile sector include automotive technician helper, sales executive, painter, factory operator, job card provider, housekeeping staff and washer. There has, however, been no sustained effort to train PwDs to fill these roles. Some of the common disabilities that allow for employment in this sector are mild locomotor disability and hearing impairment. (Please refer Annexure B for detailed understanding of the job description for each job role.) Some common accommodations that will make automobile companies more inclusive include:

**Training:** Proper training on productivity knowledge, emergency signs, mock drills, safety and security can be provided for employees with disability. Special safety trainings on how to act in case of emergencies will help employees with disability be better prepared.

**Sign language:** Organisations should provide all employees, PwDs and non-disabled, training in basic sign language. This will ensure the ability to communicate with each other and create a sense of camaraderie within the organisation.

**Notebooks:** Notebooks should be provided to employees with disability. This will help written communication within the internal team as well as when interacting with clients and customers

## 8.9 BEAUTY & WELLNESS

The clutter of scissors and whines of hair-dryers makes no difference to Gaurav. As a hearing impaired employee, he is unaffected by the humdrum around him. Through it all, his masterly hands create different hair styles requested by customers day in and day out!! Born hearing and speech impaired, Gaurav grew up unsure of what life could offer him. His parents, themselves unaware of the potential of PwDs, always told him those with disabilities could never be independent. Gaurav, however had other plans. After completing his 10th standard, Gaurav was approached by Sarthak. At the training, he and his other batch mates received training by Jawed Habib Academy for hairdressing with the help of a sign language trainer. He also got trained in English and communication skills. After successfully finishing his training ,Gaurav received an offer from Jawed Habib, an industry leader in the beauty sector in India.

*"He started working as an assistant, improving his hairstyling skills over time. Over the years, his dedication and mastery of his craft has won the hearts of hundreds of satisfied customers."*

Fig 26: Case Study of Gaurav



### JOB ROLES

- Assistant Beautician
- Assistant Hair Stylist
- Assistant Nail Technician
- Assistant Spa Therapist
- Hair Stylist
- Pedicurist & Manicurist
- Receptionist/ Cashier
- Housekeeping Assistant
- Counsellor
- On call beautician/ Home service
- Business Developer Executive
- Spa Manager



### WORKPLACE ADAPTATIONS

- Badges
- Stools & Chairs
- Script Books
- Magnifiers
- Accessible Materials



### INDUSTRY PIONEER

- Metta Foot Spa
- Javed Habib



### PREFERRED DISABILITY

- HD | LD | VI
- Low Vision

## 8.10 AVIATION



### JOB ROLES

Loading/ Unloading Luggage  
Cargo Handling  
Administrative Officers  
Housekeeping Staff  
Airport Ticket Executives  
Airport Customer Service Agents



### PREFERRED DISABILITY

HD | LD | VI



### WORKPLACE ADAPTATIONS

Adjustable stools, multifunctional  
headphones, accessible washrooms  
Accessible safety training with sign  
language interpretation  
Basic Sign language training

In India, the beauty and wellness sector is expected to witness the maximum growth of a skilled workforce by 2026.<sup>45</sup> This expected growth offers significant opportunities for PwDs seeking employment and career growth. A few of the major job roles in this sector are assistant beautician, beauty/wellness consultant, nail technician, spa therapist, hair stylist, receptionist, cashier, housekeeping staff, business executive, and spa manager. (Refer Annexure B for detailed job descriptions.) Those with hearing impairment or locomotor disabilities are often hired by this sector. The high dependence on customer satisfaction and communication allows employees with disability to perform well independent of their disability. Some common accommodations needed to enable this performance include:

**Badges:** Employees with disability can be provided with badges to allow for customers to identify them and make the necessary accommodations

**Stool:** Stools or chairs must be provided for persons with lower limb disability to ensure ease of working

**Script books:** Script books with common phrases should be provided to employees with disability. This will ensure ease of communication with customers.

**Magnifiers:** Magnifiers should be provided for receptionists and cashiers with low vision.

**Accessible materials:** The materials needed for beauty treatments should be placed in accessible areas. This will enable employees with disability to work independently.



The aviation sector is perhaps amongst those which hires the lowest percentage of PwDs. The COVID-19 pandemic has also severely negatively affected this industry. However, the increasing affordability of air travel could be a significant opportunity for the sector to adopt inclusive hiring practices.

The most common job roles for PwDs in this sector include ground handling staff in charge of loading and unloading luggage, cargo handling staff, administrative officers, housekeeping staff in airports, airport ticket executives and airline customer service agents. These roles largely cater to those with sensory disabilities or locomotor disabilities. Specifically, those with hearing or visual impairments are most likely to gain employment in these roles. (For detailed mapping on which job roles are most suited to employees with specific disabilities, refer Annexure B.) While these roles prove to be best suited for employees with specific disabilities, they do require reasonable accommodations on the part of the employer. Some of these accommodations are:

**Infrastructure:** Especially relevant for those with locomotor disabilities, this includes adjustable stools for those with dwarfism and multi-functional headphones to allow those with disability in their upper limbs. Airports and airline offices must also ensure accessible washrooms that can be used by wheelchair users, incorporating wide doors and handles as appropriate.

**Accessible training:** Employers must make safety trainings accessible to employees with disability by ensuring large-font content, sign language interpretation, and so on.

**Sign language training:** All employees, including those who are not disabled, must receive basic sign language training to ensure the ability of teammates and colleagues to interact.

## 9. CONCLUDING REMARKS

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The need for accessible, inclusive and sustainable employment practices is evident. It is anchored in the principles of international standards such as the UN Convention on the Rights of Persons with Disabilities as well as national legislations such as the Rights of Persons with Disability Act. Over the last few years, industry leaders across sectors have adopted select practices to encourage inclusion in their workplaces. These have largely addressed the need for physical, procedural and attitudinal accessibility. While this report seeks to spotlight these interventions and celebrate them, this is just the beginning.

Truly empowering the disability community with financial and economic independence requires a systemic shift in the approach towards employment. Practices thus far successfully adopted by individual organisations must be mainstreamed. Awareness and acceptance of the need for inclusivity must grow. Access to governmental and non-governmental sources of assistance, through various schemes and programs, must increase. Multiple stakeholders including corporates, governmental and non-governmental actors, and individual citizens must collaborate to bring the dream of universal accessibility to fruition.

Organisations like Sarthak have no small role to play in achieving this goal. For almost two decades, the team at Sarthak have been enabling accessible employment by working with corporates as well as the disability community. By organising job fairs, conducting vocational training programs, sensitising corporates, and hosting conferences and seminars, Sarthak has thus far enabled the employment of over 20,000 PwDs across India. Drawing from this rich experience, Sarthak is well placed to scale these interventions significantly. This goal has led to the articulation of 'Mission Million,' a commitment to catalyse one million jobs in the years to come.

This report traces possible avenues of growth for Sarthak – increasing the reach of CapSarathi, the mobile app with end-to-end information on employment opportunities for PwDs; working with more corporates to provide sensitisation programs and consultation on D&I policies; providing accessible audits for physical infrastructure; and scaling the Work from Home model to benefit more PwDs and incorporate more job roles. The report also spotlights some of Sarthak's partners, each of whom have grown to be an industry leader in inclusion. By doing so, this document also provides sector-specific suggestions to enable inclusive employment. This document thus seeks to recognise the milestones thus far while creating a roadmap for the future of sustainable employment.

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<sup>3</sup>Census 2011 collected gender information across the male-female binary. Thus, information is not available about the size of the PwD population across other gender identities.

<sup>4</sup>Disabled Persons in India: A statistical profile 2016 **Pg 10**  
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<sup>5</sup>National Centre for promotion of employment for Disabled People **Pg 10**  
<https://ncpedp.org/employment-practices-of-the-corporate-sector/?textsize=normal>

<sup>6</sup>Disability & Employment Fact Sheet **Pg 10**  
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<sup>7</sup>Disability at a Glance 2015, UNESCAP **Pg 10**  
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<sup>8</sup>World Report on Disability, World Health Organisation, 2011 **Pg 11**  
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<sup>9</sup>In Macao (China), Hong Kong (China) and Australia, the employment rate of working-age PwDs varies from just above one third to less than one fifth of the population. Source: Disability at a Glance 2015, UNESCAP **Pg 11**

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<sup>17</sup>The Rights of Persons With Disabilities Act, 2016 **Pg 14**  
[https://legislative.gov.in/sites/default/files/A2016-49\\_1.pdf](https://legislative.gov.in/sites/default/files/A2016-49_1.pdf)

<sup>18</sup>Some of these categories include cerebral palsy, dwarfism, muscular dystrophy, acid attack victims, hard of hearing, speech and language disability, specific learning disabilities, autism spectrum disorders, chronic neurological disorders such as multiple sclerosis and Parkinson's disease, blood disorders such as haemophilia, thalassemia, and sickle cell anaemia, and multiple disabilities. It must also be noted, however, that this categorisation has been subject to much debate. More on this debate can be read here **Pg 14**  
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<sup>19</sup>Schemes for Physically Challenged Persons, Press Information Bureau, Government of India **Pg 14**  
<https://pib.gov.in/newsite/PrintRelease.aspx?relid=97755>

<sup>20</sup>NCPEDP is currently undertaking another study along with IIM Bangalore to study organisational contribution to employment of PwDs. Results are yet to be published. **Pg 16**

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<sup>26</sup>India Business Disability Network: ILO calls for inclusive future workplaces **Pg 17**  
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<sup>27</sup>Detailed information can be read here **Pg 17**  
<https://www.youth4jobs.org/pdf/ilo-study-pwd.pdf>

<sup>28</sup>A total of 14,238 PwDs have received placement after their skill training from 2008 to 2020. For more details on Sarthak's vocational skilling program, please refer to report titled 'Skilling & Training of Persons with Disability' released by Sarthak. **Pg 23**

<sup>29</sup>National Abilympics Association of India **Pg 32**  
[http://www.abilympicsindia.org/web/index.php?page=about\\_naai](http://www.abilympicsindia.org/web/index.php?page=about_naai)

<sup>30</sup>For more information on the Abilympics and Sarthak's role in the intervention, refer reports published by Sarthak. **Pg 32**

<sup>31</sup>A detailed report on this subject is Best Practices in Disability Employment Report, 2015 America India Federation **Pg 36**

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<sup>32</sup>India Business Disability Network: ILO calls for inclusive future workplaces **Pg 36**

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<sup>39</sup>For a complete list as well as in-depth specifications on dimensions, refer the Harmonised Guidelines **Pg 41**

<sup>40</sup>It is believed that, as of 2017, the IT and BPM industry provided close to 4 million direct jobs and indirect employment to 12 million other individuals. Source: Statista.com **Pg 47**

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<sup>41</sup>Disability Employment – Indian Retail Changing Equations, January 2019 **Pg 56**

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<sup>42</sup>Disability Employment – Indian Retail Changing Equations, January 2019 **Pg 58**

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<sup>43</sup>This sector encompasses hotels, restaurants and resorts, and is responsible primarily for the provision of food and accommodation **Pg 66**

<sup>44</sup>1.5 cr people to be employed in automobile sector by 2022, Times of India, July 2015 **Pg 69**

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## 12. ANNEXURE A: DETAILED PLACEMENT DATA

### 12.1 NUMBER OF PwDs PLACED

YEAR	TOTAL PLACEMENTS	PERCENTAGE
2008-12	4016	20%
2013-14	397	2%
2014-15	2788	14%
2015-16	1358	7%
2016-17	1393	7%
2017-18	1532	8%
2018-19	2637	13%
2019-20	3368	17%
2020-21	2522	13%

#### PLEASE NOTE:

- 1) The data between 2008 and 2012 have been presented together.
- 2) The year 2014-2015 saw a spike in placements because Sarthak conducted over 30 job fairs over the year.
- 3) In 2015-16, the Sarthak team shifted focus to skill building as a necessary step before the placement process. This was done to improve retention of employees and enhance sustainability of the placement programs.
- 4) The data from 2020-21 must be read in the light of the COVID-19 pandemic which caused a shift in employment practices. Sarthak also adopted a Work from Home model and was able to enable placements through this.



## 12.2 PLACEMENTS BY YEAR & YEAR OF DISABILITY

DISABILITY	8 - 13	13 - 14	14 - 15	15 - 16	16 - 17	17 -18	18 - 19	19 - 20	20 - 21
LD	3011	240	1927	890	844	933	1394	1806	1800
HI	738	118	675	398	421	549	1134	1414	546
VI	261	39	181	69	106	39	87	124	111
ID	4	0	4	1	21	10	21	10	7
Others	2	0	1	0	1	1	1	14	58

### PLEASE NOTE:

1) Placements of those with locomotor disabilities has seen a consistent increase since 2015-16.

2) The fall in placement of those with hearing impairment in 2020-21 can be explained by COVID-19. This is because most people with hearing impairment get placed in retail and hospitality industries. These industries were among the most severely affected in the pandemic

3) The sharp increase in the placements of those categories as 'other' is possibly due to the inclusion of other disability categories in the RPwD Act (2016) as well as the adoption of the work from home model due to COVID-19.

## 12.3 DISTRIBUTION OF DISABILITY

DISABILITY CATEGORY	Total Placements	Percentage Distribution
LD	12845	64%
HI	5993	30%
VI	1017	5%
ID + Others	78 + 78	0.0006%

### PLEASE NOTE:

1) One possible explanation for the distribution of placement numbers across disabilities could be the requirements for accessibility solutions in workplaces.

2) Sensitisation workshops, accessibility guidelines and sharing best practices could contribute to increased placement prospects for all categories.

## 12.4 PLACEMENTS BY DISABILITY & SECTOR

DISABILITY	IT/ITes	RETAIL	HOSP.	E-COMM.	MANUFAC.	BANKING	OTHERS
LD	7494	3210	869	239	168	18	847
HI	1010	2128	1787	763	60	1	244
VI	604	227	65	7	18	2	94
ID	26	25	18	0	3	0	6
Others	42	27	3	3	1	0	2

## 12.5 GENDER DISTRIBUTION

GENDER	Total Placements	Percentage Distribution
Male	16834	84%
Female	3177	16%

### PLEASE NOTE:

1) While the placement figures seem skewed towards male candidates, there was no difference observed in terms of sector-wise preference.

## 12.6 PLACEMENTS BY GENDER & SECTOR

DISABILITY	IT/ITes	RETAIL	HOSP.	E-COMM.	MANUFAC.	BANKING	OTHERS
Male	7521	4724	2421	913	226	16	1013
Female	1655	893	321	99	24	5	180

## 12.7 SECTOR DISTRIBUTION

DISABILITY CATEGORY	Total Placements	Percentage Distribution
IT/ ITeS	9176	46%
RETAIL	5617	28%
HOSPITALITY	2742	14%
OTHERS	1193	6%
E-COMMERCE	1012	5%
MANUFACTURING	250	1%
BANKING	21	0%

### PLEASE NOTE:

- 1) Read along with gender distribution of placements, it shows that there is no sector-specific gender preference.
- 2) There is, however, a preference for disability categories, as evidenced in data on placements by disability & sector

# 13. ANNEXURE B: SECTOR-WISE JOB DESCRIPTIONS & WORKPLACE ADAPTATIONS

## HOSPITALITY SECTOR

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
1.	F & B Steward	Serving food and beverages to guests of the hotel, restaurant or banquet function; greeting and seating of guests; taking down orders; providing them with requisite tableware, food & beverage items, and any other related accompaniments; clearing used dishes; settling customer's accounts	HI/ LD/ Low Vision/ HH/ Mild LD	Office staff should learn basic sign language & provide Q cards
2.	Housekeeping Room Attendant	Cleaning and servicing assigned rooms or areas according to established standards and procedures including making beds, dusting, vacuuming, cleaning and sanitising bathrooms, removal of trash, etc.	HI/ LD/ Mild LD/ HH/ Mild ID	Provide cards & proper housekeeping equipment
3.	Housekeeping - Public Area Cleaning	Cleaning of public areas such as corridors, lobbies, entrance, front office, stairs, swimming pools, washrooms	HH/ LD/ Mild LD	Provide Q cards & proper housekeeping equipment
4.	Front Office Cashier	Receive payment in cash, cheque & credit card; be familiar with billing software; maintain proper record of each transaction both manually & computerised; report cash daily	LD	Adjustable chair to access desk easily
5.	Guest Relations Executive	Greeting guests; responding to queries; request & complaint handling; room reservations and assignment; guest registration; credit checks; key control; mail and message services	LD/ VI/ HH	
6.	Luggage porter/ Bell Boy	Managing bell staff by setting work schedules, assigning duties and supervising their day-to-day work, taking orders, serving customers, taking customer feedback and ensuring good customer experience	Low Vision/ Mild LD/ HH/ HI	Office staff should learn basic sign language & be provided Q cards

<b>Sr. No</b>	<b>Job Role</b>	<b>Job Description</b>	<b>Disability</b>	<b>Workplace Adaptation</b>
7.	Valet Parking	Driving	HI/ Mild LD	Requisite Guidance
8.	Banquet Attendant	Set up for events; carry trays; serve guests; clean up at event conclusion; place tablecloths & place settings; arrange tables; put up buffet	HI/ Mild LD/ HH/ Low Vision	Provide Q cards
9.	Call Operator	Receive calls; manage guest orders	LD/ Low Vision	Provide Q cards, small notebook
10.	Controller	Oversee financial reporting, investments, risk management, and cash flow analysis, among other financial aspect	LD/ Low Vision	Adjustable chair to access desk easily
11.	Delivery Boy	Serve food, products or goods ordered	HI/ Mild LD	Provide badges, Q cards & notebook
12.	Kitchen Steward/ Dishwasher	Maintain kitchen & surrounding areas by following cleaning schedules and adhering to Health & Hygiene Regulations & company policy and procedures	HI/ Mild LD/ Low Vision/ Acid victim/ Mild ID	Office staff should learn basic sign language & be provided Q cards
13.	Laundry Attendant	Collect clothes/bedsheets from guest room to be cleaned, washed & ironed	HI/ Mild LD	Office staff should learn basic sign language & be provided Q cards

## RETAIL SECTOR

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
1.	Customer Sales Associate	Greet customers; answer questions; assist customers in shopping; increase sales of department by using different skills	Mild LD / HI / Low Vision	Provide badge, commonly used words script books & sign language training
2.	Retail Sales Associate	Greet customers; assist customer to find items; answer queries, requests & complaints related to refund, returns, etc.	Mild LD / HI / Low Vision	Provide badge, commonly used words script books & sign language training
3.	Store Operations	Manage people, supply chain, store layout, cash operations, physical inventory, master data management, promotions & pricing	HI/ Mild LD	Provide badge, commonly used words script books, sign language training, stool for lower limb disability
4.	Packaging/ Labelling	Production and/or packaging of manufactured products including packaging as per company standard	HI/Mild LD / Low vision	Provide badge, commonly used words script books, sign language training, stool for lower limb disability, proper lights for VI
5.	Billing	Handle bulk billing, invoicing; have computer skills & knowledge of Basic Tally and Excel; good communication skills	LD	Stools to sit
6.	Cashier	Receive payment by cash, check, credit cards, vouchers, or automatic debits; issue receipts, refunds, credits or change; count money in cash drawers at beginning of shifts	LD	Stools to sit
7.	Security	Monitor and authorize entrance and departure of employees, visitors, and other persons; guard against theft; maintain security of premises; write reports of daily activities & irregularities; call police or fire departments in case of emergency; preserve order and protect property	Mild LD	Stools to sit

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
8.	Warehouse Assistant	Monitor goods in and out; handle items safely and efficiently; keep stock records. recording any damaged, missing or faulty goods; move goods to correct area in warehouse	HH/ Mild LD	
9.	Floor Manager	Monitor sales floor; ask customers if they need assistance; know latest trends & fashion; have experience in Textile, Apparel & Retail industry; monitor customer interactions; supervise staff; handle inventory including purchase & sale transactions	Mild LD	Ramps
10.	Store Manager	Manage store & employees; manage general operations of a store, making sure it runs smoothly & meets goals	Mild LD	
11.	Department Manager	Manage staff & merchandising; achieve targets; implement strategies to improve sales; stock control; analysing accounts; forecast future sales; handle customer queries & complaints; recruit & train new staff	Mild LD	
12.	Visual Merchandiser	Display designers & visual merchandisers; help promote image, products & services; create & maintain presentation of merchandise to engage customers & help stimulate sales	LD	Office staff should learn basic sign language & provide Q cards
7.	PRO/ Announcer	Announce various schemes, discounts & other needed announcements	Low vision, LD	Magnifier for VI & stool/chair for lower limbs disability



## IT/ ITeS/ BPO SECTOR

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
1.	Data Entry Operator	Enter data into different databases; manage & maintain effective records; organise files; collect & manage data	HI/ LD/ VI/ Low Vision	<p><b>LD/ Mild LD:</b> Customised training, ramps &amp; lifts, reserved parking, workstation near entry gate/on ground floor; adjustable workstation; accessible office tools, washrooms &amp; drinking water</p> <p><b>HI/ HOH:</b> Disability badge; customised training; hearing aids</p> <p><b>VI/ Low Vision:</b> Customised training; mobility training; signage in Braille; tactile tiles; screen reading software and/ or corrective glasses as assistive device</p>
2.	CRM Domestic Voice - Inbound	Receive calls of customer; provide resolutions to query, request & complaint	LD/ VI/ Low Vision	<p><b>LD/ Mild LD:</b> Customised training, ramps &amp; lifts; reserved parking; workstation near entry gate/on ground floor; adjustable workstation; accessible washroom &amp; drinking water</p> <p><b>Low Vision:</b> Customised training; corrective glasses as assistive device</p>
3.	CRM Domestic Voice - Outbound	Call customers; greet them; ask for time to talk; proper pouring of information in customer mind to achieve target	LD/ Low Vision	<p><b>LD/ Mild LD:</b> Customised training; ramps &amp; lifts; reserved parking; workstation near entry gate/ on ground floor; adjustable workstation; accessible washroom &amp; drinking water</p> <p><b>Low Vision:</b> Customised training; corrective glasses as assistive device</p>

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
4.	CRM Non-Voice (KPO)	Responsible for production and/or packaging of manufactured products, including proper packaging as per company standard	HI/ LD/ Low Vision	<p><b>LD/ Mild LD:</b> Customised training; ramps &amp; lifts; reserved parking; workstation near entry gate/ on ground floor; adjustable workstation; accessible washroom &amp; drinking water</p> <p><b>HI/ HOH:</b> Disability badge; customised training; hearing aids as assistive training</p> <p><b>Low Vision:</b> Customised training; corrective glasses as assistive device</p>
5.	Housekeeping	Can handle bulk billing & invoicing; computer skills needed; knowledge of Basic Tally & Excel; good communication skills	HI, LD Mild, HI/HOH, Low Vision	<p><b>HI/ HOH:</b> Disability badge; customised training; hearing aids as assistive training</p> <p><b>Low Vision:</b> Corrective devices</p>
6.	Office Assistant/ Pantry Boy	Receive payment by cash, check, credit cards, vouchers or automatic debits; issue receipts, refunds, credits, or change; count money in cash drawers at the beginning of shifts	HI, Mild LD, VI/Low Vision	<p><b>Mild LD:</b> Customised training</p> <p><b>HI/HOH:</b> Disability badge, script book, notebooks; hearing aids as assistive device; customised training</p> <p><b>Low Vision:</b> Customised training; corrective glasses</p>

## E-COMMERCE

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
1.	Delivery Associate/ Wish Master	Ensure timely delivery of goods; manage onsite customer experiences; plan route, lead & manage delivery van & driver for B2C last mile deliveries	Mild LD/HH/HI	<b>HI:</b> Send message to customers regarding disability of delivery associate & method to connect <b>LD:</b> Company can assign addresses without stairs/on ground floor
2.	Packaging	Clean shipping containers; label items & pack items into containers	Mild LD/HH/HI	Place candidates into lightweight material category where they don't have to carry heavy materials
3.	Data Entry	Enter data into different computer databases; manage & maintain effective recordkeeping	HH/HI/Mild LD/VI & LV	<b>VI:</b> two-way headphones and NVDA/JAWS software <b>HI:</b> pre-defined template to reduce typing mistakes & making work faster
4.	Loading & Unloading	Load & unload shipment products; place in correct ways as per direction	Mild LD/HH/HI	
5.	Sorting	Sort product as per pincode	Mild LD/HH/HI/LV	Bulb stand for brightness
6.	Receptionist	Serve visitors by greeting, welcoming, and directing them; inform visitors by answering/referring inquiries; maintain security; monitor logbook; issue visitor badge	LD/ Low Vision/ Dwarfism	Accessible department & basic facility
7.	Picker	Select merchandise from shelves; prepare items for shipping	HI/ Mild LD	Provide Q cards, notebook, badges, sign language training; make department accessible; provide accessible phone

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
8.	Quality Checker	Check quality of product before packing/dispatching	LD	Accessible department
9.	Customer Care Executive	Deal promptly with customer email & telephone enquiries; guide potential customers with the aim of converting to purchase	LD/ VI	Accessible department, mobility training
8.	Warehouse Supervisor	Work & monitor warehouse department	LD	Accessible department

## MANUFACTURING

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
1.	Packaging	Clean packaging material; load into containers; weigh & label items; perform final checks for defective items	HI and LD - minor disability	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency <b>LD:</b> For small products, stool to be provided for packing
2.	Labelling	Final check of packing; labelling	HI and LD - minor disability	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency <b>LD:</b> For small products, stool to be provided for packing <b>VI:</b> Audio emergency evacuation; proper lights
3.	Assembler	Gather parts, subassemblies, tools & materials for furnished product	HI and LD - minor disability, low vision	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency <b>LD:</b> For small products, stool to be provided for packing <b>VI:</b> Audio emergency evacuation; proper lights

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
4.	Fabricator	Fuse metal parts together (type of welder)	HI and LD - minor disability (only for small products)	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency <b>LD:</b> For small products, stool to be provided for packing
5.	Machine Operator	Operate tools to aid manufacturing	HI and LD (depending on industry)	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency <b>LD:</b> For small products, stool to be provided for packing
6.	General Labourer	Clean & lubricate equipment; keep manufacturing areas clean; put away tools; follow instructions from supervisor to operate machines, hold or supply materials/tools, and load & unload items from machines & assembly lines	LD - minor disability	
7.	Material Handler - Stores	Pull orders from inventory/stores in warehouses to complete orders	LD	
8.	Picker	Select furnished products from shelves; prepare items for shipping	HI and LD - minor disability	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
9.	Loading/ Unloading	Loading & unloading of materials	HI	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
10.	Painting and coating worker	Mix & apply colours on finished products	HI and LD - minor disability	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
11.	Warehouse Worker	Receive & process incoming stock & materials; pick & fill orders from stock; pack & ship orders; manage, organise & retrieve stock	HI and LD - minor disability	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
12.	QA Helpers	Check quality of finished products	HI and LD - minor disability	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
13.	Housekeeping	Clean premises	HI and LD - minor disability	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
14.	Security	Keep premises safe & secure	LD - minor disability	Stool to sit in free time
15.	CCTV Operator	Operate & maintain surveillance equipment; watch live & recorded video surveillance; report incidents/ suspicious behaviour; contact authorities when necessary	LD	Stool/ chair to be provided
16.	Time keeping attender - Security gate	Maintain incoming & outgoing visitors and employees	LD & HI	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
17..	Pantry boys	Attend to visitors; promptly provide water, tea, beverages; maintain cleanliness of equipment & furniture	LD & HI	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
18.	Office Assistant	Photocopy/scan documents; deliver files	LD & HI	<b>HI:</b> Bulb as emergence sign, frequent mock drills; special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
19.	Supervisors for shop floors	Observe work & prepare reports to guide team to achieve targets	LD - minor disability	
20.	Forklift operator	Operate powered industrial trucks to load/unload; move materials/ deliveries to/from storage areas, machines, loading docks, trucks or storage facilities	LD - minor disability	
21.	IT - Hardware Support	Support IT/hardware needs	LD - minor disability	
22.	Receptionist	Serve visitors by greeting, welcoming & directing appropriately; notify company personnel of visitor arrival; maintain security & telecommunications system; answer/refer visitor inquiries.	LD/ VI Low Vision	Magnifier to operate computer; big dial telephone
23.	Executive	Entry level jobs (depending on department)	LD, HI & VI	<b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions action in case of emergency; commonly used script book can be used for daily instructions; magnifier and NVDA as per job requirement

## HEALTHCARE

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
1.	OPD Assistant	Help meet physical, psychological & psychosocial needs of patients; ensure smooth & effective running of department	Mild LD	Proper training & productivity knowledge; safety & hygiene training
2.	Nursing Assistants	Provide basic care & assist with daily living; record patients' health concerns & report information to nurses; measure patients' vital signs; serve meals & assist eating	Mild LD/ HH	Proper training & productivity knowledge; safety & hygiene training
3.	Cashier	Receive payment by cash, check, credit cards, vouchers, or automatic debits; issue receipts, refunds, credits, or change due to customers; count money in cash drawers at the beginning of shifts	Mild LD/ HH	Maintain written codes beside system; provide stool & accessible washrooms
4.	Housekeeping	Clean floor, systems, desk, etc; dust surfaces; fill water bottles	Mild LD/ HH/HH	Adjustable chair to access desk easily
5.	Medicine Distributor	Provide medicine as per prescription	Mild LD/ HH	Proper training & productivity knowledge; safety & hygiene training
6.	Ward Boy	Provide patients' personal hygiene by giving bedpans, urinals, baths, backrubs, shampoos, and shaves; assist to bathroom; keep patient information confidential	Mild LD/ HH	Proper training & productivity knowledge; safety & hygiene training
7.	Switchboard Operator	Work for major companies, hospitals & hotels with influx of telephone calls; assists callers by answering call & connects caller to correct person/ department	Mild LD	Proper training & productivity knowledge; safety & hygiene training



## AVIATION

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
1.	Ground Handling Staff	Load/unload freight and baggage; use material handling equipment; monitor customer safety; sort baggage & freight; fill out paperwork	HH/Mild LD	Accessible washroom; safety training; sign language training for all staff
2.	Cargo Handling Staff	Supervise & coordinate activities of ground crew in the loading, unloading, securing & staging of aircraft cargo/baggage; may determine quantity & orientation of cargo	Mild LD/ HH	Stool for employees with dwarfism; pallets & carts available to carry goods
3.	Administrative Officers	Answer telephones; route telephone calls; transcribe executive correspondence, data entry; file paperwork; back up computer files; schedule, organise or coordinate meetings; order supplies	Mild LD	
4.	Housekeeping	Clean airport areas including washrooms	Mild LD/ HH/HI/LV	Proper signboards to find locations
5.	Airport Ticket Executive	Help check baggage; assign seats on aircraft; handle ticket reservations, cancellations, alterations & inform customers when flight is delayed/ cancelled	Mild LD	Accessible Washrooms
6.	Airline Customer Service Agent	Attend calls; solve customer queries	LD/LV	Multi-functionality headphone to pick up/disconnect calls, put on hold, adjust volume, etc.

## BANKING

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
1.	Bank Teller	Bank tellers are the first line of advertising for a bank. Tellers must be friendly and have an attitude of service. Tellers are responsible for basic account transactions such as servicing savings and checking accounts and providing account inquiries to customers.	Mild LD	Ramps as necessary
2.	Cargo Handling Staff	Manage accounts & keep track of bills; attempt to collect on past due invoices	Mild LD	Own transportation

## BANKING

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
3.	CASA	Current and Saving Accounts Sales	Mild LD	Own transportation
4.	Loan Officer	Help people identify/apply for loans; evaluate candidates' job history, income & overall creditworthiness	Mild LD	
5.	Data processing Officer	Operate, maintain bank information systems & offline terminals/devices not attached to system; ensure general ledger account is balanced	Mild LD/HH	Minimum sing language training for staff
6.	Auditor	Review accounting records on behalf of clients; look for discrepancies or losses	Mild LD/HH	
7.	Financial Analyst	Help businesses/individuals make investment decisions	Mild LD	
8.	Personal Financial Advisors	Help individuals manage money to meet short- and long-term goals	Mild LD	Multi-functionality headphone to pick up/disconnect calls, put on hold, adjust volume, etc.
9.	Data Entry Operator	Enter data into different computer databases; manage & maintain effective record keeping; organise files; collect & manage data to be entered into computer	HI/LD/VI	<b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions <b>VI/Low Vision:</b> magnifier and/or NVDA screen reader
10.	Marketing Executive (inhouse & field)	Small products as per targets	Mild LD, VI - Low Vision	<b>LD:</b> on field staff to be assigned proximate areas <b>VI:</b> magnifier and/or NVDA screen reader

## BANKING

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
1.	Assistant Beautician	Shampoo, cut, style & colour hair; massage & treat scalps; apply makeup, perform facials & recommend skin care therapies; perform manicures & pedicures, nail art; provide colour recommendations; perform permanent/temporary hair removal treatments; suggest guidelines on personal skin care regimes	HI, LD - Mild  Mild LD  Mild LD/HH	<b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions <b>Lower limb LD:</b> stool for when not occupied
2.	Assistant Beauty/Wellness Consultant - counter sales	Sell products in salons, spas, promotional locations, etc.; support sales & marketing; conduct visual hair & skin analysis; match hair & skin conditions to product categories; sell, track & report sales information to manager	Mild LD	<b>Lower limb LD:</b> stool for when not occupied
3.	Assistant Hair Stylist	Greet clients; understand client requirements; prepare customers for service; wash hair, provide robes, clean salon	HI, LD - Mild	<b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions <b>Lower limb LD:</b> stool for when not occupied
4.	Assistant Nail Technician	Performs manicure & pedicure; assists nail technician in providing advanced nail care services like nail art, nail tips & enhancement	HI, LD - Mild	<b>LD:</b> Required material can be made accessible <b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
5.	Assistant Spa Therapist	Aware of basics of spa therapy, health & hygiene, safety; know various products & techniques; assist senior spa therapist	HI, LD, VI  Mild LD  Mild LD/HH	<b>LD:</b> Required material can be made accessible, mobility training provided <b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
2.	Beauty Therapist	Evaluate clients' beauty needs; provide facial & body hair removal treatments; perform massage techniques & skin treatments; explain treatment procedures to clients; provide manicures & pedicures	HI, LD	<b>LD:</b> Required material can be made accessible <b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
3.	Hair Stylist	Prepare hair for styling by analysing hair condition; shampoo & treat hair; condition hair & scalp; produce desired effect by arranging, shaping, curling, cutting, trimming, setting, bleaching, dyeing & tinting hair	HI, LD	<b>LD:</b> Required material can be made accessible, mobility training provided <b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
4.	Pedicurist & Manicurist	Soak clients' hands or feet to soften skin & remove dead skin cells; apply lotion to hands and feet to moisturize; shape & polish nails	HI, LD	<b>LD:</b> Required material can be made accessible <b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
5.	Receptionist/ Cashier	Greets clients; walks them to beauty station; alerts assigned beauticians of arrival; books & confirms appointments; processes transactions & issues receipts	HI, LD, Low Vision  Mild LD  Mild LD/HH	<b>LD:</b> Required material can be made accessible <b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions <b>VI:</b> Magnifier can be provided
2.	Housekeeping Assistant	Ensure cleanliness & sanitation of location/common areas; answer phone; take inventory; open/close salon; schedule appointments	HI, LD	<b>LD:</b> Required material can be made accessible <b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
3.	Counsellor	Explain role of diet, exercise and stress reduction in maintaining personal wellness; assess needs of client & assist in choosing behaviours that encourage personal wellness	HI, LD	
4.	On call Beautician /home services	Provide beauty treatment by visiting homes	HI, LD	Proximate locations allocated
	Business Development Executive	Develop sales strategy for group; conduct regular market analysis studies on competitor brands, consumer trends to ensure strong competitive edge	LD	
	Spa Manager	Oversee all aspects of operations; manage staff; oversee facility maintenance; develop budgets; create marketing & promotional campaigns; hire, train & schedule employees	LD	

# AUTOMOBILE

Sr. No	Job Role	Job Description	Disability	Workplace Adaptation
1.	Automotive technician helper	Perform oil changes; inspect, maintain & repair cars and light trucks	Mild LD/HH/HI	Basic Sign language training on product & equipment knowledge; safety training
2.	Sales Person	Greet customers; help find items in the store; check for stock at other branches/order requested stock; provide customers with information; keep track of inventory.	Mild LD	Train in productivity knowledge & work procedure; provide safety training
3.	Painting	Mix & apply colours on finished products	HH, HI, LD - Mild	Conduct mock drill frequently <b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
4.	Loading/ Unloading	Load/unload materials at various points	HH/ HI	Conduct mock drill frequently <b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions
5.	Job Card Provider	List customer queries; send car to relevant department for servicing; prepare Job Card	Mild LD	Train in productivity knowledge & work procedure; provide safety training
6.	Housekeeping	Clean & dust desk, floor & other surfaces; serve tea, snacks; attend to visitors	Mild LD/HH/HI	Conduct mock drill frequently <b>HI:</b> special coloured dress code & badge to enable action in case of emergency; commonly used script book can be used for daily instructions

