



Inclusie: revolutie of *illusie*?

Woensdag 11 december 2024
Provinciehuis Leuven | van 9u30 tot 17 uur



Disability Intelligence Research

Large scale employment of Individuals with Disabilities





The facts in the USA

- United States Bureau of Labor Statistics 2020 for population 16 to 64 years old:
 - 17.9 % of Americans **with** a disability are **employed**
 - 61.8% of Americans **without** a disability are **employed**

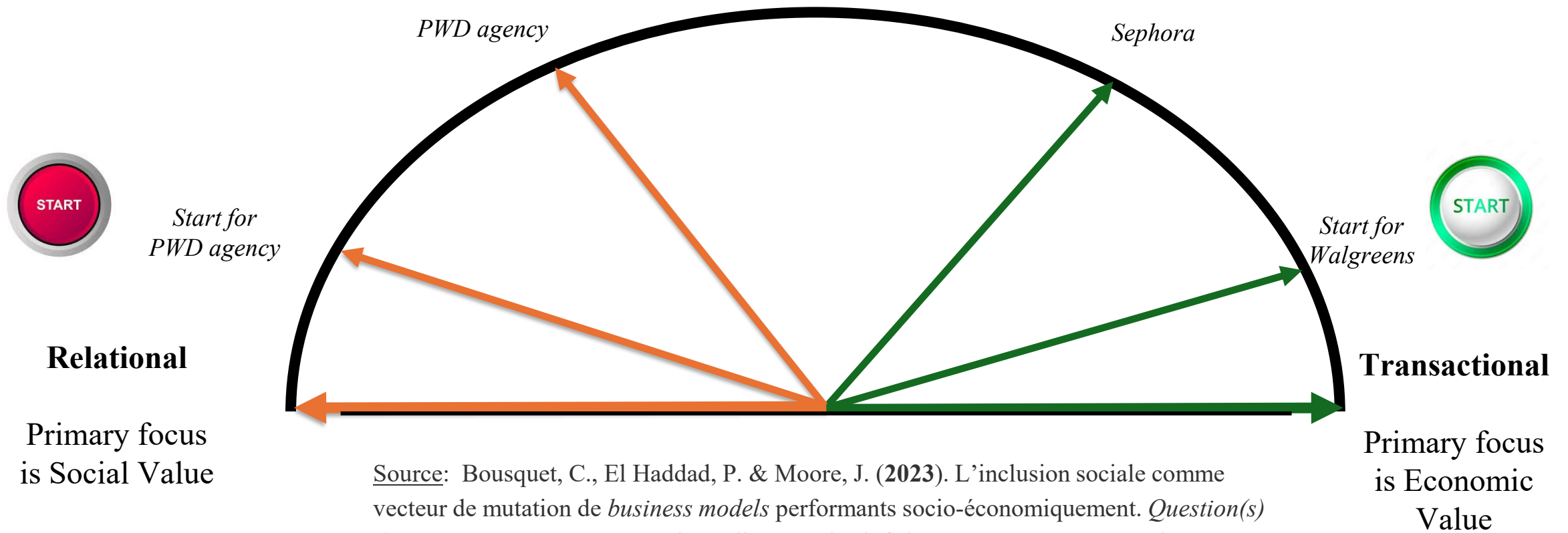
Walgreens



The pioneers in the USA

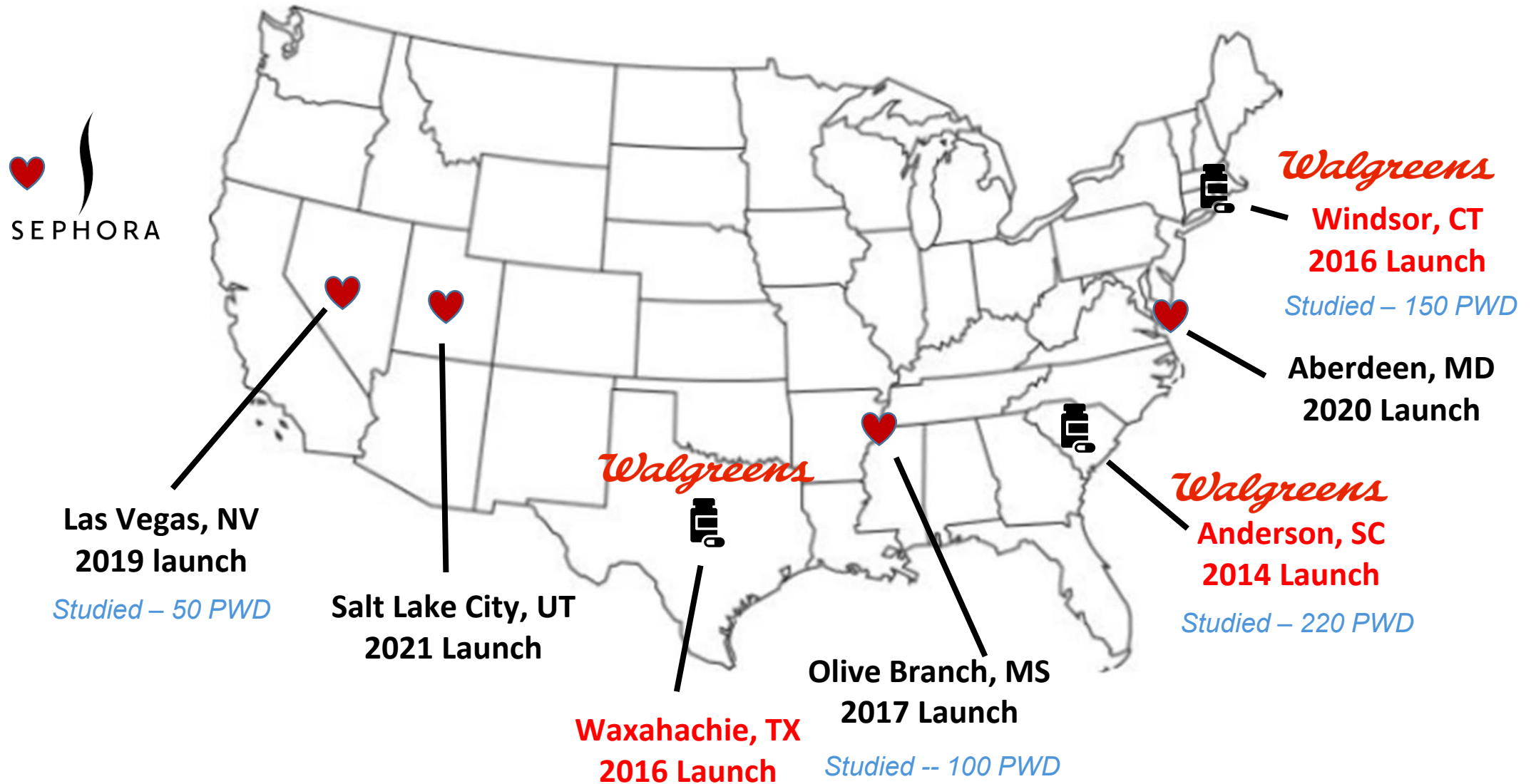
- Two pioneers in hiring people with disabilities
 - **Walgreens**, the second largest drug store chain in the USA.
 - **Sephora**, LVMH Moët Hennessy Louis Vuitton, leading luxury goods group.

Nonprofit and for-profit Models of Employment



Source: Bousquet, C., El Haddad, P. & Moore, J. (2023). L'inclusion sociale comme vecteur de mutation de *business models* performants socio-économiquement. *Question(s) de management*, 44, 117-128. <https://www.cairn.info/revue--2023-3-page-117.htm>

Hiring of People with Disabilities in our distribution centers





HR metrics (100 PWDs)



EWD (PWD) compared to non-EWD in a Sephora distribution center

Month	% EWD in DC
4/1/2020	25%
5/1/2020	
6/1/2020	19%
7/1/2020	
8/1/2020	16%
9/1/2020	
10/1/2020	23%
11/1/2020	
12/1/2020	24%
2020	21%
1/1/2021	19%
2/1/2021	18%
3/1/2021	15%
4/1/2021	15%
5/1/2021	15%
6/1/2021	15%
7/1/2021	16%
8/1/2021	19%
9/1/2021	20%
2021	17%

Source: Moore, J., Hanson, W. (2023). *Sephora – Journey to inclusive workplace – Let us belong philosophy (chapter 13)*. Ingold, J. & McGurk, P. (Eds.) *Employer Engagement: Making Active Labour Market Policies Work*. Bristol University Publishing.



Inclusive HR Competitive advantage:

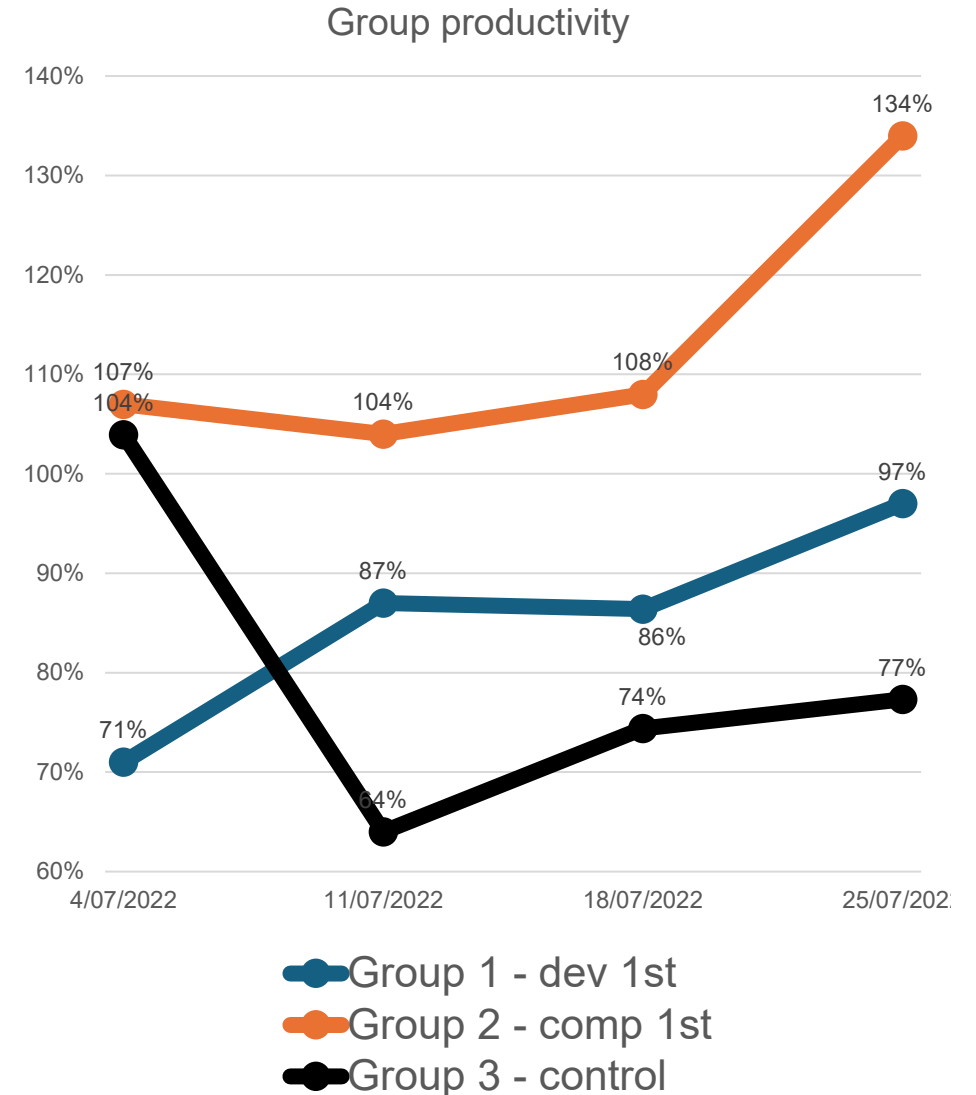


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HR active training – 15 min breaks x 2 a day for 5 days

- 30% productivity increase
- Control group decreased
- Group training
3 PWDs with 3 non PWDs
- Group 1 – Positive competition
@ 134% average prod.



Source: Moore, J. Current research *Sephora Salt Lake City DC.*



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Inclusion roadmap for employment of large numbers of PWDs

What are the 5 key elements in an inclusive initiative?

Transitional Work Groups – second employment path

How do you attract a large number of PWD candidates?

Transformation of individuals, coworkers & creating org. beauty

What is the power behind personal and culture change?





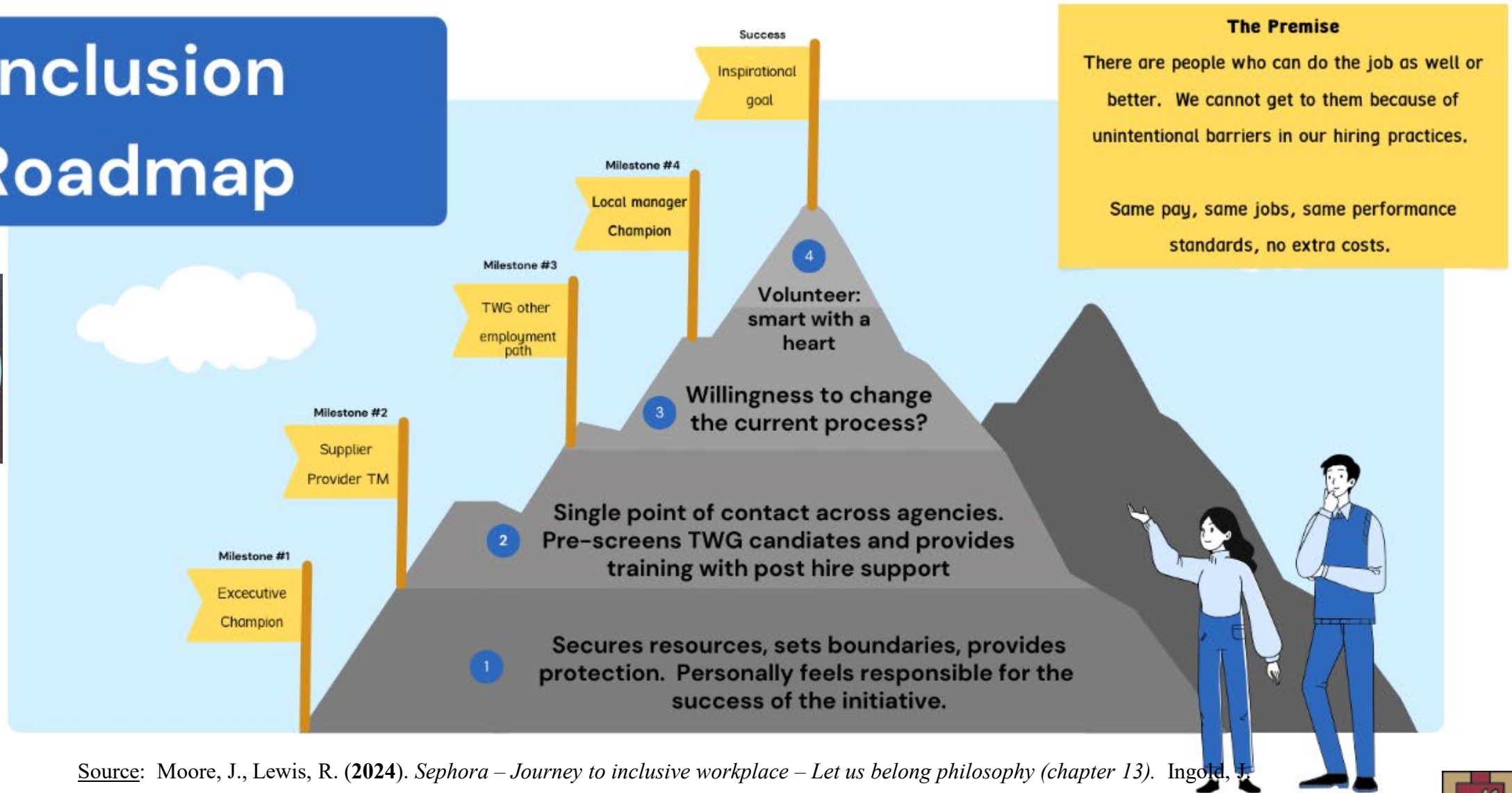
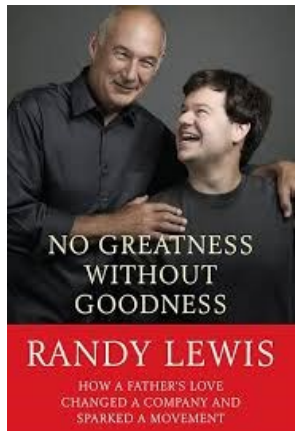
Source: CNN <https://youtu.be/8ZPcKmfe7lo?feature=shared>



Source: AI generated with Dall-E3



Inclusion Roadmap



Source: Moore, J., Lewis, R. (2024). *Sephora – Journey to inclusive workplace – Let us belong philosophy (chapter 13)*. Ingold, J. & McGurk, P. (Eds.) *Employer Engagement: Making Active Labour Market Policies Work*. Bristol University Publishing.





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Agency / school job coaches

Soft skills training – 2 weeks

Job skill development in
training room – 7 weeks

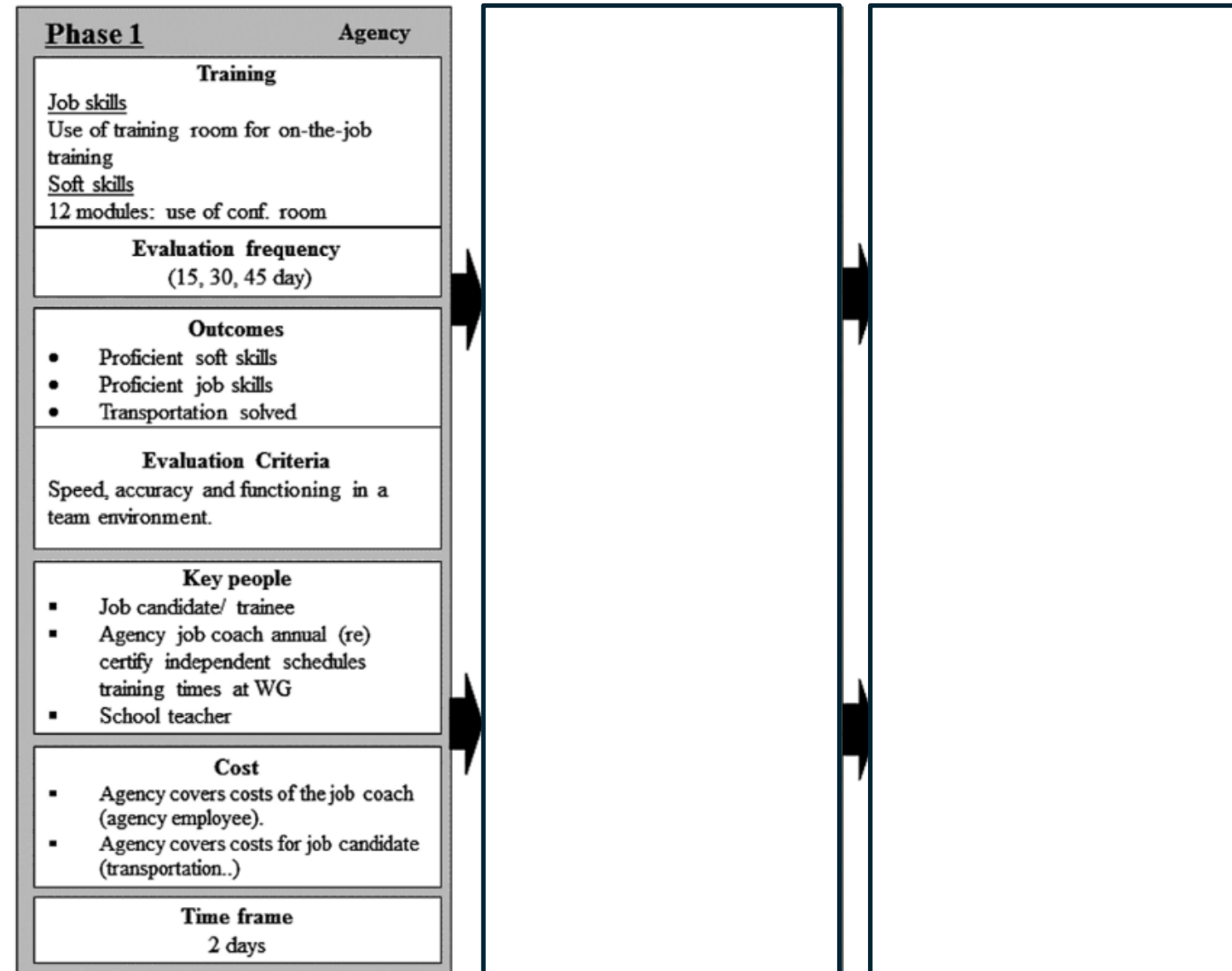
On the job training

Same productivity & quality
expectations





Figure 1. Transitional Work Group pre-hire training program: Walgreens case study



Source: Maxey E., Moore, J., Hanson, W. (2017). Book title: *Handbook of Research on Training Evaluation in the Modern Workforce*. Book chapter: "Impetus for Culture Transformation: Disabled Employee Pre-Hire Training". IGI Global, Hershey PA.



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Incremental change or Transformational change?





Who invested in you? Revealed your beauty?



Employee Perspective



Mary Kathryn Jackson
Specialist/Trainer Retail



Wayne Fulford
Warehouse Associate



TD Bishop
Training Coordinator



Niki Moore
Supervisor

Source: Sephora's JJ https://youtu.be/jXlIGbY_wY4?feature=shared





What Sephora Believes



MYTH	TRUTH
PWD can create animosity in the workplace	
PWD are more expensive to employ	
PWD are less likely to stay	
PWD don't perform at the same level	
PWD have more safety incidents	

Same work, same pay, same respect



Incremental change or Transformational change?

The Impact of Culture Change:

Hiring PWD on Workplace Satisfaction

Statements on workplace satisfaction

- “My job gives me meaning and purpose.”
- “I have the freedom to do my best work.”
- “My opinion at work counts.”
- “I am proud to be a member of this company.”



Disability:IN 2023 Award

Best Places to Work for
Disability Inclusion

Teams with higher PWD inclusion show higher levels of workplace satisfaction

Source: Moore, J. R., Maxey, E., Waite, A., & Wendover, J. (2020). Inclusive organizations: developmental reciprocity through authentic leader-employee relationships. *Journal of Management Development*, Vol. 39 Issue: 9/10

The Impact of Culture Change



Hiring PWD on Making Moral Elevation

Statements on workplace moral elevation (pro social behavior, decreasing discrimination):

My team members with PWD:

- “Helped me be a better team member.”
- “Taught me not to be so quick to give up on people.”
- “Made me a better person in other aspects of my life.”
- “Their success is important to me.”

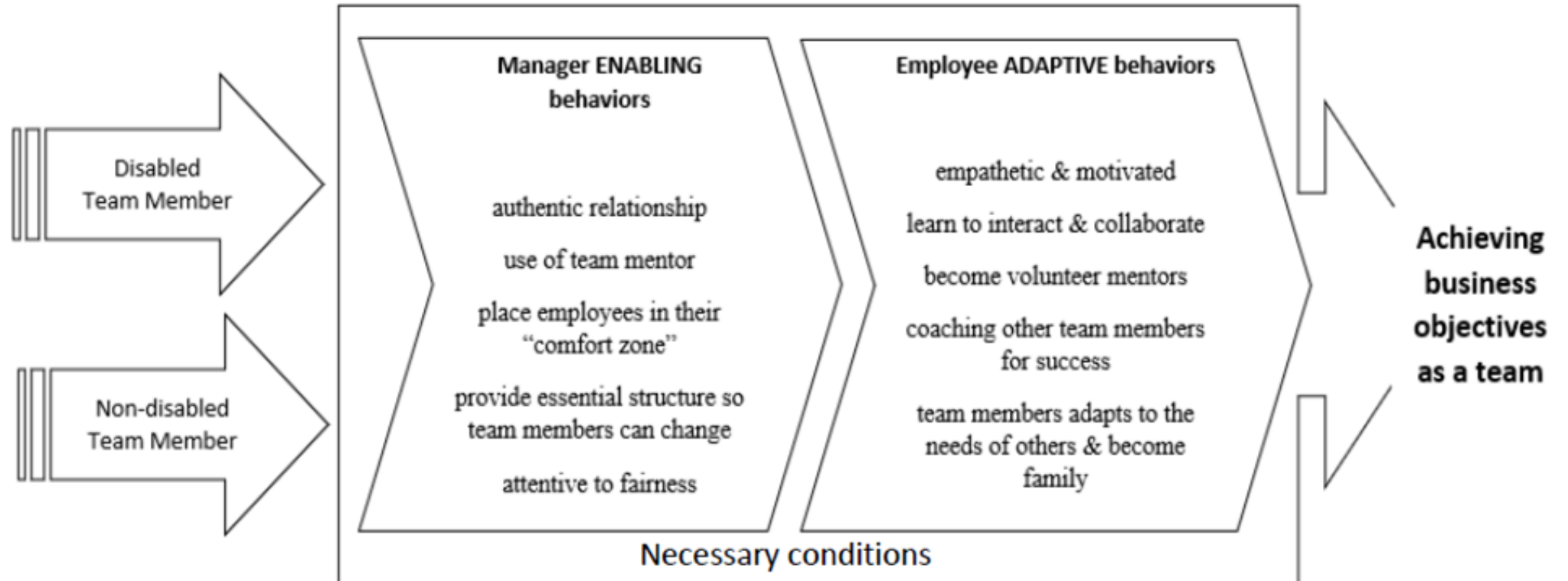


Teams with higher PWD inclusion show higher levels of overall moral elevation

Source: Franklin, R., Moore, J. R. & Jolly J. (**current paper**). Moral Elevation and prosocial benefits in workplace disability inclusion interventions



Enabling and Adaptive Factors for Inclusive Team Transformation



Source: Moore, J. R., Hanson, W. R., & Maxey, E. C. (2022). Beyond Inclusion: Team Impact of Hiring People with Disabilities at Sephora and Walgreens. *Organizational Development Journal*, Chesterland [Vol. 40, Issue 3](#), Fall 2022: 66-76.



What does organizational beauty look like?



Who will you be?



Who invested in you?



MEANINGFUL EMPLOYMENT
MAKES THE DIFFERENCE

