

Key Findings

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Disabilities and Inclusion

By
Laura Sherbin
Julia Taylor Kennedy
with
Pooja Jain-Link
Kennedy Ihezue

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DISABILITIES AND INCLUSION

US FINDINGS

Laura Sherbin and Julia Taylor Kennedy
with Pooja Jain-Link and Kennedy Ihezie

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Brittany Stalsburg, Researcher

Afsoon Talai, Graphic Designer

“There is not only a big challenge that needs to be overcome, but an enormous opportunity to include these very talented individuals. It lifts us up. It makes us better. It’s one of the key values I want to instill in a company like Unilever.”

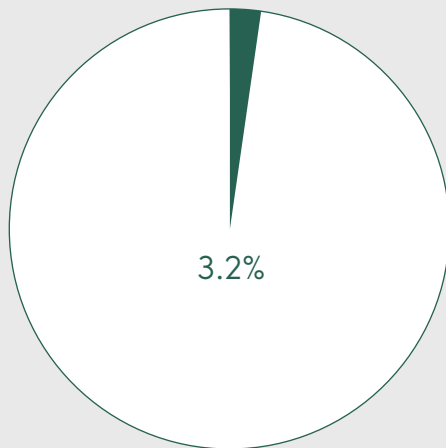
PAUL POLMAN, CHIEF EXECUTIVE OFFICER, UNILEVER

A DEEP, RICH TALENT POOL

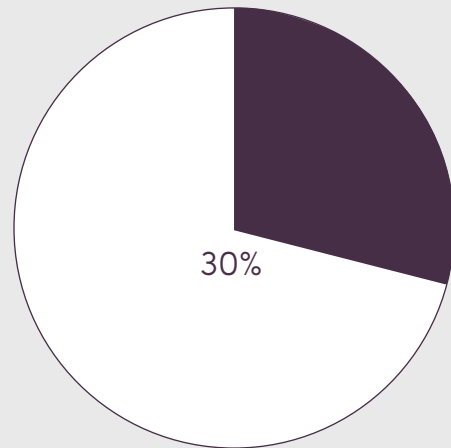
HOW MANY EMPLOYEES HAVE DISABILITIES?

With our nationally-representative survey, we set out to fill a large research gap: until now, no one had measured how many white-collar employees have disabilities, according to the 2016 US federal definition. Very few employees self-identify as having a disability to their employers. But we find a huge portion of the workforce actually has disabilities.

WHO HAS A DISABILITY?



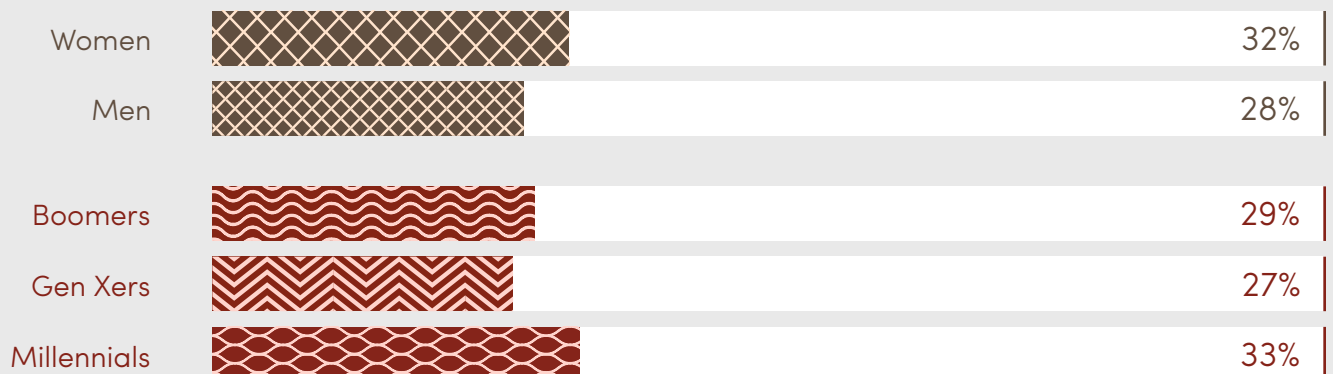
Average percentage of employees who self-identify (i.e., self-ID) as having a disability to their employers¹



Percentage of employees with disabilities

NUMBERS ARE SIMILAR ACROSS GENDER AND GENERATION

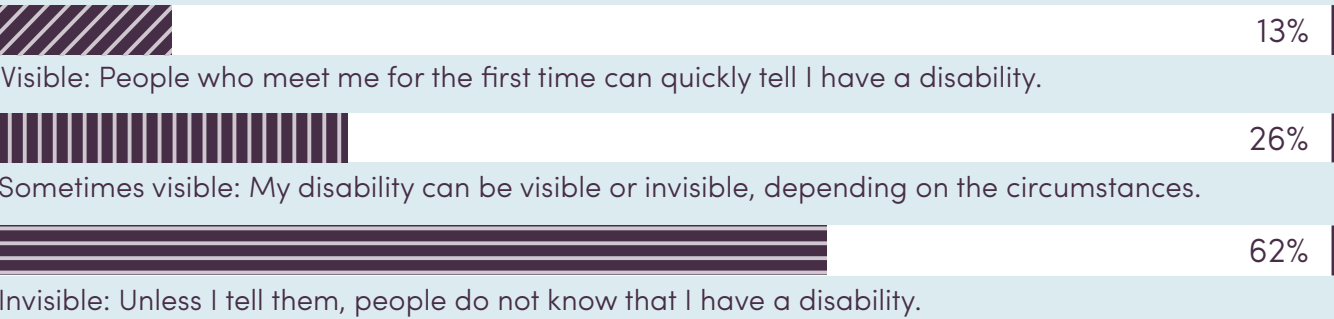
EMPLOYEES WITH DISABILITIES



WHY IS 30% SO SURPRISING?

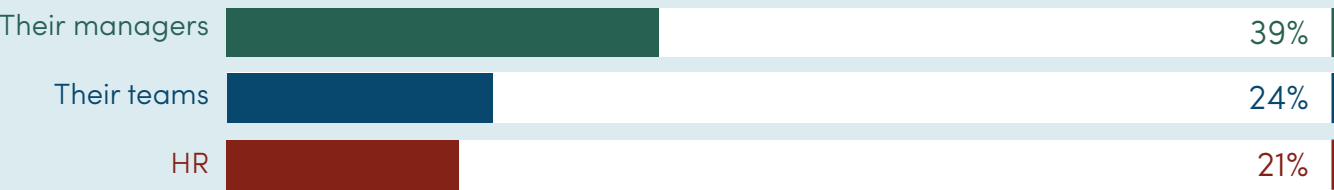
First, most employees with disabilities have conditions that are invisible—colleagues can’t tell they have disabilities upon meeting them.

EMPLOYEES WITH DISABILITIES WHOSE DISABILITIES ARE:

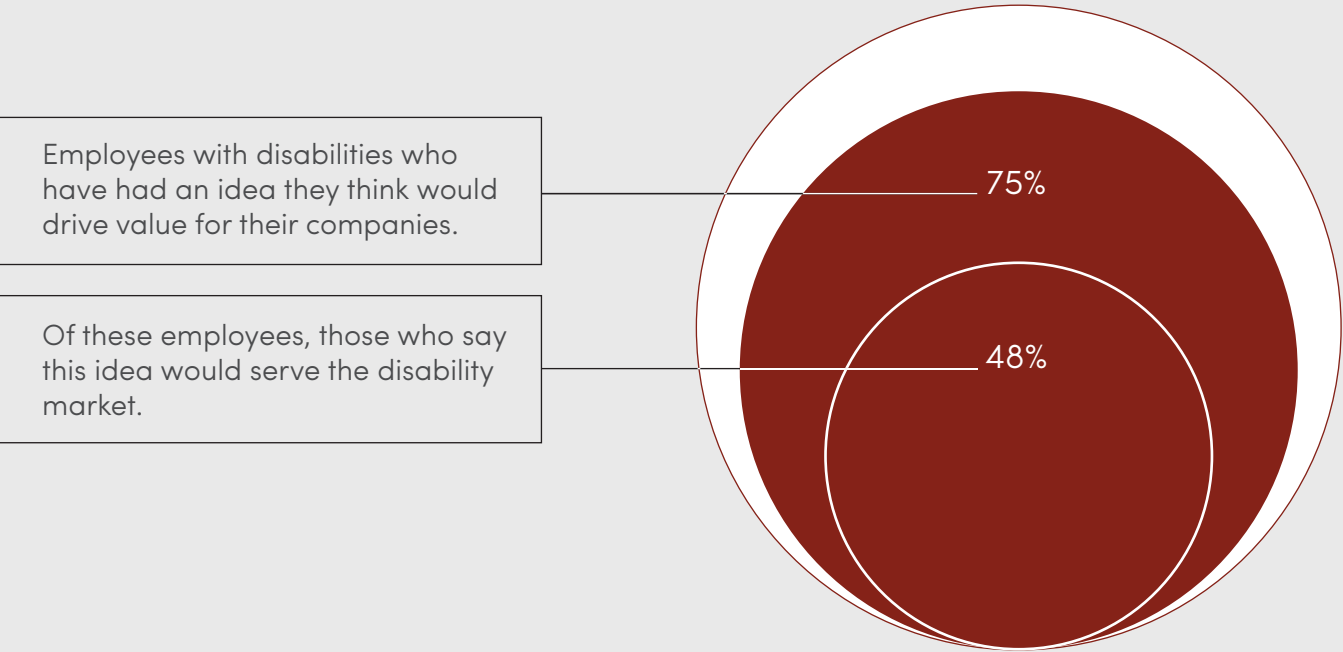


Second, many employees approach disclosure on a “need to know” basis.

EMPLOYEES WITH DISABILITIES WHO HAVE DISCLOSED TO:



THEY ARE FULL OF IDEAS

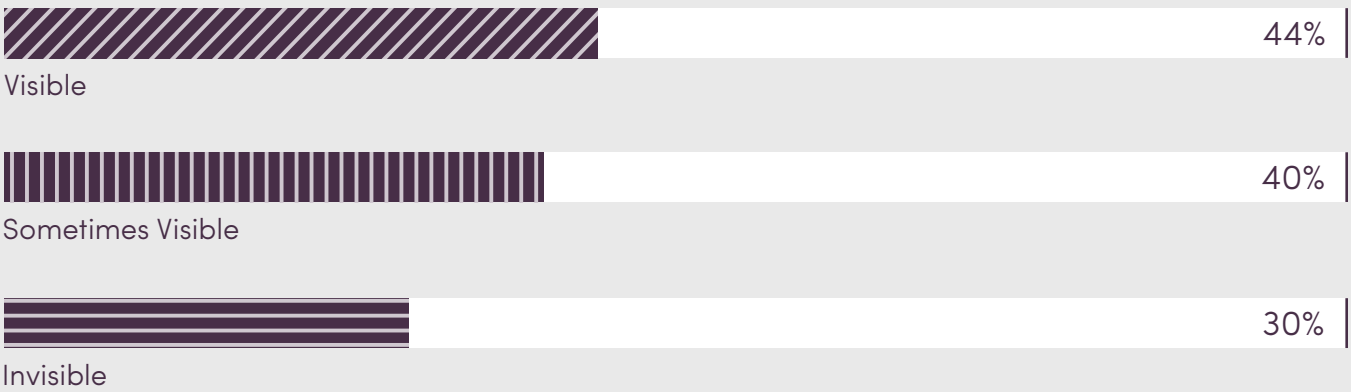


YET EMPLOYEES WITH DISABILITIES FACE CHALLENGES

DISCRIMINATION

Employees with disabilities frequently face discrimination. More than a third of our respondents with disabilities (34%) say they have experienced discrimination or bias while working at their current companies.

EMPLOYEES WITH DISABILITIES WHO HAVE EXPERIENCED DISCRIMINATION OR
NEGATIVE BIAS AT THEIR COMPANIES



EXCLUSION

We found that people exclude colleagues with disabilities, whether intentionally or unintentionally, in many ways.²

EMPLOYEES WITH DISABILITIES WHO EXPERIENCE:

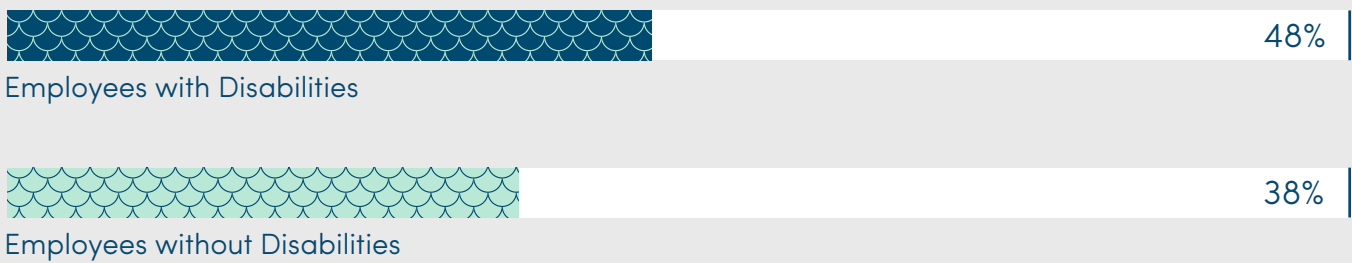


EMPLOYEES WITH DISABILITIES FACE CHALLENGES (CONT'D)

IGNORED IDEAS

As innovations for the disability market have proven to serve all consumers in profitable ways, every company should listen for ideas from employees with disabilities. But nearly half of employees with disabilities with ideas that would drive value for their companies fail to win endorsement for their ideas.

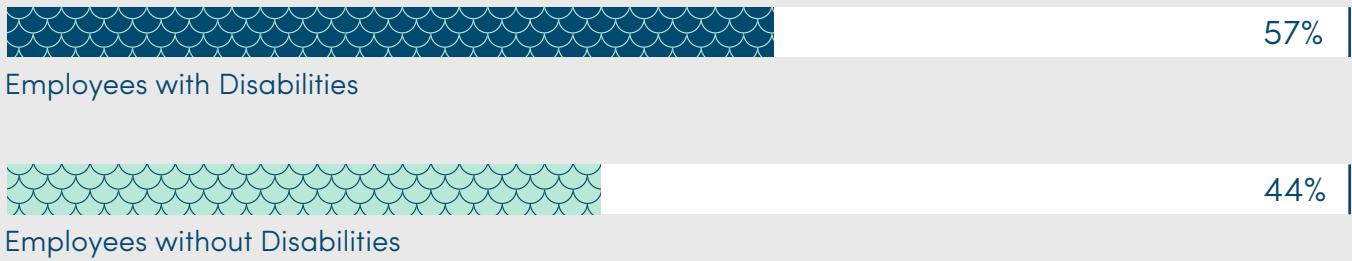
EMPLOYEES WHOSE IDEAS DID NOT WIN ENDORSEMENT
(EMPLOYEES WITH AN IDEA THAT WOULD DRIVE COMPANY VALUE)



STALLED CAREERS

Even though employees with disabilities are as likely to report being ambitious as employees without disabilities (80% vs. 79%), they're more likely to feel stalled in their careers.

EMPLOYEES WHO FEEL "STALLED" OR LIKE THEY CANNOT ADVANCE IN THEIR CAREERS

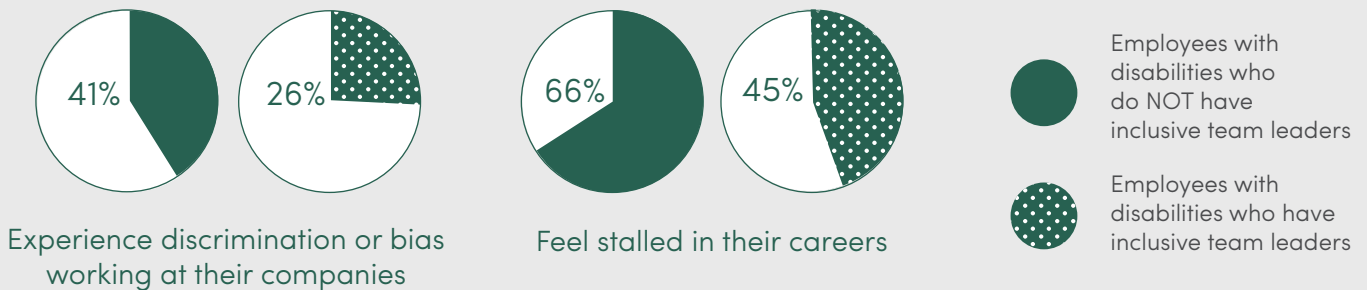


WAYS TO INCLUDE PEOPLE WITH DISABILITIES

INCLUSIVE LEADERSHIP

In our 2013 report *Innovation, Diversity, and Market Growth*, we determined that inclusive leaders maximize the innovative potential of team members. In this report, we find employees with disabilities who have inclusive leaders are more likely to disclose at work. Furthermore, they are less likely to have their ideas ignored, to face discrimination at work, or to feel stalled in their careers.

EMPLOYEES WITH DISABILITIES WHO...



DISCLOSURE TRAINING

We find that employers who provide disclosure and accommodations training see a bump in disclosure to HR—but it's a partial solution.



SIGNALS OF SUPPORT

A company can send many other signals to demonstrate they're inclusive of employees with disabilities. Here are a few:

- Employ** universal design principles in office spaces and digital tools
- Make** accommodations access easy and transparent
- Recruit** people with disabilities
- Ask** leaders with disabilities to serve as role models and tell their stories

METHODOLOGY

The research consists of surveys (US and international); in-person focus groups and Insights In-Depth® sessions (a proprietary web-based tool used to conduct voice-facilitated virtual focus groups) involving over 80 people; and one-on-one interviews with over 100 men and women in the US, Brazil, Germany, India, Japan, and the UK. We also conducted in-company surveys among select sponsors of the research with over 600 respondents.

The US survey was conducted online and over the phone in October and November 2016 among 3,570 respondents (1,083 people with disabilities) between the ages of 21 and 65 currently employed full-time in white collar occupations, with at least a bachelor's degree. Data were weighted to be representative of the US population on key demographics (age, sex, education, race/ethnicity, and Census Division). The international survey was conducted online in April 2017 among 500 respondents in Brazil, Germany, India, Japan, and the UK (100 in each) between the ages of 21 and 64 currently employed full-time in white collar occupations, with at least a bachelor's degree and classified as having a disability according to the US federal definition.

The US and international surveys were conducted by NORC at the University of Chicago under the auspices of the Center for Talent Innovation, a non-profit research organization. NORC was responsible for the data collection, while the Center for Talent Innovation conducted the analysis. The in-company surveys were conducted by the Center for Talent Innovation.

ENDNOTES

1. National Organization on Disability, "Results from the 2017 Disability Tracker," accessed October 3, 2017, <https://www.nod.org/wp-content/uploads/Results-from-the-2017-Disability-Employment-Tracker-Infographic.pdf>.
2. These categories include those who agree their colleagues do any of the following: underestimate their intelligence, assume they are more junior or less credentialed than they actually are (Misjudgment); bad-mouth them, tell jokes at their expense, whisper behind their backs (Insults); avoid looking them in the eye, avoid talking to them (Avoidance); stare at them, seem nervous around them (Discomfort).

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DISABILITIES AND INCLUSION

GLOBAL FINDINGS

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“For persons with disabilities, innovation is not an option, it is a requirement to get through the day. I think that people who live with disabilities bring incredible ideas and creative solutions to the workplace, and I want them at my table.”

WENDY MYERS CAMBOR, MANAGING DIRECTOR OF HUMAN RESOURCES, ACCENTURE

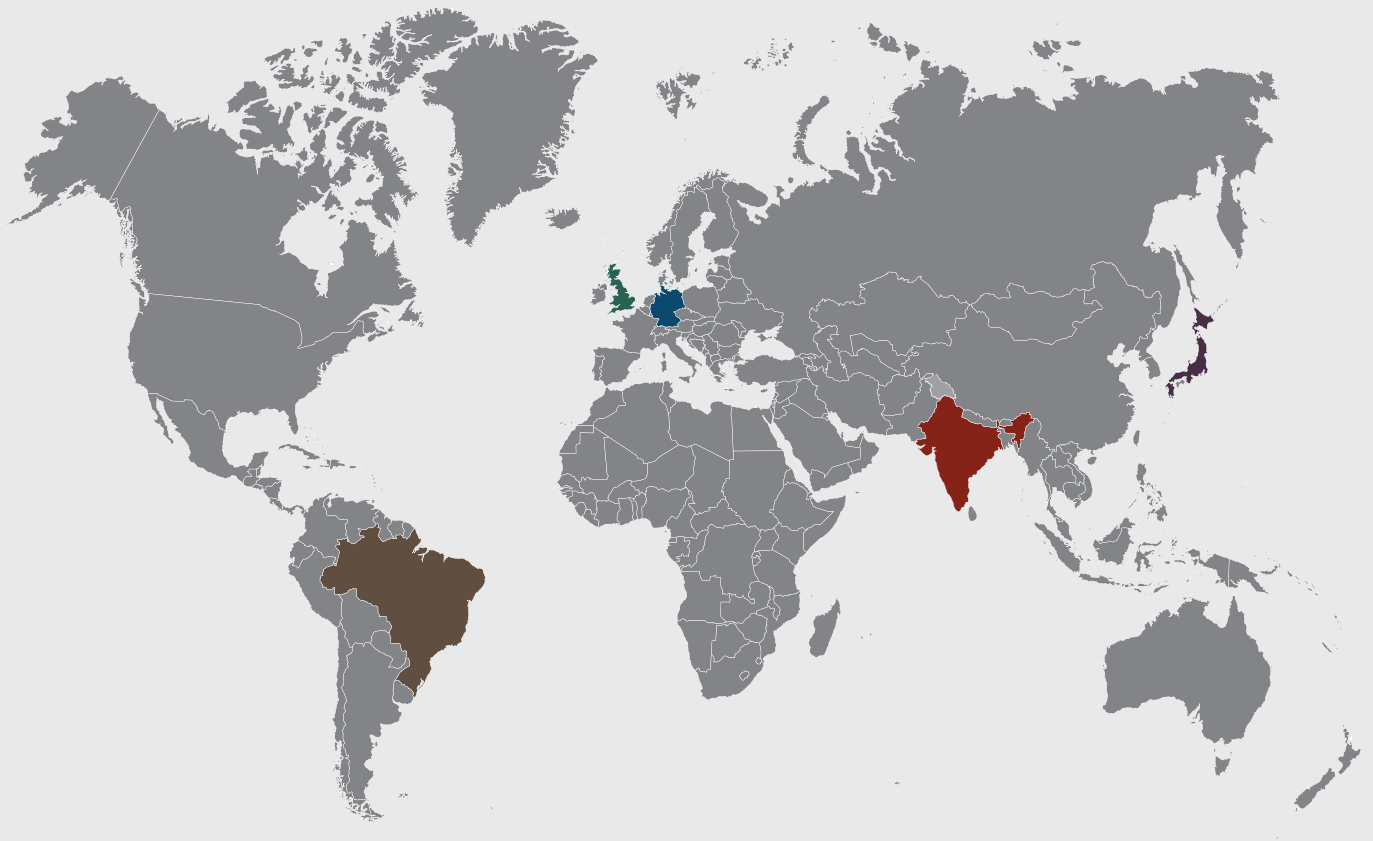
GLOBAL FINDINGS

In these country spotlights, we will explore what it is like to be an employee with a disability (or an employer of individuals with disabilities) in five key markets for multinational companies: Brazil, Germany, India, Japan, and the UK. We gained insights into these nuances by fielding a short survey, gathering external research, and conducting interviews with experts and employees in each market.*

While some experiences for employees with disabilities crop up consistently, others vary. For instance, cultural norms towards mental health conditions vary country by country. Further, governments sometimes give different protections to those who have “severe disabilities.” Many countries employ certification systems¹ to allow employees with disabilities access to accommodations, and quotas that ensure access to jobs. However, quotas can have unintended consequences for employees with disabilities and for their employers.

Read on for key facts about employees with disabilities in each market.

*Anonymous quotes are from interviews with employees with disabilities in each country market.



BRAZIL

In Brazil, progressive legislation has been enacted to counteract long-time cultural stigma. But because the legislation isn't consistently enforced, experts tell us that stigma still persists.² Indeed, our Brazilian survey respondents with disabilities are more likely to face exclusion, and to expend energy repressing their persona at work, when compared to their counterparts in the US. Sensationalized news coverage of the recent Zika virus outbreak—and of children born with disabilities as a result of it— demonstrates this enduring stigma against, and dismissal of, people with disabilities and what they can achieve.³ Similar to disability assistance programs in the US, robust welfare systems⁴ for families of people with disabilities can result in strong familial pressure for them to stay at home, rather than pursue a path into the labor market.

Yet hope for change is strong in Brazil. With a government quota that requires that companies maintain a certain percentage of employees with disabilities, some multinational companies—especially those with a need for English speakers in Brazil— are making voluntary investments to train people with disabilities for the labor market.⁵ After all, education levels throughout Brazil are not on par with the country's demand for labor⁶ —a disparity that is even deeper for those with disabilities, creating a labor market shortage.⁷ As the quota incentivizes job seekers with disabilities to disclose, employees with disabilities are slowly becoming a more visible, integral part of the Brazilian workplace.

Most Recent Legislation

- 2015 Inclusion for People with Disabilities Act⁸
 - Defines “disability”
 - Complies with the UN Convention on the Rights of Persons with Disabilities (CRPD)
 - Mandates accessibility of a certain percentage of hotel rooms, taxis, etc.

Legal Requirements for Employers⁹

- To meet a quota that ranges from 2% to 5%, depending on company size.
 - A certification of disability is required for every employee used to fill the quota.
- Provide training for people with disabilities who lack prior job experience.
- Offer reasonable accommodations for employees with disabilities.
- Guarantee equal pay for equal work between employees with disabilities and employees without disabilities.

“I’m going through the process to get certified by the government because when I asked for an accommodation, HR told me I wasn’t proven to have a disability.”

MALE ENGINEER AT A MULTINATIONAL MANUFACTURER

BRAZIL (CONT'D)

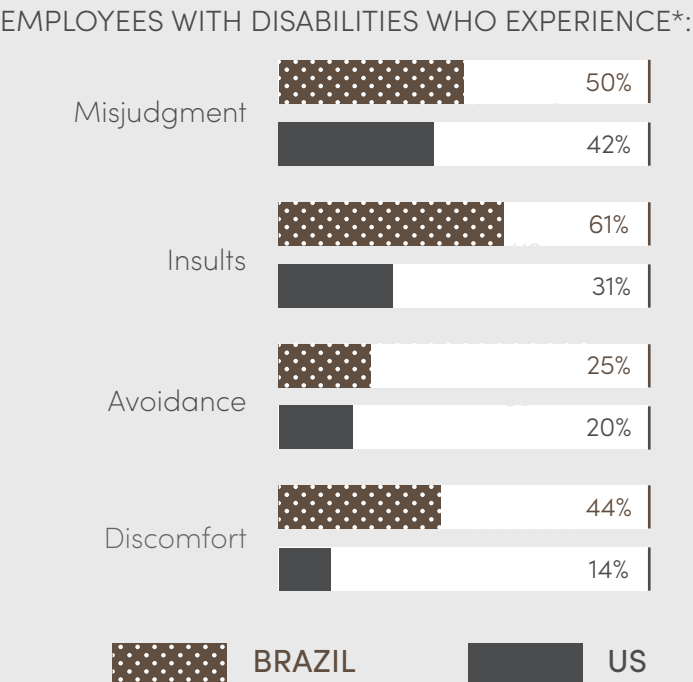
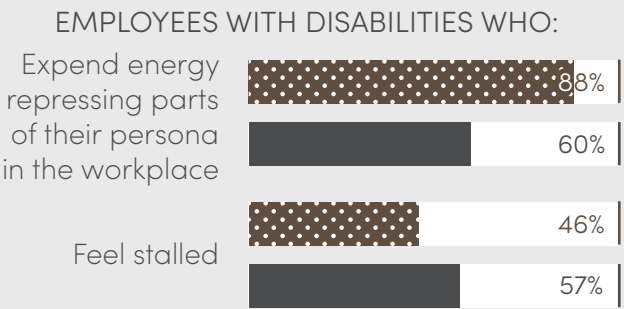
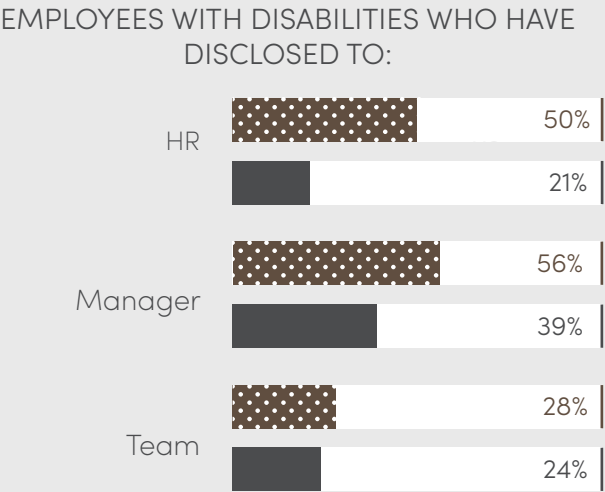
Insights from Our Survey

Because of federal quotas, college-educated people with disabilities are **highly sought after** in Brazil—and are likely to disclose to HR. Fully **50%** of employees with disabilities in our Brazil sample have disclosed to HR (vs. **21%** in the US).

Cultural stigma towards disabilities also affects the experience of employees with disabilities in Brazil. Of our survey respondents in Brazil, **61%** say colleagues insult them (vs. **31%** in the US), **42%** say colleagues underestimate their intelligence (vs. **34%** in the US), and **38%** say colleagues stare at them (vs. **9%** in the US).

“This is a labor market that everyone is looking to hire from. Because of the quota, someone who is interested in working and has a disability certificate will have no difficulty finding a job.”

REGIANE MASSOCCO, LATIN AMERICAN HUMAN RESOURCES LEAD, BLOOMBERG



*See back cover for term definitions.

GERMANY

Germany has a comprehensive system for defining disability and ensuring inclusion in the workforce. Companies who employ 20 or more people are required to meet a 5% quota of employees who are “severely disabled.”¹⁰ Government-issued certificates indicate disability status and offer employees an incentive to disclose, since extra vacation days and other benefits often accompany the certification.¹¹ This is critical, because strict laws govern companies’ ability to collect information about employees in Germany.¹² A cultural tendency toward keeping such information private, perhaps rooted in Nazi policies that targeted people with disabilities in the run-up to World War II, make meeting the government quota quite difficult.¹³ As such, virtually all companies opt to pay a fine rather than meet the quota or encourage employees to disclose. Money from these fines—which goes toward special employment, job programs, and public accessibility¹⁴—only indirectly benefits university-educated people with disabilities who may be left out of the white-collar workforce.

Most Recent Legislation

- 2006 General Equal Treatment Act ¹⁵
 - Protects people with disabilities from discrimination at work

Legal Requirements for Employers

- Meet a 5% quota for those with severe disabilities.¹⁶
- Ensure employees with severe disabilities (at workplaces with five or more employees with disabilities on staff) have the right to elect ombudspersons to advocate for them.¹⁷
- Accommodate the specific needs of employees with disabilities (government subsidies for doing so are available).¹⁸

“There are so many state-level protections around individuals with disabilities in Germany, it is very difficult for companies to fire employees with disabilities. Because of this, we’ve heard the stereotype that employees with disabilities are a drain on the company, if they are under-performing and cannot be terminated for cause.”

**DREW GULLEY, DIVERSITY AND INCLUSION
PROGRAM MANAGER, BLOOMBERG
(GLOBAL)**

GERMANY (CONT'D)

Insights from Our Survey

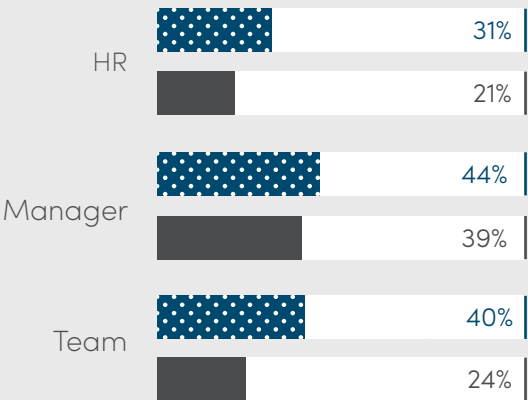
A cultural tendency to **separate work life from personal life** might make it hard for employees with disabilities to talk about their disabilities in the workplace. Of people with disabilities in our Germany sample who haven't disclosed a disability at work, **45%** say that they have not told others because it's "none of my colleagues' business" (vs. **36%** in the US).

Meanwhile, **49%** of people with disabilities that we surveyed in Germany (vs. **29%** in the US) say they downplay or avoid drawing attention to aspects of their identities by avoiding mentioning their lives outside of work.

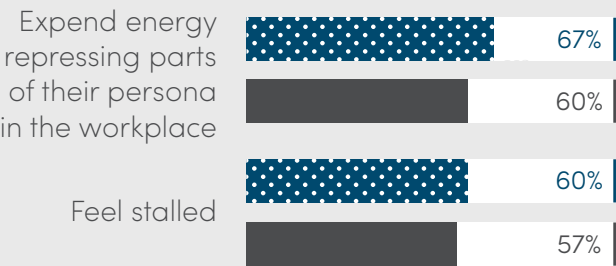
‘I disclose when I need to, not because I want to. It’s perceived as a weakness and abnormality, so one does not openly run around and tell everybody. Until I finally told HR, I knew almost nothing about what was available to me as an employee with a disability.’

**MALE JOURNALIST AT A
MULTINATIONAL MEDIA COMPANY**

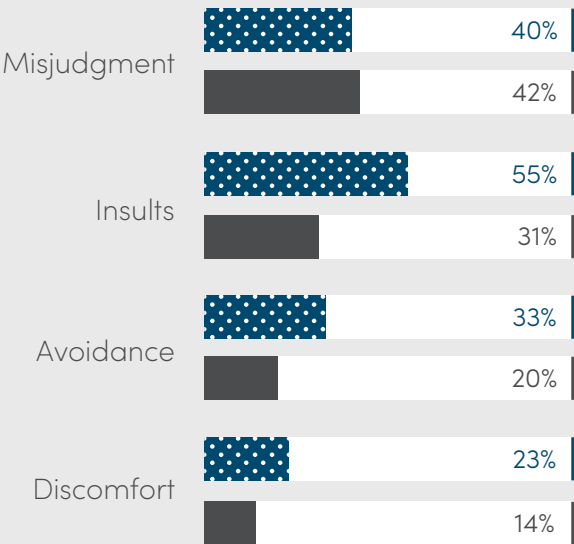
EMPLOYEES WITH DISABILITIES WHO HAVE DISCLOSED TO:



EMPLOYEES WITH DISABILITIES WHO:



EMPLOYEES WITH DISABILITIES WHO EXPERIENCE*:



GERMANY **US**

*See back cover for term definitions.

INDIA

India was one of the first countries to ratify the UN Convention on the Rights of People with Disabilities¹⁹ and, as the second most populous country in the world with an enormous population of young workers, is ripe with opportunity for companies tapping into the next generation of talent. Remote work and telecommunication are common—for employees with and without disabilities alike—and with so much of the white-collar workforce employed by multinational companies with Western headquarters, employees frequently deviate from typical “9 to 5” office hours.²⁰ The stage is set for employees with disabilities to leverage technology and flexibility into an even playing field with employees without disabilities.

However, even as road traffic injuries and poor healthcare lead to greater incidences of physical and chronic disabilities in India,²¹ the stigma against those with visible disabilities remains strong and the need for robust accommodations and accessibility efforts remains significant.

Most Recent Legislation

- 2016 Rights of Persons with Disabilities Bill²²
 - Expands the definition from seven to 21 conditions and aims to comply with the UN Convention on Rights of Persons with Disabilities
 - Introduces a new system to streamline the process for producing and obtaining disability certification for institutions

- Increases the public sector quota from 3% to 4% for persons with certain types of disabilities
- Provides incentives for companies to ensure that at least 5% of their workforce is composed of people with disabilities of 40% or more.

Legal Requirements for Employers²³

- Provide facilities (such as training facilities), benefits (such as assistive devices), and a barrier-free accessible environment for people with disabilities.
- Conform to new requirements for accessibility in all new buildings and building plans.
- Frame and publish an Equal Opportunity Policy that also identifies posts and vacancies within the company that would be suitable for people with disabilities.
- Appoint a “Liaison Officer” to oversee recruitment of and provisions for people with disabilities, if company size exceeds 20 employees.
- Do not terminate anyone due to disabilities obtained while employed.
- Do not discriminate based on disability, except when it is shown that “the impugned act or omission is a proportionate means of achieving a legitimate aim.”

INDIA (CONT'D)

Insights from Our Survey

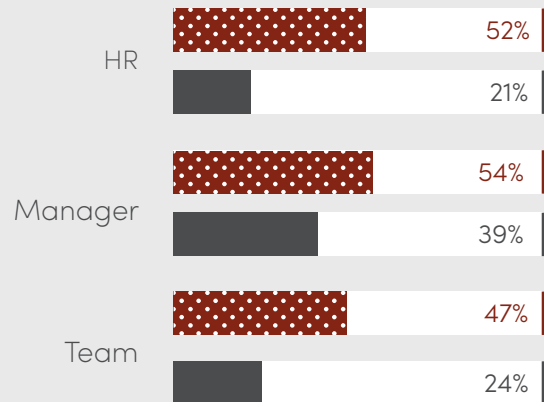
The incidence of **visible disabilities** among survey respondents in India is higher compared to the US (**49%** vs. **13%** in the US). Perhaps this is why the disclosure rates to HR are also high among our Indian survey respondents (**52%** vs. **21%** in the US).

A strong **cultural stigma** against disability heightens the challenges for employees with disabilities in India: of those we surveyed in India who have visible disabilities, **74%** say they will never achieve a position of power at their companies no matter how high-performing or qualified they are (vs. **50%** in the US). Meanwhile, among all employees with disabilities in our India sample, **93%** expend some energy repressing parts of their personas in the workplace (vs. **60%** in the US) and **43%** say “colleagues stare at me” (vs. **9%** in the US).

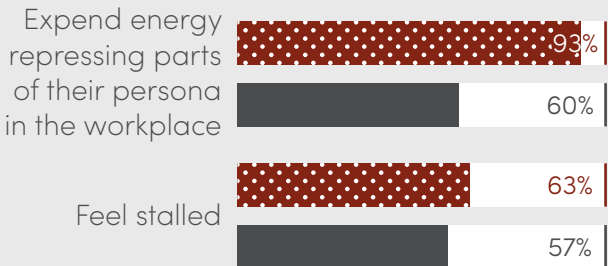
“When it comes to getting yourself included on a project, you really have to come across some visionary project directors who are willing to recognize your potential.”

MALE CONSULTANT AT A PROFESSIONAL SERVICES FIRM

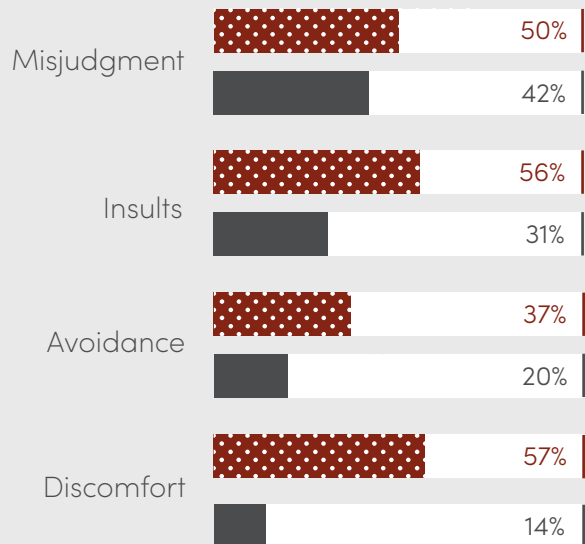
EMPLOYEES WITH DISABILITIES WHO HAVE DISCLOSED TO:



EMPLOYEES WITH DISABILITIES WHO:



EMPLOYEES WITH DISABILITIES WHO EXPERIENCE*:



INDIA US

*See back cover for term definitions.

JAPAN

The Japanese government has made a strong push to support employees with disabilities. Yet we find that Japanese people with disabilities face tough prospects when it comes to career advancement and job opportunities. This reality, on its face, seems counterintuitive. After all, if a company fails to meet the government's quota to hire people with disabilities, the consequence isn't merely a fine; its name may be publicized by the Tokyo Labor Bureau for failure to comply with the law.²⁴ Most companies seek to avoid this outcome at all costs to avoid the steep reputational risks.²⁵

Some employers seek to fully integrate employees with disabilities, but many create "sheltered offices" outside of headquarters that employ people with disabilities to meet the quota, offering low-level job responsibilities with minimal prospects of career growth.²⁶ For example, one person we interviewed explained that at his company, many employees with disabilities (whether already trained or not) were put into roles at a corporate massage center that is staffed entirely by people with disabilities—they provide massage services for the company's other employees. A recent upswing in the number of people with disabilities who receive an education alongside peers without disabilities and go on to complete post-secondary degrees²⁷ has only started to compensate for the dearth of highly-educated workers with disabilities in Japan's talent pool.

Most Recent Legislation

- 2012 Act for Promotion of Employment of Persons with Disabilities²⁸
 - Establishes quotas for the private and public sectors
- 2016 Law to Eliminate Discrimination against People with Disabilities²⁹
 - Bans discrimination against people with disabilities
 - Requires reasonable accommodations for people with disabilities in the workplace

Legal Requirements for Employers

- Meet an employment quota of 1.8%.³⁰
- Provide facilities for employees with disabilities; government subsidies help pay for this.³¹
- Prohibit discrimination on the basis of disability with regard to all matters concerning all forms of employment, including conditions of recruitment, hiring and employment, continuance of employment, career advancement, and safe and healthy working conditions.³²
- Provide "reasonable accommodations" to remove social barriers for employees with disabilities.³³

"I think everyone is welcome in the work environment, but by default we are not able to ascend as quickly as our colleagues can."

TALENT STRATEGIST AT A
PUBLIC RELATIONS FIRM

JAPAN (CONT'D)

Insights from Our Survey

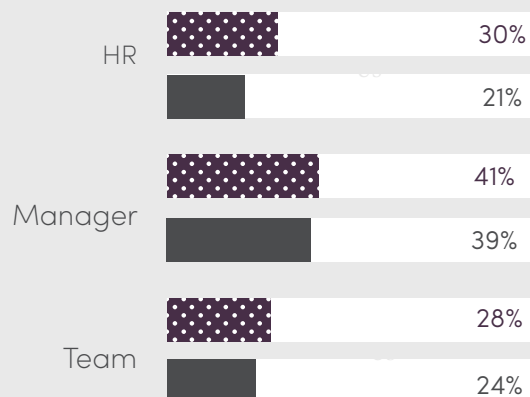
Placement in roles with little **growth potential** may be what leaves most Japanese employees with disabilities feeling disadvantaged. Only **15%** of employees with disabilities in our Japan sample (vs. **27%** in the US) feel like they're being promoted quickly, and **41%** in our Japan sample (vs. **28%** in the US) regularly feel isolated at work.

Less than half of employees with disabilities in our sample in Japan are proud to work for their employers: only **42%** say they are proud to work for their companies (vs. **61%** in the US), while **62%** in our Japan sample do not say they speak positively about the companies they work for (vs. **41%** in the US).

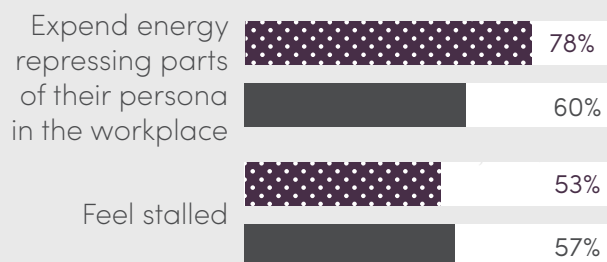
‘In Japan, it is rare to see true integration of persons with disabilities in the workplace. We believe each person has unique skills, talent and strengths to contribute. Effective workplace integration is key to helping individuals perform at their full potential.’

CÉCILE ROCHET, SENIOR MANAGER, GLOBAL INCLUSION AND DIVERSITY, ACCENTURE

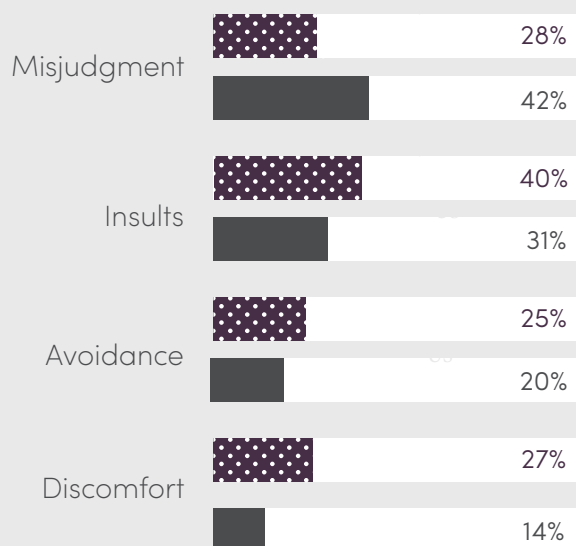
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EMPLOYEES WITH DISABILITIES WHO EXPERIENCE*:



JAPAN



US

*See back cover for term definitions.

UNITED KINGDOM

The United Kingdom, with a universal healthcare system and relatively favorable cultural attitudes toward mental health conditions,³⁴ offers a promising landscape for individuals with disabilities seeking equal opportunities for employment. Government policies guarantee employees with disabilities the same protections as those from other minority groups, and the National Health Service allows employees with disabilities more mobility in the job market than they might have if they relied on employers for insurance. However, some of our interviewees hypothesized that the UK's longstanding cultural tendency toward politeness and respect for personal boundaries may make inexperienced managers unsure of themselves around employees with disabilities. They may be disinclined to address needs or voice questions, especially among those with physical and visible disabilities.

“One of the things that really struck me is that people are frightened to ask questions. They don’t know the right language or terminology. So they tend to avoid the conversation altogether, all because they don’t want to cause offense.”

MALE ACCOUNTANT AT A MULTINATIONAL ACCOUNTING FIRM

Most Recent Legislation

- The Equality Act of 2010³⁵
 - Updated and combined older pieces of legislation addressing minority groups, including the Disability Discrimination Act of 1995, into one simpler, more robust act that seeks to protect equal rights and advance equality. It defines “disability” and lays out requirements of employers.

Legal Requirements for Employers³⁶

- Make reasonable adjustments (i.e., accommodations) during the recruitment process.
- Allow employees with disabilities to do things another way—e.g., allow someone with social anxiety disorder to have their own desk instead of hot-desking or hoteling.
- Make physical changes—e.g., install a ramp for a wheelchair user or an audio-visual fire alarm for a deaf person.
- Let a person with a disability work somewhere else—e.g., on the ground floor or remotely for a wheelchair user.
- Change their equipment—e.g., provide a special keyboard if someone has arthritis.
- Allow employees who become disabled to make a phased return to work—e.g., work flexible hours or part-time.
- Offer employees training opportunities, recreation, and refreshment facilities.

UNITED KINGDOM (CONT'D)

Insights from Our Survey

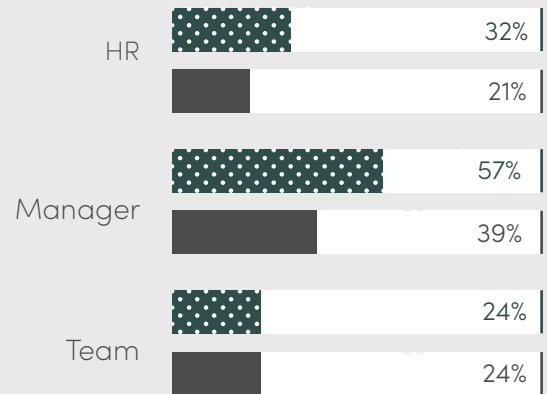
The UK is ahead of the curve when it comes to **invisible disabilities**. There are higher disclosure rates to HR for invisible disabilities than in the US (**29%** in our UK sample vs. **13%** in the US), and **34%** of those in our UK sample who have mental health conditions feel they're being promoted quickly (vs. **26%** in the US).

The UK is not necessarily ahead when it comes to disability in **general**. In our sample, **33%** of employees with disabilities who haven't disclosed a disability say they haven't told others because there is a stigma around it (vs. **26%** in the US). Further, **40%** of employees in our UK sample regularly feel nervous or anxious at work (vs. **35%** in the US).

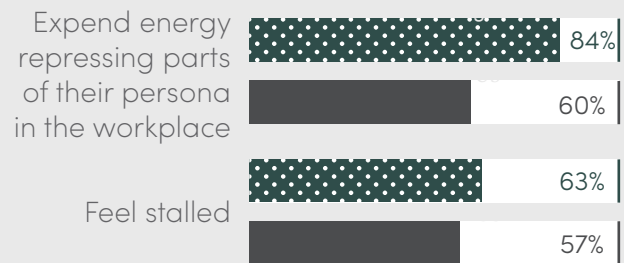
“Traditionally the UK has provided greater resources for talking about mental health, and with the National Health Service, people can get access to psychiatric care that may not be covered by insurance in the US.”

DREW GULLEY, GLOBAL DIVERSITY AND INCLUSION PROGRAM MANAGER, BLOOMBERG (GLOBAL)

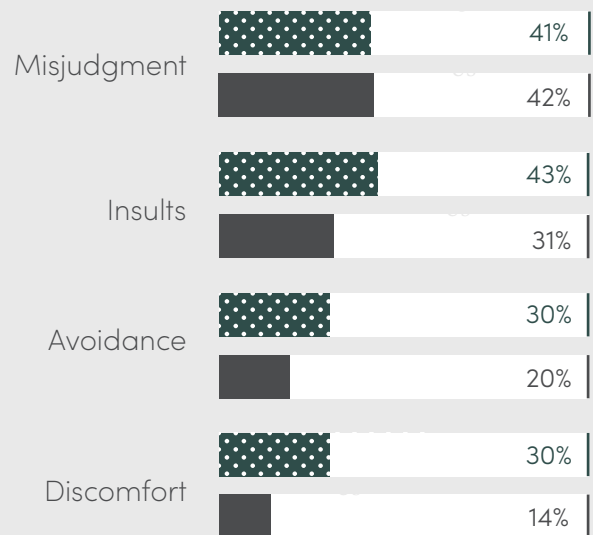
EMPLOYEES WITH DISABILITIES WHO HAVE DISCLOSE TO:



EMPLOYEES WITH DISABILITIES WHO:



EMPLOYEES WITH DISABILITIES WHO EXPERIENCE* :



 UNITED KINGDOM  US

*See back cover for term definitions.

Government definitions of disability

Each of the countries we studied had a different government definition of disability, which can create a variety of protections and exclusions for their citizens. We've put them side-by-side, so that you can compare and contrast. Please note that in the following pages, in order to preserve our ability to compare data, we used the US federal definition of disability to determine whether survey respondents had a disability or not.

BRAZIL

A person with a disability is a person who has a long-term physical, mental, intellectual, or sensorial disability, which, in interaction with one or more barriers, may obstruct their full and effective participation in society on an equal basis with other people.³⁷

GERMANY

Persons are considered "disabled" in Germany if their physical functions, mental capacities, or psychological health are highly likely to deviate for more than six months from the condition which is typical for the respective age and whose participation in the life of society is therefore restricted.³⁸ Anyone over 50% disabled is considered "severely disabled."³⁹ Degree of impairment is determined according to a list of impairments and diseases and according to guidelines prepared by a group of medical and legal experts.⁴⁰ Classifications may differ at the regional level.⁴¹

INDIA

Twenty-one conditions are considered to be disabilities in India.⁴²

1. Blindness
2. Low vision
3. Leprosy-cured persons
4. Hearing impairment (deaf & hard of hearing)
5. Locomotor disability
6. Dwarfism
7. Intellectual disability
8. Mental illness
9. Autism spectrum disorder
10. Cerebral palsy
11. Muscular dystrophy
12. Chronic neurological conditions

13. Specific learning disabilities
14. Multiple sclerosis
15. Speech and language disability
16. thalassemia
17. Hemophilia
18. Sickle cell disease
19. Multiple disabilities including deafblindness
20. Acid attack victim
21. Parkinson's disease

JAPAN

Persons with disabilities in Japan are those who, because of physical, intellectual, mental (including developmental) disabilities or other impairments of physical or mental function are subject to considerable restriction in their vocational life, or who have great difficulty in leading a vocational life, over a long period of time.⁴³ For their disability to be formally recognized, and to collect related benefits, people with disabilities in Japan must be certified by the government. They may apply to their local government for this certification, which comes in the form of a booklet, or so-called 'disability passbook,' that also allows them to obtain financial aid and reduced rates for public transport.⁴⁴

UNITED KINGDOM

A physical or mental impairment (excluding addiction, hay fever, tendency to set fires (pyromania), tendency to steal (kleptomania), tendency toward physical or sexual abuse, exhibitionism, and voyeurism) that has a "substantial" and "long-term" negative effect on one's ability to do normal daily activities, "substantial" meaning more than minor or trivial (e.g. it takes much longer than it usually would to complete a daily task like getting dressed) and "long-term" meaning one year or longer.⁴⁵

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METHODOLOGY

The research consists of surveys (US and international); in-person focus groups and Insights In-Depth® sessions (a proprietary web-based tool used to conduct voice-facilitated virtual focus groups) involving over 80 people; and one-on-one interviews with over 100 men and women in the US, Brazil, Germany, India, Japan, and the UK. We also conducted in-company surveys among select sponsors of the research with over 600 respondents.

The US survey was conducted online and over the phone in October and November 2016 among 3,570 respondents (1,083 people with disabilities) between the ages of 21 and 65 currently employed full-time in white collar occupations, with at least a bachelor's degree. Data were weighted to be representative of the US population on key demographics (age, sex, education, race/ethnicity, and Census Division). The international survey was conducted online in April 2017 among 500 respondents in Brazil, Germany, India, Japan, and the UK (100 in each) between the ages of 21 and 64 currently employed full-time in white collar occupations, with at least a bachelor's degree and classified as having a disability according to the US federal definition.

The US and international surveys were conducted by NORC at the University of Chicago under the auspices of the Center for Talent Innovation, a non-profit research organization. NORC was responsible for the data collection, while the Center for Talent Innovation conducted the analysis. The in-company surveys were conducted by the Center for Talent Innovation.

* These categories include those who say their colleagues do any of the following: underestimate their intelligence, assume they are more junior or less credentialed than they actually are (Misjudgment); bad-mouth them, tell jokes at their expense, whisper behind their backs (Insults); avoid looking them in the eye, avoid talking to them (Avoidance); stare at them, seem nervous around them (Discomfort).

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