

A Work Project, presented as part of the requirements for the Award of a Master's degree in
Management from the Nova School of Business and Economics.

BEYOND VALUE CREATION: EXPLORING THE IMPORTANCE OF CAPTURING THE
VALUE OF INCLUSION ALONG DIFFERENT DIMENSIONS

CATARINA DA PENHA GONÇALVES
BELMAR DA COSTA

Work project carried out under the supervision of:

Professor Ricardo Zózimo

19/05/2022

This work explores the characterization of the value of inclusion of people with disabilities in organisations. The concept of value is multifaceted and context-dependent, and there is actually little consensus on how to capture created value. Based on existing literature and qualitative analysis, findings suggest that, not only is the value of inclusion of people with disabilities in organisations closely aligned with the moral and economic dimensions of value, it seems that organisations have mechanisms for value creation and value capture, contributing to the strengthening of the strategic angle of inclusion in business.

Keywords: value creation; value capture; corporate values; inclusion

Acknowledgements

First, a warm word of gratitude to Professor Ricardo Zózimo, for the endless patience and guidance, and for inviting me to think critically, time and time again.

This work would have also not been possible without being challenged by the ICF, whose work in inclusion is remarkable. A special thank you to Isabel for the kindness and support throughout.

Thank you to all interviewed organisations, and interviewees, for the time and valuable insights.

Thank you Débora, for being there. To my family, there are not enough words.

Finally, and quite simply, thank you Tia Rita. I am truly the luckiest niece.

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

Introduction

Value is a widely used concept that has been applied to many fields and with many interpretations. It is prone to ambiguity given its subjective nature, highly dependent on the recipient's perceptions (Lepak, Smith and Taylor 2007).

In management, despite many views on who value should be created for, value creation itself has been established as a goal and it is often associated to financial performance (Koller, Goedhart and Wessels 2020). However, agreement on how to create and capture value is not consensual, and this confusion has been attributed to these processes' multifaceted, context-dependent nature (Lepak, Smith and Taylor 2007, Bowman and Ambrosini 2010).

When applying the concept of value to the inclusion of people with disabilities in organisations, looking through three different perspectives, namely economic, moral, and legal (Aichner 2021), it is possible to look at the concept through a wider lens. Crossing the concepts of value creation and value capture with these dimensions allows for better understanding of value in the context of the inclusion of people with disabilities in organisations.

Regarding value creation, despite various views, it has been widely argued that human resources are the ones capable of creating new value (Bowman and Ambrosini 2010). However, it is not enough to create value, it is necessary to capture it, or else the created value may be appropriated by others through a process of value slippage, whereby value is not necessarily captured by the one who created it in the first place (Lepak, Smith and Taylor 2007). It has been, then, posited that the presence of isolating mechanisms is crucial to be able to capture value and sustain it (Lepak, Smith and Taylor 2007, Sirmon, Hitt and Ireland 2007). Additionally, it has been suggested that the value of inclusion of people with disabilities may exist along three dimensions, namely economic, linked to monetary and financial value, legal, linked to compliance with regulation, and moral, linked to corporate values (Aichner 2021).

This work project explores a reframing of the concept of value in relation to the inclusion of people with disabilities by using the concepts of value creation and value capture along three dimensions of value, namely the economic, the legal, and the moral dimensions of value. An overarching question is addressed, *“How can the value of inclusion be defined and/or characterized?”*, causing two sub-questions, *“What dimensions of value can be found in inclusion?”* and *“How are value creation and value capture addressed in inclusion?”*. The approach for this work is based on an analysis of the theoretical background, especially, the work of Lepak, Smith and Taylor (2007) and Bowman and Ambrosini (2010) in regard to value creation and value capture, combined with qualitative analysis of organisations that practice inclusion of people with disabilities. While insights on the dimensions of value are important, data collection was crucial for deeper learning. Data was collected through analysis of reports and documentation, which fed into a value matrix, and as for primary data, through interviews, to provide with insights on a characterization of the value of inclusion of people with disabilities.

This work adds to the understanding of the concept of value, demonstrating it may be broader and more layered than the traditional concept used in management, related to financial performance (Koller, Goedhart and Wessels 2020). In particular, findings suggest that the value of inclusion of people with disabilities in organisations is closely aligned with the moral and economic dimensions of value, but it may be distanced from the legal one. It appears that organisations have processes to ensure value creation. Value capture isolating mechanisms are also present, although it is not clear whether they have been purposefully implemented for value capture.

Overall, further understanding of the value of inclusion of people with disabilities in organisations not only opens opportunities for further studies, but also to think of organisational strategic positioning on value creation and value capture along the different dimensions.

Theoretical background

The concept of value has been an important area of focus and value creation has been deemed a goal in business (Koller, Goedhart and Wessels 2020). Regardless of views on who should value be created for, it is largely associated to financial performance (Koller, Goedhart and Wessels 2020, Martin and Petty 2001). Other views have arisen, namely framing value in connection to social responsibility (Cochran and Wood 2017, Martin, Petty and Wallace 2009). Regardless, ‘value’ can be broadly defined as “the capacity of a good, service, or activity to satisfy a need or provide a benefit to a person or legal entity” (Baier 1969, as cited in Haksever, Chaganti and Cook 2004).

Despite agreement on the importance of creating value in business in general, there is little consensus on how to capture created value. Trying to address this confusion some authors posit that both value creation and value capture are context-based multidimensional processes, hence the response is highly dependent on the scope and lens of the study (Lepak, Smith and Taylor 2007, Bowman and Ambrosini 2010). In addition, ‘value’ has always entailed being recognized as such by the recipient, adding to the notion of subjectivity. It highly depends on the resources used to create it and the context and perception of its target recipient in evaluating it at the moment of realization, also having different meanings depending on the stakeholder (Lepak, Smith and Taylor 2007, Bowman and Ambrosini 2000, Bowman and Ambrosini 2010).

This multidimensional and contingent view on value creation and value capture is useful and appropriate as it serves a broader scope than a part of the literature. This work will focus on the context of inclusion of people with disabilities in organisations as an important share of the population, whose relevance has been increasing due to increased pressure and focus in regulation (European Commission 2021), reporting standards (Ernst & Young 2021), and from stakeholders, namely investors (Warren 2020) (see Appendix 1 for ‘disability’ within the context of this work).

Value creation and value capture

Exploring the first part of the process, value creation has been defined as the “difference between use and exchange value” (Bowman & Ambrosini 2000, as cited in Lepak, Smith and Taylor 2007, 190), wherein use value is the “specific quality of a new job, task, product, or service as perceived by users in relation to their needs” and exchange value is “either the monetary amount realized at a certain point in time, when the exchange of the new task, good, service, or product takes place, or the amount paid by the user to the seller for the use value of the focal task, job, product, or service” (Lepak, Smith and Taylor 2007, 181-182, Bowman and Ambrosini 2000). It has been further added by Sirmon, Hitt and Ireland (2007) that “valuable and rare resources provide the basis for value creation” and that to sustain created value, resources need to be “inimitable and lack substitutes” (Barney 1991, as cited in Sirmon, Hitt and Ireland 2007, 273). Bowman and Ambrosini (2000) narrow this argument, suggesting that human labour is actually the responsible resource for creating new use value from existing use value, in line with Penrose 1995 as cited in Bowman and Ambrosini (2010, 482), that mentions “it is never the resources themselves that are the inputs to the production process, only the services that the resources can render”. Felin and Hesterly (2007) further explore this view, defending an individual level of value creation based on knowledge.

Arguing that value is created by human labour is not to say that it is possible to determine the exact contribution of one employee towards value creation (Bowman and Ambrosini 2010). This is seconded by an assertion that it takes good management to develop strategies that match resources and capabilities and to understand the functioning of complex and ambiguous systems of value creation, networks, and combinations of human labour that allow for creation of new value (Sirmon, Hitt and Ireland 2007). Wright, McMahan and McWilliams (1994) further reinforce the role of managers in ensuring the conditions for sustained competitive advantage created by human labour. Sirmon, Hitt and Ireland (2007) highlight strategies like structuring, bundling (i.e.,

integration of resources in different configurations), and leveraging resources (i.e., exploitation of skills and capabilities built by bundling of resources) to promote the value creation process.

Creating value, however, is not enough, as capturing it is essential to avoid value slippage. Value slippage happens when “the party creating the value does not retain all the new value that is created” (Lepak, Smith and Taylor 2007, 187) – it is not guaranteed that all parties will be able to appropriate as much value as desired (Lepak, Smith and Taylor 2007, Bowman and Ambrosini 2000, Bowman and Ambrosini 2010, Sirmon, Hitt and Ireland 2007). Haksever, Chaganti and Cook (2004) further highlight the need for strategic decisions as value can even be destroyed.

Conditions for value capture are contingent on the “level of competition and isolating mechanisms surrounding the value that is created” (Lepak, Smith and Taylor 2007, 191). This is supported by Sirmon, Hitt and Ireland (2007), mentioning that to sustain created value, resources need to be “inimitable and lack substitutes” (Barney 1991, as cited in Sirmon, Hitt and Ireland 2007, 273). Bowman and Ambrosini (2000) and Coff (1999) further reinforce both views by arguing that value capture is dependent on the bargaining power of each interested party. On this matter, employees as use value suppliers tend to have low bargaining power, hence capturing low levels of the exchange value themselves, considering the vast competition in the labour market and the challenge in creating isolating mechanisms around their performance, as well the difficulty in ascribing value created to a particular employee. As such, under general circumstances, organisations will tend to capture most of the exchange value (Bowman and Ambrosini 2000).

A change in circumstances, such as the level of knowledge or seniority required for a given position, or the supply of that knowledge, for example, may cause the value slippage to differ though. For example, when faced with a competitive labour market, employees may make an effort to increase their bargaining power by developing creative solutions, increasing isolating mechanisms around their performance, and thus reshaping the value capture scenario (Lepak,

Smith and Taylor 2007, Bowman and Ambrosini 2000). Looking through this lens on inclusion, and following the rationale stating that human labour is the source of new use value, it could be argued that employees with disabilities can be perceived as unique resources due to a set of characteristics and a given context that are rare and difficult to imitate, as well as due to higher levels of motivation than average (Fisher and Connelly 2020). The inherent isolating mechanisms and others created for the particular situation may allow for less value slippage.

Further, it is important to note that isolating mechanisms are not only tools that can reshape the value capture scenario, they are also fundamental drivers for new use value creation – individuals will create value by aiming for work that is “novel and appropriate in the eyes of their employer” (Lepak, Smith and Taylor 2007, 183-184). One could argue that this contributes to the expansion of available value for capture for both employee and company, contributing to the overall strategic positioning of the company against competitors and in relation to customers. From a managerial point of view, it is important to implement these mechanisms and guarantee as little value slippage as possible (Bowman and Ambrosini 2000) given the growing importance of people with disabilities as a force in the labour market and the strategic potential of inclusion.

Economic value, legal value, and moral value

Expanding the discussion into dimensions of value, different authors present a divide between financial and non-financial value creation (Haksever, Chaganti and Cook 2004). Building on this dual typology between an arguably more ‘traditional’ view of value in management (i.e., financial value or value created along economic terms) and ‘non-traditional’ view of value in management (i.e., non-financial value), it is possible to frame the three dimensions of value proposed by Aichner (2021) for hiring employees with disabilities – legal, moral, and economic.

Aichner (2021) delves into the recruitment of employees with disabilities under these three

perspectives, wherein one could place the legal and moral dimensions under the ‘non-traditional’ angle and the economic under the ‘traditional’ angle.

Legal value for organisations is seldom explored in the literature as the use of lawyers is often times “seen at best as a transaction cost” (Gilson 1984, 241-242). However, legal work has been deemed valuable and a possible source for competitive advantage in that it is tied to the minimisation, or even mitigation of risk on various levels (Bagley 2008). Tied to this, Gilson (1984) argues that the value in the usage of lawyers lies in compliance with relevant rules and regulations and legal risk management, leading to an increase in value for firms or clients. Bagley (2008) further suggests that there is a strategic dimension to legal decisions that can lead the company or organisation to value creation. Aichner (2021) bridges this by reinforcing that the value for inclusion of people with disabilities in organisations along a possible legal dimension arises mostly from an opportunity based on the increasingly complex regulatory environment and financial costs of non-compliance (e.g., quota systems) (European Commission 2021). Considering these aspects allows for leveraging on the legal dimension by reducing potential costs and mitigating risks (Aichner 2021), and, eventually, one could argue, gain first-mover advantages, ahead of legislation.

Regarding the moral dimension of value, it is often associated to corporate values. It has been stated that corporate values, “a corporation’s institutional standards of behavior” (Lee, Fabish and McGaw 2007, 3-4), have been increasingly adopted by organisations globally, and tend to cover areas such as ethics and integrity (Lee, Fabish and McGaw 2007). Donaldson (2021) argues that corporate values should be accounted for as they feed into value creation and value capture and Lee, Fabish and McGaw (2007) strengthen that argument by introducing the concept of ‘Return on Values’, asserting that organisations with superior financial results have linked corporate values to management (e.g., hiring practices that reflect inclusion and diversity). Waddock and Graves (1997) further this by presenting positive associations between social performance (i.e., both moral

and legal dimensions of value) and financial performance, supporting that the association of those dimensions can be strategic. In line with this, van Dijk, van Engen and Paauwe (2012) propose the concept of ‘virtue ethics’ defined as core corporate values that serve to consolidate individual virtues (i.e., the most important values and excellence to be pursued by the individual employee). Given the behavioural aspect suggested by this view and the fact that new use value is created by human resources, it is important to explore the moral dimension of value in the context of inclusion of people with disabilities. Under a moral lens, wherein human resources act well and in accordance to corporate values, there is space for value creation and value capture along the moral dimension.

The economic dimension of value is commonly associated with monetary value and it is considered to be the service value that results from performance levels, net of service costs (e.g., pension) (Fisher and Connelly 2020). This dimension is traditionally present in financial reporting (Koller, Goedhart and Wessels 2020) so it is relevant to company performance. Resulting from this view, there are studies that demonstrate that hiring employees with disabilities can lead to better performance due to the disabled employees’ higher levels of “efficiency, productivity, accurateness, commitment, loyalty” (Aichner 2021, 2). Fisher and Connelly (2020) also demonstrate that these employees’ lower turnover rates and above-average performance result in higher net value. Adjustments may be needed to improve the performance of the disabled employee (Fisher and Connelly 2020), in order to enhance the efficacy of the value creation and value capture processes and further opportunities for organisations to financially leverage on inclusion.

Resulting from the theoretical background, this work researches questions regarding the value of inclusion of people with disabilities in organisations. An overarching topic comes from the foundational considerations on the multifaceted, context-based nature of the concept of value (Lepak, Smith and Taylor 2007), leading to “*How can the value of inclusion be defined and/or characterized?*”. Various studies have been conducted on the concepts of value creation and value

capture, but confusion remains on how to characterize them (Bowman and Ambrosini 2010). To narrow the scope, and aiming at finding a suitable characterization for these concepts in the context of inclusion of people with disabilities in organisations, this work utilizes another approach to value. Three perspectives on value were studied (i.e., economic, legal, and moral), proposed as three dimensions that can define the value in hiring employees with disabilities (Aichner 2021), leading to a sub-question in the research: “*What dimensions of value can be found in inclusion?*”. Combining these angles with the processes of value creation and value capture aims at finding a suitable characterization for value in inclusion of people with disabilities in organisations. Finally, the processes of value creation and value capture are deemed to be complex processes that depend on various factors such as the scope of the study (Bowman and Ambrosini 2010, Lepak, Smith and Taylor 2007) and, as such, a second sub-question had to be posed: “*How are value creation and value capture addressed in inclusion?*”. Overall, this work intends at widening the concept of value in the context of inclusion of people with disabilities in organisations, utilising the work of Lepak, Smith and Taylor (2007) and Bowman and Ambrosini (2010) on value creation and value capture as a basis for further research, to be cross-analysed against different dimensions of value.

Methodology

This work attempts to offer a recharacterization of the concept of value using existing notions (i.e., value creation and value capture; economic, legal, and moral dimensions of value). In order to meet this goal and assess a wider conceptualization, an initial research question was posed, “*How can the value of inclusion be defined and/or characterized?*”, directing the work to an analysis of existing literature. The overarching question was then followed by two sub-questions: “*What dimensions of value can be found in inclusion?*” and “*How are value creation and value capture*

addressed in inclusion?”. After analysis of the literature, an interpretive approach to qualitative research was conducted to allow for understanding of the meanings that the organisations under study ascribed to the concepts and events in their environment (Hennink, Hutter and Bailey 2020).

Through the analysis of the theoretical background, a matrix was created, combining the concepts of value creation (i.e., VCR) and value capture (i.e., VCP) with the notions of the economic (i.e., E), legal (i.e., L), and moral (i.e., M) dimensions of value (see Figure 1). Fourteen (14) combinations arose, corresponding to fourteen segments wherein organisations are to be placed for interpretation of their positioning on the value of inclusion of people with disabilities. The fourteen segments are the following: (1) E-VCR; (2) M-VCR; (3) L-VCR; (4) EM-VCR; (5) EL-VCR; (6) ML-VCR; (7) EML-VCR; (8) E-VCR-VCP; (9) M-VCR-VCP; (10) L-VCR-VCP; (11) EM-VCR-VCP; (12) EL-VCR-VCP; (13) ML-VCR-VCP; (14) EML-VCR-VCP. The concept of value capture does not hold on its own without value creation.

Value matrix	E	M	V	EM	EL	ML	EML
VCR							
VCR-VCP							

Figure 1: Value matrix, original work

After structuring the matrix, it was decided that interviews would be conducted with organisations that signed the “Commitment to Inclusion” (see Appendix 2), signed by forty-four (44) organisations in Portugal. The signing indicates willingness to participate in this topic, hence the applicability and relevance of these organisations to the work.

Data collection

As a first step, secondary data from the forty-four organisations was collected through examination of reports and other supporting documents. The data collection was conducted by searching ‘diversity’, ‘inclusion’, ‘inclusive hiring’, and ‘disability’, or similar terms, both in Portuguese and in English (see Appendix C for secondary data). This preliminary step intended at finding examples on the value assigned by the company to inclusion. When input on disability was not found, the scope was broadened to the more general topic of inclusion. Qualitative examples were collected to find suggestive evidence of alignment with the notions of the economic, legal, and/or moral dimensions of value (or another, unforeseen, dimension of value). In cases where the company was not Portuguese and/or had a holding elsewhere, and where no examples were found in documents from the Portuguese subsidiary/business unit, examples were taken from holding organisations. Where no examples were found, the company was presumed to have no public communication on the topic, to date. In total, 41 organisations were positioned in the matrix (see figure 2).

Value matrix	E	M	V	EM	EL	ML	EMIL
VCR							
VCR-VCP							

Figure 2: Filled value matrix, original work

After positioning the 41 organisations, thirteen (13) were invited for an interview aiming at collecting primary data. Criteria for this choice was based on having at least one company from each section. Nine (9) organisations accepted: Farfetch, El Corte Inglés, Banco BPI, Grupo Jerónimo Martins, Vieira de Almeida, and four (4) that wish to remain anonymous.

The research interviews were purposefully designed to answer the needs of this work. Qualitative, semi-structured interviews were conducted, allowing for adaptation to specific organisational contexts in relation to the topic of inclusion. As explained by Saunders, Lewis and

Thornhill (2009) this allows for flexibility in questioning, adapting to the response from the interviewee, opening up the scope for new questions or re-ordering of the questions, enriching the analysis. Moreover, semi-structured interviews allow for the respondents to build upon their answers, particularly important in these interviews as it was necessary to interpret each response in a way that ascribed adequate meaning in relation to the model.

The interviews were conducted via video-call and audio-recorded to allow for transcription and, eventually, translation (for complete interview data, please see Appendix 4).

Data analysis

Regarding the secondary data, the collected examples were then assessed against the concept of value capture in inclusion. Criteria for the existence of value capture were defined as per the literature review, established as whether it was possible to recognize the presence of isolating mechanisms around the mentioned example. If no isolating mechanisms could be identified, said example was deemed as value creation only. Following this initial assessment, organisations were positioned in one of the fourteen segments in the value matrix.

Regarding the primary data, after transcription, the interviews were read and re-read, and extensively analysed for identification of patterns and of suggestions of the notions in this work, namely value creation, value capture, and the economic dimension of value, the legal dimension of value, and the moral dimension of value. Patterns and links were established and responses were grouped under the research questions, and combined with important comments. When a given concept or idea from the literature was not identified, it was noted.

Collected data, both through primary data collection and secondary data collection, indicates that there seem to be various facets of value along different dimensions which can serve value creation and value capture processes for these organisations.

Findings

In addressing the research questions, findings suggest that the value of inclusion of people with disabilities in organisations is multifaceted. There is evidence supporting the economic and moral dimensions of value but less so for the legal dimension of value, which was surprising given the literature. Additionally, organisations were able to express how value is being created and mechanisms resulting in value capture were also mentioned, although it is not clear whether their implementation was purposeful or a result of external factors.

How can the value of inclusion be defined and/or characterized?

The theoretical background suggests that the value of inclusion is multifaceted and subject to context. In order to illustrate this, a value matrix was designed to understand how each company values inclusion (see figure 1 in the Methodology section). This matrix suggests a multifaceted and complex understanding of the value of inclusion, illustrated by the fourteen sections, and somewhat recognized by the interviewees on different occasions. The contextual aspect of value is less recognized in data, albeit some interviewees do mention it:

- *“It is not our path, it is not our philosophy, it is not the way we want to embrace inclusion. But to understand what other companies are doing, sometimes for this purpose, to understand that that is not our path, our path is another one, or else identify ourselves with other companies.”* (Farfetch);
- *“(…) we and companies from the same area can have a very relevant role, if we want to have it (...). A shoe company would have other concerns.”* (Company C).

These contributions show that there is a level of consciousness about the importance of context. In particular, organisations seem to recognize industry-related differences.

What dimensions of value can be found in inclusion?

A preliminary analysis of the secondary data shows that most organisations are positioned on the economic-moral dimensions of the value matrix (see figure 2). Out of the 41 organisations positioned in the matrix, 22 occupy positions within the EM sections, accounting for close to 54% of all organisations positioned in the matrix. These organisations presented indications of valuing inclusion in both moral and economic terms. Further analysis shows that 9 organisations are positioned in the moral dimension sections, accounting for 22% of all organisations positioned in the matrix. These organisations showed indications of valuing inclusion along the moral dimension of value. It is particularly important to observe the significance of adding both sections as these become over 75% of all organisations, suggesting a prevalence of this view.

Regarding primary data, it is interesting to recognize a similar pattern from the interviewees. All mentioned both the economic and moral dimensions of value when addressing questions related to the value of inclusion for the company, shown by commenting on economic gains from inclusive practices (e.g., enhanced performance from higher levels of engagement) or on corporate values and ethics to justify inclusion as a practice within the company (e.g., it is in the DNA of the company, in its corporate values). This is illustrated by these examples:

- *“(...) the integration of a disabled person in the team always brings a huge benefit in regard to team cohesion. It shows, literally, at least when we undertake our social climate evaluations, (...) a correlation because that is one of the indicators.”* (Company D);
- *“I have a very simple answer that summarizes what this 20 years’ journey has been. We do it because it is the right thing to do.”* (El Corte Inglés);
- *“(...) we are able to have a huge diversity of people, and not only people but also competencies, skills, talent, which will make Vieira de Almeida (...) much richer and*

valuable, for the simple fact that there is such a big diversity.” (Vieira de Almeida)

- *“Equality, diversity, and inclusion are all topics that are very intrinsic to what Company A is as a company, its values, its culture, and so it is something that was already a priority, it has always been a priority.” (Company A)*
- *“For that value, because each person has a unique value, non-transferable, and really is unique. And it is, in fact, connected to our values.” (Company C)*

Following the mentioning of the value of inclusion along the economic and/or moral dimensions, some interviewees briefly mentioned a legal aspect related to inclusion, namely a quota legislation on disabled employees. In general, there seems to be awareness but, differently from what could be expected in relation to the literature, this legal aspect was framed only in the context of quotas’ legislation, and generally as a minor topic or, even, a non-relevant one. Even when organisations already complied with the legislation, that did not bring about any mention indicating value of compliance, which was unexpected. The following was mentioned:

- *“We did not define this pillar as a pillar to develop initiatives that would attract talent with different capabilities just to comply with a quota, we developed this because we consider it an important topic.” (Banco BPI);*
- *“Legislation helps in a first stage for the levelling of opportunities, but I think it needs to be accompanied by other movements and structure, otherwise it disappears with time.” (Company C)*
- *“Internally, we do not move for quotas. They are not an issue, we are even well above them, and we go beyond them in our actions. But we understand. Obviously, the quota legislation has a role as an accelerator and of placing strategy where there was not one, for companies that did not have it.” (Jerónimo Martins)*

- *“On the one hand, quotas, or legislation, are great, because they end up applying mandatory pressure. It is useful pressure. But they provide with zero answers on the ‘how’, how is this actually done.”* (Company B)

These comments suggest low relevance of the legal dimension for the concept of value as it does not seem to trigger comparable feedback to the other dimensions.

How are value creation and value capture addressed in inclusion?

Organisations were capable of providing with indication of value creation processes in relation to inclusion of people with disabilities. All interviewees commented on practical measures to guarantee value creation from hiring disabled employees. For example, one of the main approaches mentioned by organisations to secure conditions for value creation from disabled employees is adaptation of recruitment processes, as illustrated by these comments:

- *“It depends on the person, on the disability (...). There is common ground and then there is the case-by-case that really must be a part of this inclusive hiring.”* (Company A, 2022);
- *“Inclusive hiring starts from adapting, (...) not from the idea that one size fits all, but the idea of catering to what matters to that person, to give him or her the ideal conditions so that he or she can best develop his or her talent.”* (Jerónimo Martins);
- *“I compare it a lot to the starting point of a race. (...) And here, we discriminate positively, because some of these people are not able to run in the same way. (...) we give them the exact same possibility of reaching the finishing line and having the exact same acknowledgement as if they had no impediment.”* (Company C)

These adaptations aim at guaranteeing that that human resource is able to create value, so this approach is taken to leverage on inclusion. However, it has been mentioned in the literature

that it is not enough to create value. The second part of the process mentioned by academia regards value capture, but it has been deemed more challenging to recognise. Despite some evidence of companies positioned in the VCR-VCP sections in the value matrix (see figure 2), 63% of organisations are still positioning on value creation sections only. Isolating mechanisms have been said to be key to address this and interviews presented some evidence regarding their existence and implementation. It is not clear, however, how intentional these mechanisms are. *Leadership*, as one an isolating mechanism, was regularly mentioned as an important endorser and driver for inclusion:

- *“This is very clear for our senior leaders and all executives, this concern is very clear and it is manifested in their objectives.”*(Farfetch);
- *“At the baseline we can only intervene (...) when we have, on a senior management level, full alignment on these topics. That goes without saying.”* (El Corte Inglés);
- *“This was a commitment from top to bottom. These three pillars we mentioned were proposed and then approved by the Executive Board. On the other hand, we have a strong comittment by the CEO himself regarding this topic (...).”* (Banco BPI).

This commitment and endorsement suggests a reinforcement of the topic across the organisation and overall insertion onto the strategic agenda, contributing towards the enhancement of conditions for value capture. Another mechanism mentioned by organisations regards *partnerships and associated knowledge creation*. On this topic, it was stated:

- *“(...) it made perfect sense to partner with the Inclusive Community Forum in that way, not only as a partner in the referral of diverse profiles, but also as the ones who could help us in this process and give us some mentorship for us to be able to include people more easily, in this case, people with disability or incapacity.”* (Farfetch);
- *“This participation that is so active, the work with the ICF, to participate in so many foruns*

gives us a wider perception and credibility near the client, and the possibility to really bring more value to the table, and to have a very interesting sharing of knowledge, in order to feel secure in the topic.” (Company C);

- *“After 20 years, we have with all our partners a very agile relation, this is, for us they are the sources of recruitment because we know that these candidates will not come in a traditional way (...). And after 20 years, they already come very targeted, we have partners that, when presenting candidates, send us candidates that come very targeted. (...) It is very easy but this took 20 years to build.” (El Corte Inglés).*

Partnerships and discussions in forums were mentioned as ways organisations gain knowledge. It seems to suggest a shared creation of value and implementation of isolating mechanisms in the form of specific and strategic network settings. A third common mechanism regards *communication practices on inclusion*. While some communication practices were brought up, for example, hiring practices (e.g., job postings) and reporting indicators, organisations seem to have mentioned it mostly when triggered by the question. There is still some lack of clarity on the overall role of communication. Some comments illustrate this:

- *“We already had everything happening in reporting, if you go and look into our annual reports, where clearly we have all this (...). But we still want to be more assertive and demanding with ourselves, fine-tune the details.” (Company C);*
- *“We still have a long way to go, namely regarding inclusive hiring, but we have various initiatives that we communicate both internally and externally, because internal communication is also very important.” (Company A);*
- *“Given we are associates to the Carta Portuguesa para a Diversidade, we actually have it written in our commitment to share our good practices. So we have that commitment and*

that obligation.” (El Corte Inglés).

It looks like communication has been used as a tool, particularly internally and on mandatory reporting. However, it does not seem that it is being used at all times as a value capture mechanism in regard to inclusion. Some did demonstrate this strategic intent, but it could be thought that the ones who did may be more mature in their inclusion journey. Grupo Jerónimo Martins, for example, demonstrated communication as a value capture tool by stating:

- *“Communication and reporting are highly important. Impact is measured through indicators. (...) And then it is essential that that communication, external or internal, that the reporting of those indicators happens. Our strategic focus is on the communication strategy, how it impacts different target groups and, namely, employees, future employees”* (Jerónimo Martins).

Organisations are, however, aware that they are not using communication to its full extent yet, and were quick to acknowledge it. The role of communication has been generally emphasized as something to work on when asked about the future of inclusion.

Isolating mechanisms, as such, can contribute towards value capture. However, it was not clear whether they were strategically implemented for the purpose of value capture, suggested by the difference between primary and secondary data. Primary data hints at these isolating mechanisms with comments from the interviewees, whereas in secondary data, there is less evidence, shown by the lower percentage of companies in the VCR-VCP sections (see figure 2).

Overall, findings seem to indicate that the concept of value in the context of inclusion of people with disabilities in organisations is multifaceted. Organisations have the opportunity to explore different dimensions for value creation and value capture, broadening their strategic scope on inclusion. Further, the prevalence of data in support of the economic and moral dimensions of value seems to indicate that organisations associate the value of inclusion mostly with these. There

is low recognition of value in a legal dimension, opposed to what is discussed in the literature. Finally, it is relevant to note that value creation and value capture mechanisms were identified. Aligning with the literature, value creation mechanisms are easier to recognise. There seems to be lack of clarity on the nature of the value capture isolating mechanisms (see Table 1).

Table 1: Summary of Findings		
Findings	Research Question	Sources
F1: The concept of ‘value’ within the context of inclusion seems to be multifaceted	<i>RQ: How can the value of inclusion be defined and/or characterized?</i>	- Reports/other documents - Interviews
F2: Organisations seem to associate the value of inclusion with the (1) economic dimension of value; (2) moral dimension of value; (3) economic/moral dimensions of value	<i>Sub-RQ: What dimensions of value can be found in inclusion?</i>	- Reports/other documents - Interviews
F3: Low recognition from organisations on the legal dimension of value in regard to inclusion	<i>Sub-RQ: What dimensions of value can be found in inclusion?</i>	- Reports/other documents - Interviews
F4: Organisations seem to have value creation processes in place in regard to inclusion	<i>Sub-RQ: How are value creation and value capture addressed in inclusion?</i>	- Interviews
F5: Organisations seem to have value capture mechanisms in place in regard to inclusion	<i>Sub-RQ: How are value creation and value capture addressed in inclusion?</i>	- Reports/other documents - Interviews
F6: It is not clear whether isolating mechanisms have been implemented with the purpose of value capture	<i>Sub-RQ: How are value creation and value capture addressed in inclusion?</i>	- Reports/other documents - Interviews

Discussion

This work builds on the studies of Lepak, Smith and Taylor (2007) and Bowman and Ambrosini (2010), exploring the processes of value creation and value capture regarding inclusion of people with disabilities in organisations. This expands on the processes’ practical applicability by complementing it with another view on dimensions of value. This is supported by the work of Aichner (2021), visible, to a degree, in findings, contributing to the understanding of value as a multifaceted concept that can broaden strategic scope for inclusion in organisations.

Through the value matrix, the multifaceted aspect of value creation and value capture is shown (Lepak, Smith and Taylor 2007). The fourteen sections on the value matrix demonstrate the various profiles value can adopt according to context. Bowman and Ambrosini (2010) touch upon this referring to the fact that value takes up different meanings according to the recipient and this subjective nature is also exposed in the interviews. Although the contextual nature of the concept

also proposed by Lepak, Smith and Taylor (2007) is less evident in findings, it is not to say that it does not exist as some evidence did hint at industry differences, for example.

Findings partially align with Aichner's (2021) proposal, with data showing indications that organisations seem to associate the value of inclusion of people with disabilities with moral and economic dimensions. However, this work shows that Aichner's (2021) proposal regarding the legal dimension of value may not be supported by evidence. Organisations have, in general, commented on the financial gains from hiring employees with disabilities (e.g., due to higher team motivation) associating these gains to monetary or financial value, aligning with the economic dimension of value (Fisher and Connelly 2020). They have also mentioned their corporate values or ethics as the driving force behind the action on inclusion, aligning with the moral dimension of value, supported by Lee, Fabish and McGraw (2007), who mention corporate values as the ones guiding organisations in their action. On the other hand, whereas Bagley (2008) reinforces Aichner's (2021) observation on the legal dimension of value, defending a strategic approach to legal matters towards value creation, in general, data does not suggest the same. Rather, it suggests lack of recognition from companies on the importance, or even its existence. It seems organisations are aware of a legal aspect but not on how it relates to value creation or value capture.

Consistent with the findings on value creation, Bowman and Ambrosini (2010) refer to human resources as the ones capable of creating new value. Findings show that organisations strive for establishing the best possible environment (e.g., adaptation of the working space) for enhancement of conditions for value creation. These conditions are aimed, also, at producing higher levels of motivation, stated by Lepak, Smith and Taylor (2007) as one of the mechanisms that results in new use value creation. These conditions (e.g., necessary adaptations) seem to be relevant for better results in regard to hiring employees with disabilities.

Both in the literature and in data, the concept of value capture is still lacking clarity. Trying

to narrow the scope of the concept, this work builds on the studies of Lepak, Smith and Taylor (2007), who mention the importance of isolating mechanisms towards value capture. Findings do suggest that these mechanisms are present in organisations that hire employees with disabilities. Organisations tend to naturally allude to three types of isolating mechanisms, namely leadership, partnerships, and communication, all within the context of securing strategic positioning of a given goal, aligning with Sirmon, Hitt and Ireland (2007), who reinforce the importance of these mechanisms for sustained competitive advantage. However, given the difference between primary and secondary data on value capture, it is questioned whether the implementation of these mechanisms is sufficient on its own, regardless of original intention.

Overall, the work of Lepak, Smith and Taylor (2007) on value creation and value capture seems to be verified. Additional views further complement this work, producing a more extensive concept of the value of inclusion of people with disabilities in organisations.

Limitations

Limitations on this work regard mostly collected data and available literature. Secondary data was collected from public documents, hence resting on the quality and reliability of each organisation's communication. More primary data on inclusion practices could be studied against a given dimension of value to address this. Additionally, the quality of data on the legal dimension of value could be improved (e.g., reputational pressure may have hindered organisational interview replies). An assurance of anonymity could minimize this. Finally, it would be beneficial to draw upon more theoretical background on the legal dimension of value as the limited literature may have resulted in limited understanding. More studies would be necessary for comparable understanding.

Conclusion

The concept of value has been widely studied across fields but there is still confusion, accounted for due to the different scope and lens of each study (Lepak, Smith and Taylor 2007). In this work, a multifaceted concept of value was explored in the context of inclusion of people with disabilities along three dimensions, namely economic, moral, and legal, and along two processes, namely value creation and value capture. The overarching question “*How can the value of inclusion be defined and/or characterized?*” led to two sub-questions, “*What dimensions of value can be found in inclusion?*” and “*How are value creation and value capture addressed in inclusion?*”. It is suggested that the value of the inclusion of people with disability withholds more than one dimension, namely economic and moral. In contrast, there is little evidence regarding the moral dimension of value, suggesting that there is a need for further literature on this concept, as well as more targeted data collection. Moreover, it was shown that conditions for value creation in regard to inclusion of employees with disabilities are being promoted. This is demonstrated by adaptation practices to ensure these human resources have conditions to provide with the best possible performance, aligned with the view that human resources are indeed the sources of value creation (Bowman and Ambrosini 2010). Literature then emphasized the importance of value capture (Bowman and Ambrosini 2010) and data showed presence of isolating mechanisms, one of the necessary means to capture value and ensure sustained competitive advantage (Lepak, Smith and Taylor 2007, Sirmon, Hitt and Ireland 2007). It was not clear from findings whether that value capture is intentional.

Overall, this work aims demonstrates that the characterization of value in the context of inclusion of people with disabilities in organisations is broader and more layered than the traditional definition of value in management, widening the opportunities for inclusion of people with disability as a strategic instrument for value creation and value capture in business.

Recommendations

Future studies can be conducted to extend the characterization explored in this work. Focus on the contextual nature of value would be important, as the literature mentions repeatedly that value creation and value capture are very much dependent on context (Lepak, Smith and Taylor 2007). This contingency aspect was not as evident in this work but findings did hint onto industry-related differences and differences regarding the stage of development of each company on inclusion. Analysis of context-based differences could contribute towards understanding how those differences affect value creation and value capture capabilities.

Moreover, this work leads to a question regarding the actual possibility of being able to combine all dimensions of value. For example, it was suggested the legal dimension of value in the context of inclusion is less prevalent. Could it be because it is difficult to conciliate a legal dimension of value in the same strategy as a moral one? A study in this direction would contribute towards deeper understanding of these complexities and findings on whether there are tensions that hinder the possibility of a company to rely on all the dimensions of value discussed in this work. Ideally, it would explore whether it would be possible to have an ideal positioning in the value matrix (e.g., EML-VCR-VCP), capturing value along all dimensions.

Finally, on value capture, more extensive work could enhance understanding of not only how value can be captured, through the presence and implementation of isolating mechanisms, for example, but also who actually is able to capture it and how much is captured by each stakeholder. The cost of acquiring the human resource could be measured against the value the firm is able to capture, along the dimensions discussed in this work. Applying this lens to inclusion could lead to further insights on the strategic value of inclusion to business.

References

- "An Inclusive Group". 2022. *Cofidis-Group*. Accessed March 10. <https://www.cofidis-group.com/en/an-inclusive-group/>.
- "CUF Inspira". 2022. *Cuf.Pt*. Accessed March 10. <https://www.cuf.pt/en/about-us/social-responsibility>.
- "Disability Hiring". 2022. *Microsoft.Com*. Accessed March 19. <https://www.microsoft.com/en-us/diversity/inside-microsoft/cross-disability/disabilityhiring>.
- "Disability". 2022. *World Health Organization*. Accessed March 17. https://www.who.int/health-topics/disability#tab=tab_1.
- "Diversity And Inclusion". 2022. *EDP*. <https://www.edp.com/en/careers/diversity-and-inclusion>.
- "Dividendo Social | Novobanco". 2022. *Novobanco.Pt*. <https://www.novobanco.pt/institucional/sustentabilidade/devolver-a-comunidade/dividendo-social>.
- "Equality And Diversity | Jerónimo Martins". 2022. *Jerónimo Martins*. <https://www.jeronimomartins.com/en/careers/working-with-us/equality-and-diversity/>.
- "Grupo Your". 2022. *Grupoyour.Com*. <https://grupoyour.com/grupo-your/>.
- "Human Capital Strategy | Galp". 2022. *Galp.Com*. <https://www.galp.com/corp/en/sustainability/our-commitments/valuing-human-capital/human-capital-strategy>.
- "Inclusion And Diversity". 2022. *Mercer.Com*. <https://www.mercer.com/about-mercero/inclusion-and-diversity.html>.
- "Inclusive Community Forum". n.d. *Novasbe.Unl.Pt*. Accessed March 17. <https://www.novasbe.unl.pt/en/community/labs-hubs-forums/inclusive-community-forum/overview>.
- "Junte-Se A Nós - Auchan Retail Portugal". 2022. *Auchan Retail Portugal*. <https://www.auchan-retail.pt/junte-se-a-nos/#a-paixao-pelas-pessoas>.
- "Life At Eigen". 2022. *Eigen Technologies*. Accessed March 19. <https://eigentech.com/about/careers>.
- "L'oréal Groupe: Promoting Diversity, Equity & Inclusion". 2022. *L'oréal*. Accessed March 19. <https://www.loreal.com/en/commitments-and-responsibilities/for-the-people/promoting-diversity-and-inclusion/>.
- "MAKING A DIFFERENCE IN THE MOMENTS THAT MATTER". 2021. 2020 Annual Report.

Marsh McLennan. <https://irnews.marshmcclennan.com/static-files/5935c58e-864f-4fd7-a8bf-6a7569bc51c5>.

"Responsabilidade Social | OZ Energia". 2022. *OZ Energia*. <https://www.ozenergia.pt/responsabilidade-social/>.

"Social Impact". 2022. *Ikea.Com*. <https://www.ikea.com/pt/en/this-is-ikea/community-engagement/>.

"Sustentabilidade | Lusíadas Saúde". 2022. *Lusíadas Saúde*. Accessed March 19. <https://www.lusiadadas.pt/sustentabilidade>.

"THE CHANGE STARTS WITH US". 2022. *Farfetch*. Accessed May 10. <https://www.farfetch.com/uk/blm/The-Change-Starts-With-Us>.

Accenture. 2021. "United Nations Global Compact: Communication On Progress 2021". Accenture. https://www.accenture.com/_acnmedia/PDF-168/Accenture-United-Nations-Global-Compact-Communication-on-Progress-2021.pdf#zoom=40.

Aegon Santander Portugal. 2020. "RELATÓRIO E CONTAS: VIDA 2020". Aegon Santander Portugal. https://www.aegon-santander.pt/wp-content/uploads/RC2020_VIDA.pdf.

Aegon Santander Portugal. 2022. "A Paixão Da Inclusão Na Aegon Santander". <https://www.aegon-santander.pt/a-paixao-da-inclusao-na-aegon-santander/>.

Ageas. 2020. "Our Approach To Diversity & Inclusion". Ageas. <https://www.ageas.com/sites/default/files/file/file/2020%20Our%20approach%20to%20diversity%20%20inclusion.pdf>.

Ageas. 2022. "Society Diversity And Inclusion Is Crucial For Our Business". Ageas. <https://www.ageas.com/newsroom/diversity-and-inclusion-crucial-our-business>.

Aichner, Thomas. 2021. "The Economic Argument For Hiring People With Disabilities". *Humanities And Social Sciences Communications* 8 (1). doi:10.1057/s41599-021-00707-y.

Almeida, Filipa. 2021. "O Papel De Uma Marca Vai Muito Além Da Qualidade Do Seu Produto". *Marketeer*, , 2021. <https://marketeer.sapo.pt/ana-pinho-prio-o-papel-de-uma-marca-vai-muito-alem-da-qualidade-do-seu-produto/>.

Alsea. 2021. "Global Report 2020". Alsea. https://www.alsea.net/uploads/en/documents/annual_reports/alsea_informe_anual_2020_en.pdf.

Ascendi. 2019. "Code Of Ethics". Ascendi. <https://www.ascendi.pt/wp-content/uploads/2019/03/Ascendi-Code-of-Ethics.pdf>.

Ascendi. 2020. "Ascendi ESG 2020". Ascendi. <https://ascendi.pt/wp->

content/uploads/2022/03/RI_2020_Digital_VersaoSimples_ASCENDI_RG_PT.pdf.

Auchan Retail Portugal. 2021. "RELATÓRIO 2020 SUSTENTABILIDADE". Auchan Retail Portugal. https://ungc-production.s3.us-west-2.amazonaws.com/attachments/cop_2021/502260/original/Sustainability%20Report%202020_Auchan%20Retail%20Portugal.pdf?1630601139.

Bagley, Constance E. 2008. "Winning Legally: The Value Of Legal Astuteness". *Academy Of Management Review* 33 (2): 378-390. doi:10.5465/amr.2008.31193254.

Banco BPI. 2021. "Annual Report 2020". Banco BPI. <https://bpi.bancobpi.pt/storage/download/ficheiro.54C95FF4-1295-42C6-A4F3-BBC3C15A35F2.1.pt.asp?id=8314B4E9-1C51-4B8A-8A96-D32A9768C560>.

BCP Group. 2021. "Diversity And Equal Opportunity Policy". https://ind.millenniumbcp.pt/en/Institucional/sustentabilidade/Documents/Politica-Diversidade-e-Igualdade-de-Oportunidades_en.pdf.

Bondalti. 2019. "Code Of Ethics". Bondalti. <https://www.bondalti.com/contents/ficheiros/etica-en.pdf>.

Bondalti. 2021. "Integrated Report 2020". Bondalti. https://www.bondalti.com/contents/ficheiros/bondalti-ri-2020-en-final_4395.pdf.

Bowman, Cliff, and Véronique Ambrosini. 2000. "Value Creation Versus Value Capture: Towards A Coherent Definition Of Value In Strategy". *British Journal Of Management* 11 (1): 1-15. doi:10.1111/1467-8551.00147.

Bowman, Cliff, and Véronique Ambrosini. 2010. "How Value Is Created, Captured And Destroyed". *European Business Review* 22 (5): 479-495. doi:10.1108/09555341011068903.

Brisa. 2022. "Code Of Ethics". Brisa. Accessed March 10. <https://www.brisa.pt/Portals/0/Documentos/Outros%20Documentos/C%c3%b3digo%20de%20c3%89tica%20EN.pdf>.

Câmara Municipal de Cascais. 2022. "Estratégia Inclusiva Na Empregabilidade". *Cascais.Pt*. Accessed March 10. <https://www.cascais.pt/empregabilidade-inclusiva>.

Campos, Susana. 2018. "VALUING SOCIAL INCLUSION". *Feed.*, , 2018. <https://feed.jeronimomartins.com/waste/valuing-social-inclusion/>.

Cochran, Philip L, and Robert A Wood. 2017. "Corporate Social Responsibility And Financial Performance". *Academy Of Management Journal* 27 (1). doi:<https://doi.org/10.5465/255956>.

Coff, Russell W. 1999. "When Competitive Advantage Doesn't Lead To Performance: The Resource-Based View And Stakeholder Bargaining Power". *Organization Science* 10 (2): 119-133. doi:10.1287/orsc.10.2.119.

Cofidis Group. 2021. "Activity Report 2020". Cofidis Group. <https://www.cofidis-group.com/wp-content/uploads/2021/07/COFIDIS-GROUP-RA-WEB-ENGLISH-1.pdf>.

CTT. 2021. "PLAN FOR EQUALITY". CTT. <https://web3.cmv.m.pt/sdi/emitentes/docs/PPI80571.pdf>.

CTT. 2022. "Política de Diversidade e Inclusão". CTT. [https://www.ctt.pt/contentAsset/raw-data/b5c6c372-2741-4f83-bdf9-966d459b6398/ficheiro/export/13-DIVERSITY%20AND%20INCLUSION%20POLICY_ENG_18.12.2019%20\(1\)%20\(1\).pdf](https://www.ctt.pt/contentAsset/raw-data/b5c6c372-2741-4f83-bdf9-966d459b6398/ficheiro/export/13-DIVERSITY%20AND%20INCLUSION%20POLICY_ENG_18.12.2019%20(1)%20(1).pdf)

CUF. 2021. "CUF Integrated Report 2020". CUF. https://www.cuf.pt/sites/portalcuf/files/documents/2021-05/CUF_RI_2020_EN_FINAL.pdf.

Donaldson, Thomas. 2021. "How Values Ground Value Creation: The Practical Inference Framework". *Organization Theory* 2 (4): 263178772110367. doi:10.1177/26317877211036712.

EDP. 2022. "Changing Tomorrow Now". Sustainability Report 2021. EDP. <https://www.edp.com/sites/default/files/2022-03/EDP%20Sustainability%20Report%202021.pdf>.

El Corte Inglés. 2021. "RELATÓRIO DE RESPONSABILIDADE SOCIAL CORPORATIVA 2020". El Corte Inglés. <https://cdn.grupoelcorteingles.es/statics/manager/contents/documents/uploads/2022/02/rel-resp-social-corp-compressed.pdf>.

Ernst & Young. 2021. "The Future Of Sustainability Reporting Standards: The Policy Evolution And The Actions Companies Can Take Today". Ernst & Young. https://assets.ey.com/content/dam/ey-sites/ey-com/en_gl/topics/sustainability/ey-the-future-of-sustainability-reporting-standards-june-2021.pdf.

European Commission. 2021. "Union of Equality: Strategy for the Rights of Persons with Disabilities 2021-2030." Employment, Social Affairs & Inclusion. Accessed April 6, 2022. <https://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=8376&furtherPubs=yes>

Farfetch. 2022. "Annual Report 2021". Farfetch. https://s22.q4cdn.com/426100162/files/doc_financials/2021/ar/2021-Annual-Report.pdf.

Felin, Teppo, and William S. Hesterly. 2007. "The Knowledge-Based View, Nested Heterogeneity, And New Value Creation: Philosophical Considerations On The Locus Of Knowledge". *Academy Of Management Review* 32 (1): 195-218. doi:10.5465/amr.2007.23464020.

Fidelidade. 2021. "ANNUAL REPORT 2020". Fidelidade. https://www.fidelidade.pt/PT/a-fidelidade/informacoes_legais/informlegais/Documents/RC_Fidelidade_2020_EN.pdf.

Fisher, Sandra L., and Catherine E. Connelly. 2020. "Building The "Business Case" For Hiring People With Disabilities". *Canadian Journal Of Disability Studies* 9 (4): 71-88. doi:10.15353/cjds.v9i4.669.

Galp. 2020. "Integrated Management Report 2019". Galp. https://www.galp.com/corp/Portals/0/Recursos/Investidores/SharedResources/Relatorios/EN/2019/Galp_PartI_IntegratedManagementReport_2019_ENG.pdf.

Gilson, Ronald J. 1984. "Value Creation By Business Lawyers: Legal Skills And Asset Pricing". *The Yale Law Journal* 94 (2): 239. doi:10.2307/796226.

Grupo Barraqueiro. 2021. "COMPROMISSO COM A INCLUSÃO". Grupo Barraqueiro. <https://www.barraqueiro.com/compromisso-com-a-inclusao/>.

Grupo Jerónimo Martins. 2021. "Annual Report 2020". Grupo Jerónimo Martins. <https://www.jeronimomartins.com/wp-content/uploads/01-DOCUMENTS/Investor/Reports/year-in-review-2020/EN/AnnualReportJM2020.pdf>.

Grupo Your. 2020. "Somos Pela Inclusão!". <https://www.facebook.com/grupoyour/posts/3459477330944401>.

Haksever, Cengiz, Radha Chaganti, and Ronald G. Cook. 2004. "A Model Of Value Creation: Strategic View". *Journal Of Business Ethics* 49 (3): 295-307. doi:10.1023/b:busi.0000017968.21563.05.

Hennink, Monique, Inge Hutter, and Ajay Bailey. 2020. *Qualitative Research Methods*. Ebook. 2nd ed. Sage. https://books.google.dk/books?hl=en&lr=&id=_InCDwAAQBAJ&oi=fnd&pg=PP1&dq=method+s+qualitative+research&ots=3ucLpQq-cB&sig=ZXrTshdxDSSI9wGhkBegzAXc22Y&redir_esc=y#v=onepage&q=methods%20qualitative%20research&f=false.

IBM. 2021. "IBM 2020 Diversity & Inclusion Report". IBM. https://www.ibm.com/impact/be-equal/pdf/IBM_Diversity_Inclusion_Report_2020.pdf.

Inter IKEA Holding B.V. 2022. "Inter IKEA Holding B.V. Annual Report FY21". Inter IKEA Holding B.V. https://gbl-sc9u2-prd-cdn.azureedge.net/-/media/interikea/igi/financial-reports/inter-ikea-holding-annual-report-fy21_online-version_1.pdf?rev=d342be4159944a37b0f73e52aa8510f0&hash=FBC68975A915C82C95437538C696C9B.

ISCSP. 2019. "PESSOAS COM DEFICIÊNCIA EM PORTUGAL". INDICADORES DE DIREITOS HUMANOS 2019. OBSERVATÓRIO DA DEFICIÊNCIA E DIREITOS HUMANOS. http://paisemrede.pt/wp-content/uploads/2020/02/Relatorio_ODDH-2019-1.pdf.

Koller, Tim, Marc Goedhart, and David Wessels. 2020. *Valuation: Measuring And Managing The Value Of Companies, University Edition*. Ebook. 7th ed. McKinsey & Company Inc. <https://www.wiley.com/en-us/Valuation%3A+Measuring+and+Managing+the+Value+of+Companies%2C+University+Edition%2C+7th+Edition-p-9781119611868>.

L'Oréal. 2021. "2021 ANNUAL REPORT – THE ESSENTIALS". L'Oréal. https://www.loreal-finance.com/system/files/2022-03/LOREAL_2021_Annual_Report_0.pdf.

L'Oréal. 2022. "L'Oréal Celebrates The 10Th Anniversary Of Its Disability Awards And Restates Its Commitment To People With Disabilities". Accessed March 19. <https://www.loreal.com/en/news/commitments/loreal-celebrates-the-10th-anniversary-of-its-disability-awards-and-restates-its-commitment-to-peopl/>.

Lee, Reggie Van, Lisa Fabish, and Nancy McGaw. 2007. "The Value Of Corporate Values". *SSRN Electronic Journal* 39. doi:10.2139/ssrn.956170.

Lepak, David P., Ken G. Smith, and M. Susan Taylor. 2007. "Value Creation And Value Capture: A Multilevel Perspective". *Academy Of Management Review* 32 (1): 180-194. doi:10.5465/amr.2007.23464011.

LUSÍADAS SAÚDE. 2020. "2019 SUSTAINABILITY REPORT". LUSÍADAS SAÚDE. https://www.lusiadas.pt/sites/default/files/2020-12/relatorioLusiadas_EN_Sustentabilidade.pdf.

Martin, John D, J William Petty, and James S Wallace. 2009. *Value-Based Management With Corporate Social Responsibility*. Ebook. <https://oxford.universitypressscholarship.com/view/10.1093/acprof:oso/9780195340389.001.0001/acprof-9780195340389>.

Martin, John, and J William Petty. 2001. "Value Based Management". *Baylor Business Review* 19 (1): 2-3. <https://www.proquest.com/openview/4e71bf553eaac4754ad07f337472ca73/1?pq-origsite=gscholar&cbl=36194>.

Microsoft. 2021. "Global Diversity & Inclusion Report". Microsoft. <https://query.prod.cms.rt.microsoft.com/cms/api/am/binary/RWNrak>.

Millenium bcp. 2021. "Annual Report 2020". Millenium bcp. <https://ind.millenniumbcp.pt/RelContas/2020/en/sustainability/default.aspx>.

Nova SBE Leadership for Impact Knowledge Center. 2021. "Annual Report 2021". Nova SBE Leadership for Impact Knowledge Center. https://www.novasbe.unl.pt/Portals/0/KnowledgeCenters/Leadership%20for%20Impact/documents/Report2021_VF.pdf.

Novo Banco. 2021. "Relatorio E Contas 2020". Novo Banco. <https://srv.novobanco.pt/site/cms.aspx?srv=207&stp=1&id=1048355&fext=.pdf>.

Pestana Group. 2019. "Planet Guest 2018". Pestana Group. https://www.pestanagroup.com/wp-content/uploads/2019/10/EN_RELAT%C3%93RIO-DE-SUSTENTABILIDADE_18h.pdf.

Prio. 2021. "RELATÓRIO DE SUSTENTABILIDADE 2020". Prio. https://www.prio.pt/downloads/file265_pt.pdf.

Randstad. 2022. "Seeing The Possible In People". Annual Report 2021. Randstad. <https://www.randstad.com/s3fs-media/rscom/public/2022-02/randstad-annual-report-2021.pdf>.

RealHotels Portugal. 2019. "ATTITUDE THAT TRANSFORMS". RealHotels Portugal. <https://www.realhotelsgroup.com/wp-content/uploads/sites/219/2020/12/Attitude-Transform-Real-Hotels-Group-2019-min-compressed.pdf>.

Santander. 2020. "Relatório De Banca Responsável 2020". Santander. https://www.santander.pt/pdfs/investor-relations/santander-totta-sa/relatorio-e-contas/2020/2_2020_Santander_Relatorio_Banca_Responsavel.pdf.

Santander. 2021. "Santander E Café Joyeux Juntos Para Promover A Inclusão Com Impacto Positivo Na Sociedade". https://www.santander.pt/pdfs/investor-relations/imprensa/2021/CI_Abertura_Cafe_Joyeux.pdf.

Saunders, Mark, Philip Lewis, and Adrian Thornhill. 2009. *Research Methods For Business Students*. 5th ed. Essex: Pearson Education.

Sirmon, David G., Michael A. Hitt, and R. Duane Ireland. 2007. "Managing Firm Resources In Dynamic Environments To Create Value: Looking Inside The Black Box". *Academy Of Management Review* 32 (1): 273-292. doi:10.5465/amr.2007.23466005.

Sonae MC. 2021. "Present In A Better Future - Annual Report 2020". https://www.sonae.pt/fotos/dados_fin/sonaemcannualreport2020_357920842608c5075c4c3b.pdf.

Sonae. 2021. "Annual Report 2020". Sonae. https://www.sonae.pt/fotos/dados_fin/ra2020eng_680845217608c4f98c336a.pdf.

Teixeira Duarte. 2020. "RELATÓRIO E CONTAS 2019". Teixeira Duarte. <https://teixeiraduarteconstrucao.com/wp-content/uploads/2020/05/TD-EC-RC-2019.pdf>.

Unilever FIMA. 2021. "Como Iremos Ajudar A Construir Uma Sociedade Mais Equitativa E Inclusiva". *Unilever FIMA*, , 2021. <https://www.unilever-fima.com/news/2021/how-we-will-help-build-a-more-equitable-and-inclusive-society/>.

Unilever. 2021. "Unilever Annual Report And Accounts 2020". Unilever. <https://assets.unilever.com/files/92ui5egz/production/e665693f2bd2efbbde5658baf84043df7937cfd7.pdf/annual-report-and-accounts-2020.pdf>.

van Dijk, Hans, Marloes van Engen, and Jaap Paauwe. 2012. "Reframing The Business Case For Diversity: A Values And Virtues Perspective". *Journal Of Business Ethics* 111 (1): 73-84. doi:10.1007/s10551-012-1434-z.

Vieira de Almeida. 2021. "Corporate Responsibility And Sustainability Report 2020". Vieira de Almeida. https://www.vda.pt/xms/files/06_Media/2021/cc_relatorioVDA2020_final_ingles_digital.pdf.

WADDOCK, SANDRA A., and SAMUEL B. GRAVES. 1997. "THE CORPORATE SOCIAL PERFORMANCE-FINANCIAL PERFORMANCE LINK". *Strategic Management Journal* 18 (4): 303-319. doi:10.1002/(sici)1097-0266(199704)18:4<303::aid-smj869>3.0.co;2-g.

Warren, Ben. 2020. "Why Investors Are Putting Sustainability At The Top Of The Agenda". *Ernst & Young*, 2020. https://www.ey.com/en_gl/power-utilities/why-investors-are-putting-sustainability-at-the-top-of-the-agenda.

Wright, Patrick M., Gary C. McMahan, and Abigail McWilliams. 1994. "Human Resources And Sustained Competitive Advantage: A Resource-Based Perspective". *The International Journal Of Human Resource Management* 5 (2): 301-326. doi:10.1080/09585199400000020.

Appendix 1 – Disability

As per the World Health Organization, disability “results from the interaction between individuals with a health condition, such as cerebral palsy, Down syndrome and depression, with personal and environmental factors including negative attitudes, inaccessible transportation and public buildings, and limited social support.” (World Health Organization n.d.). The World Health Organization (n.d.) states that the degree to which disability may be perceived as a disadvantage leading to inequalities is very dependent on context. Improving employment conditions, for example, may contribute for progress.

In Portugal, 12 135 disabled people were unemployed in 2018, 3.85% of total unemployed people in Portugal (see figure 3, only original language available) (ISCSP 2019).

Ano	Desemprego registado (total)	Desempregado registado de pessoas com deficiência		
		Total	Homens	Mulheres
2009	504 775	8 622 (1,71%)	5 352 (62,07%)	3 270 (37,93%)
2012	675 466	11 913	7 315	4 598
2013	654 569	12 537	7 668	4 869
2014	564 312	12 080	7 270	4 810
2015	521 611	12 667	7 446	5 221
2016	468 282	13 183	7 645	5 538
2017	377 791	12 911	7 261	5 650
2018	315 093	12 135 (3,85%)	6 570 (54,14%)	5 565 (45,86%)
Taxa de variação 2009-2018	-38%	+41%	+23%	+70%
Taxa de variação 2012-2018	-53%	+2%	-10%	+21%
Taxa de variação homóloga 2017-2018	-17%	-6%	-10%	-2%

Figure 3 - Unemployment figures for disabled people in Portugal, from 2009 to 2018 (ISCSP 2019)

Appendix 2 – Commitment to Inclusion by the Inclusive Community Forum

The Inclusive Community Forum (i.e., ICF) promotes inclusion of people with disabilities. It is an initiative from the Nova School of Business and Economics that challenges various stakeholders involved in an inclusion path to share knowledge and create solutions together. Based on one of its main themes, employability, the ICF established the Commitment to Inclusion which was signed by 44 companies in Portugal, thus far, as a commitment towards inclusive recruitment. This commitment means companies who sign it recognize the importance of the topic and are committed to employing people with disabilities, with operational support from the ICF (“Inclusive Community Forum” n.d.).

Appendix 3 – Overview of secondary data

(from page 37 to page 67)

Table 2: Data on communication of organisations that signed the Commitment to Inclusion on the value of inclusion

Organisation	Moral dimension of value	Economic dimension of value	Legal dimension of value
Accenture	"This framework creates a foundation for a positive, respectful and inclusive work environment that can inspire our people, reflect who we are and who we want to be as a company, and guides how we work with clients, our partners and each other. We believe these ethical behaviors are critical to the success of our business and continue to include them in our required Ethics & Compliance training." (Accenture 2021, 27) "We believe a shared ethical culture is critical to our growth in a competitive marketplace." (Accenture 2021, 25) "We have been investing quite a lot in inclusive recruitment. It has been important to send the message out that this is possible. We've been having successful hirings, with productivity and impact in the motivation of people, teams and in the people they work with. Having said this, we'll keep on investing in it. We have to contribute to the society and the inclusion of people with disability is a differentiating factor to our teams but also to our clients." (Nova SBE Leadership for Impact Knowledge Center 2021)	"Our commitment to inclusion, diversity and equality creates an environment that unleashes innovation, allows our people to perform at their very best and underpins a culture in which everyone feels they have an equal opportunity to belong, advance and thrive." (Accenture 2021, 13) "We approach inclusion, diversity and equality with the same discipline and rigor as any other business priority—we set goals, share them publicly and collect data to continuously improve and hold our leaders accountable." (Accenture 2021, 13) "We support our people with care and compassion and continually offer them opportunities to learn, develop their skills and advance their careers, with a commitment to equal pay and to creating an inclusive work environment. Our focus on sustainability across our business not only improves our own competitiveness and drives returns for shareholders—it also helps us attract, motivate and retain the best people." (Accenture 2021, 10)	"As citizens, employees, stakeholders and regulatory bodies are increasingly demanding that businesses become more sustainable—and holding them accountable for their actions—measuring and reporting ESG performance has become an imperative and is rapidly evolving in the marketplace." (Accenture 2021, 38)
Aegon Santander	"O nosso propósito une-nos e os nossos princípios guiam-nos em tudo o que fazemos, agindo sempre de acordo com os padrões mais elevados de ética e integridade." (Aegon Santander Portugal 2020, 9) "Como tal, no código de conduta estão definidos os princípios éticos gerais pelos quais a Companhia se rege e que constituem os pilares fundamentais nos quais assenta a sua atividade: Igualdade de oportunidades e não discriminação; Respeito para com as pessoas; Conciliação do trabalho com a vida pessoal; Prevenção de riscos laborais; Proteção do meio ambiente e políticas de responsabilidade social e ambiental; Direitos coletivos." (Aegon Santander Portugal 2020, 14)	"O Nuno é um exemplo de como as organizações se transformam, criando valor para todos, pois a sua capacidade de concentração, organização e espírito de equipa, fazem toda a diferença na entrega dos resultados aos nossos Clientes, ao entender e fazer parte da solução do problema do Cliente." (Aegon Santander Portugal 2022)	
Alsea	"The principle of equality and non-discrimination applies to all aspects of established labor relations, from hiring and working conditions to professional development and established salary. Thus, our Code of Ethics includes the commitment to guarantee equal opportunities for all people who establish a professional or commercial relationship with Alsea." (Alsea 2021, 70)	"Our Policy includes the framework of action in which labor relations we must develop, positioning diversity as an advantage that strengthens our culture and performance" (Alsea 2021, 71)	
Ascendi	"Ascendi considers unacceptable any practice or conduct that goes against these principles: individual discrimination or offensive conduct towards individual dignity, namely for reasons of origin, age, colour, ethnicity, gender, marital status, nationality, physical disability, sexual orientation, political views, religious beliefs, or trade union association" (Ascendi 2019, 36) "Consciente dos impactos da sua atividade e da responsabilidade na promoção do desenvolvimento sustentável, a Ascendi procura		

	alinhar as suas atividades com a Agenda 2030 da Organização das Nações Unidas, com contributo direto em: [...] Inclusão na política de recursos humanos o recrutamento de pessoas portadores de deficiência" (Ascendi 2020, 14 - 16)		
Auchan Retail Portugal	"A Auchan Retail Portugal é a única empresa de retalho em Portugal certificada em responsabilidade social pela Norma SA 8000, desde 2006. A sua política de Recursos Humanos pauta-se pelo respeito dos direitos humanos, pelo desenvolvimento de condições laborais eticamente responsáveis e pelo compromisso com a gestão da diversidade e inclusão." (Auchan Retail Portugal 2021, 35)	"Na Auchan, o bem-estar no trabalho não é moda, é uma filosofia que dura e que se traduz em ações concretas. Formação, funções adaptadas ao talento de cada um, valorização da diversidade, gestão da cooperação, participação nos resultados e no capital da empresa. A Auchan Retail faz do bem-estar dos seus colaboradores uma prioridade, porque o bem-estar dos seus clientes passa por eles todos os dias." ("Junte-Se A Nós - Auchan Retail Portugal" 2022)	"A Auchan Retail Portugal é a única empresa de retalho em Portugal certificada em responsabilidade social pela Norma SA 8000, desde 2006. A sua política de Recursos Humanos pauta-se pelo respeito dos direitos humanos, pelo desenvolvimento de condições laborais eticamente responsáveis e pelo compromisso com a gestão da diversidade e inclusão." (Auchan Retail Portugal 2021, 35)
Bondalti	"Bondalti believes that all human beings are free and equal and fully respects the fundamental human rights of all individuals. [...] Bondalti is committed to creating a diversified and inclusive working environment, based on mutual respect and free of non-professional behaviours." (Bondalti 2019, 8 - 9) "People are the most relevant stakeholder in Bondalti's Organisation. As they constitute its most valuable asset and therefore, it's Bondalti's prime concern to ensure their safety, health and well-being. In line with its corporate values, Bondalti believes that its sustainability is intrinsically linked to the level of involvement, commitment, performance and satisfaction of its people." (Bondalti 2021, 39)	"People are the most relevant stakeholder in Bondalti's Organisation. As they constitute its most valuable asset and therefore, it's Bondalti's prime concern to ensure their safety, health and well-being. In line with its corporate values, Bondalti believes that its sustainability is intrinsically linked to the level of involvement, commitment, performance and satisfaction of its people." Bondalti 2021, 39)	
BPI	"BPI, in alignment with CaixaBank, bases its people management policy on respect for diversity, equal opportunities and non-discrimination, steering its conduct by full and rigorous compliance with the law and high standards of ethical values, with particular emphasis on the following: j Equal opportunities and non-discrimination; j Respect for people and their dignity; j Reconciling work with personal life; j Prevention of occupational hazards." (Banco BPI 2021, 31) "It is a paramount principle of the Bank to provide equal opportunities for access to work and career progression without any discrimination." (Banco BPI 2021, 31)		"BPI, in alignment with CaixaBank, bases its people management policy on respect for diversity, equal opportunities and non-discrimination, steering its conduct by full and rigorous compliance with the law and high standards of ethical values, with particular emphasis on the following: j Equal opportunities and non-discrimination; j Respect for people and their dignity; j Reconciling work with personal life; j Prevention of occupational hazards." (Banco BPI 2021, 31)
Brisa	"Brisa has always sought to carry on its activities according to the highest standards of workplace integrity, business ethics and strict compliance with the applicable legislation and regulations, in order to ensure the creation of value for the shareholders and for the community." (Brisa 2022, 1)		"Brisa has always sought to carry on its activities according to the highest standards of workplace integrity, business ethics and strict compliance with the applicable legislation and regulations, in order to ensure the creation of value for

			the shareholders and for the community." (Brisa 2022, 1)
Camara de Cascais	"Esta Estratégia para a Inclusão e Diversidade já faz parte da atuação dos serviços municipais de Empregabilidade tendo sido identificada como uma boa prática e revela o forte empenho da Autarquia na qualificação dos seus serviços e na mudança de mentalidades." (Câmara Municipal de Cascais 2022)		
Cofidis	"Combatting exclusion is one of the priority commitments that the Cofidis Group has made to its customers, its teams, and society at large. Thanks to the active participation of our employees and many partnerships between charitable organisations and each of our subsidiaries, the group is committed, active, and a driving force." ("An Inclusive Group" 2022)	"At Cofidis Group, diversity is a driver of performance and inclusion. It supports our creativity and our ability to adapt to the needs of our customers." (Cofidis Group 2021, 38)	
CTT	"We are a company that for several years has been introducing awareness-raising measures from top to bottom to make equal opportunities, inclusion, diversity and gender equality a clear, objective, consistent, coherent, measurable and finally natural reality, part of CTT's DNA." (CTT 2021, 2)	"Reunir pessoas com perfis, conhecimentos e áreas curriculares diversas, com culturas, género e idades diferentes, enriquece a organização, estimula a criatividade e a inovação, contribui para o fortalecimento do potencial humano e para uma maior qualidade nos processos de tomada de decisão, potenciando a criação de valor para os stakeholders." (CTT 2022, 1)	
CUF	"Social responsibility is part of CUF's history and is intrinsic in its values. The CUF Inspira Program contributes to CUF's positioning as a trusted brand, inspiring and close to its employees and the communities in which it operates, through initiatives that represent our values." ("CUF Inspira" 2022) "We acknowledge the importance of the social and economic value of hiring people with disabilities for CUF, for our employees and for the Community in general, demonstrating our commitment and availability to continue to integrate more people with disabilities in our workforce." (CUF 2021, 86)	"We acknowledge the importance of the social and economic value of hiring people with disabilities for CUF, for our employees and for the Community in general, demonstrating our commitment and availability to continue to integrate more people with disabilities in our workforce." (CUF 2021, 86)	
EDP	"We believe that inclusive businesses creates inclusive societies, and that is why EDP is committed to The Valuable 500, a movement that gathers companies from all over the world around the same purpose: to ignite systemic change and unlock the business, social and economic value of people living with disabilities." ("Diversity And Inclusion" 2022)	"We believe that inclusive businesses creates inclusive societies, and that is why EDP is committed to The Valuable 500, a movement that gathers companies from all over the world around the same purpose: to ignite systemic change and unlock the business, social and economic value of people living with disabilities." ("Diversity And Inclusion" 2022) "Address diversity and inclusion as accelerators and indispensable elements for innovation, promoting the attraction and retention of women (30% globally and in leadership positions) and people with disabilities (2% of the global population), with the capacity to adapt its workforce to the challenges of energy transition leadership, through generational renewal (40% of generation Y in leadership positions), retraining and growth of digital functional families" (EDP 2022, 118)	

Eigen Technologies	"An inclusive workforce is an innovative workforce, and we encourage everyone to bring their personality to work and leave their prejudices behind. Embracing individuality and championing inclusion and equality is crucial to us at Eigen Technologies. We want to make positive changes for our people, our communities and society in general. We endeavour to make Eigen a great place to work for everyone regardless of age, disability, gender, nationality, race, religion, sexual orientation, and socioeconomic background." ("Life At Eigen" 2022)	An inclusive workforce is an innovative workforce, and we encourage everyone to bring their personality to work and leave their prejudices behind. Embracing individuality and championing inclusion and equality is crucial to us at Eigen Technologies. We want to make positive changes for our people, our communities and society in general. We endeavour to make Eigen a great place to work for everyone regardless of age, disability, gender, nationality, race, religion, sexual orientation, and socioeconomic background. ("Life At Eigen" 2022)	
El Corte Ingles	"Sendo um trabalho dividido em três partes, todos os intervenientes saem beneficiados: O El Corte Inglés aprofunda o conhecimento sobre as diferentes temáticas da deficiência e as instituições preparam melhor as suas pessoas para o mercado laboral, adequando mais facilmente o perfil da pessoa ao posto de trabalho. Os candidatos ganham com uma integração profissional mais ajustada." (El Corte Inglés 2021, 59) "O El Corte Inglés mantém-se empenhado em garantir a promoção de um local de trabalho mais justo e digno, que assegure a igualdade de oportunidades para todos. Deste modo, tem vindo a implementar um conjunto de iniciativas e políticas de gestão de pessoas que visa assegurar uma cultura organizacional mais igualitária. Por essa razão, somos signatários da Carta Portuguesa da Diversidade." (El Corte Inglés 2021, 57)		
Farfetch	"Our values mean that we have always embraced and celebrated the differences and diversity that exists across our broad community of creators, curators and consumers of fashion." ("THE CHANGE STARTS WITH US" 2022)	"A critical part of successfully delivering this is having a diverse and inclusive workplace." (Farfetch 2022, 71) "There has been an increased focus, including by consumers, investors, employees and other stakeholders, as well as by governmental and non-governmental organizations, on ESG matters generally (including climate change, diversity and inclusion and responsible sourcing) and with regard to the fashion industry specifically. [...] Any failure or perceived failure by us to meet our commitments, or perception that our targets are insufficient, with regard to ESG matters could negatively affect our brand, the demand for our products, and, therefore, our financial condition and prospects"" (Farfetch 2022, 29)	"As a growing company with expanding operations, including in the highly regulated product categories of beauty and kidswear, we have in the past faced and may in the future increasingly face the risk of claims, lawsuits, government investigations, and other proceedings involving [...] accessibility claims (including those relating to our compliance with the Americans with Disabilities Act of 1990), securities, tax, labor and employment, commercial disputes, services and other matters. The number and significance of these disputes and inquiries have increased as the political and regulatory landscape changes, and as we have grown larger and expanded in scope and geographic reach, and as our services have increased in complexity. [...] We cannot predict the outcome of such

			disputes and inquiries with certainty. Regardless of the outcome, these matters can have an adverse impact on us because of legal costs, diversion of management resources, and other factors." (Farfetch 2022, 40)
Fidelidade	"Additionally, the inclusion of people with disabilities or incapacities is also a priority of the Group, and it enhances the development of local communities, by (re)creating better and more appropriate long-term care and through maximum (re)capacitating of these citizens for active living, whenever possible, thereby contributing to reducing social inequality." (Fidelidade 2021, 45) "The Fidelidade Group's priority areas in terms of corporate social responsibility continue to be based on the challenges of the ageing population, health prevention and inclusion of persons with disabilities or incapacities. We aim to develop a greater understanding of these issues in the interests of developing the respective communities and regarding their impacts on strategy and business." (Fidelidade 2021, 49)	"The Fidelidade Group's priority areas in terms of corporate social responsibility continue to be based on the challenges of the ageing population, health prevention and inclusion of persons with disabilities or incapacities. We aim to develop a greater understanding of these issues in the interests of developing the respective communities and regarding their impacts on strategy and business." (Fidelidade 2021, 49)	
GALP	"In March 2019, Galp assumed the commitment to increase the number of disabled workers, contributing to a more just and inclusive community." ("Human Capital Strategy Galp" 2022) "Galp is strongly committed to empowering diversity and inclusion by adopting concrete measures in the pursuit of this objective." (Galp 2020, 95)		
Grupo Ageas Portugal	"My job is to support my colleagues across the Ageas Group to find ways in which we can attract, develop, promote and retain diverse, talented people. We do this because of all the reasons listed above, but also because we believe in equality and fairness" (Ageas 2022)	"So being a diverse and inclusive organisation is crucial for our business, as it allows us to understand and deliver for our customers, no matter where they are. That's why we want to include diverse talent at all levels in the organisation." (Ageas 2022) "But let me be clear – it's not about positive discrimination or quotas. It's about supporting all employees to realise their potential, through fair and rigorous processes and management." (Ageas 2022) "People, markets, customers, business and the community are constantly changing. To achieve our business objectives, we need a workforce that is aligned with this ever changing environment. Ageas values the difference each individual brings and regards these differences as an asset. Therefore we encourage our people to think and act differently, to be themselves and to contribute their individual skills. Ageas strives to create a truly inclusive Ageas community, a community	

		of mutual understanding that respects and values differences." (Ageas 2020, 2)	
		"This policy demonstrates Ageas's commitment and approach to valuing every individual that works for us. We see this as a business imperative, in that it provides us with the foundation to enable us to achieve sustainable business results. Diverse people, diverse teams and diverse management will make us stronger." (Ageas 2020, 2)	
Grupo Barraqueiro	"O Grupo Barraqueiro é um dos grupos empresariais que aderiu a este projeto, comprometendo-se a promover o recrutamento de pessoas com deficiência nas suas organizações, reconhecendo, como se refere no documento "Compromisso com a Inclusão" que o Grupo Barraqueiro subscreveu, a importância social e económica desta realidade, quer para o Grupo Barraqueiro e seus colaboradores, quer para as comunidades onde se insere." (Grupo Barraqueiro 2021)	"O Grupo Barraqueiro é um dos grupos empresariais que aderiu a este projeto, comprometendo-se a promover o recrutamento de pessoas com deficiência nas suas organizações, reconhecendo, como se refere no documento "Compromisso com a Inclusão" que o Grupo Barraqueiro subscreveu, a importância social e económica desta realidade, quer para o Grupo Barraqueiro e seus colaboradores, quer para as comunidades onde se insere." (Grupo Barraqueiro 2021)	
Grupo Manuel Champalimaud	"A OZ Energia apoia o desporto adaptado através de dois programas extraordinários à medida de pessoas extraordinárias. A colaboração da OZ Energia nestes projectos constitui uma oportunidade para afirmarmos os nossos valores e a nossa identidade no meio onde operamos. É nossa intenção dar continuidade a estes apoios e mantermo-nos associados a projectos que contribuam para a inclusão e o bem-estar da comunidade, em particular, para as pessoas portadoras de deficiência." ("Responsabilidade Social - OZ Energia" 2022)		
Pestana Hotel Group	"We seek to be an inclusive employer, and as part of this we have made agreements with various institutions for the integration of people with special needs into our team of employees. In 2018, we continued our work with organisations such as Cercica and CMC by providing social and professional rehabilitation traineeships in our hotels for people with physical and mental disabilities, showing that the tourism sector can be inclusive for all citizens with regard to employment." (Pestana Group 2019, 7)		
	"Working on our own initiatives or together with our partner organisations, we have been an enthusiastic sponsor of entrepreneurship, contributing to professional development and a more inclusive labour market" (Pestana Group 2019, 23)		
Group Your	"Somos pela inclusão! Em menos de 1 ano, conseguimos cumprir os objetivos a que nos propusemos para o ano de 2020 relativos ao Compromisso com a Inclusão da Inclusive Community Forum. [...] Para nós, é essencial que todos possam ter a oportunidade de descobrir os seus talentos e aquilo que realmente os faz feliz, independentemente das limitações que enfrentam." (Grupo Your 2020)		

	"Regemo-nos pela ética, lealdade e honestidade em todas as nossas relações" (Grupo Your 2022)		
IBM	"IBM has more than 100 years of work on diversity, inclusion, and equality in the workplace. That legacy, and our continued commitment to advance equity in a global society, has made us leaders in diversity and inclusion. Guided by our values and beliefs, we're proud to foster an environment where every IBMer is able to thrive because of their differences, not in spite of them" (IBM 2021, 35) "Twenty twenty one will be the year when 'equality' becomes both a commercial and an ethical imperative—including equality for the world's more than 1.3 billion disabled people who have so rarely featured as a diversity priority." (IBM 2021, 46)	"As I wrote to investors in IBM's 2020 Annual Report, fostering a culture of diversity and inclusion is important to our company's success." (IBM 2021, 2) "Twenty twenty one will be the year when 'equality' becomes both a commercial and an ethical imperative—including equality for the world's more than 1.3 billion disabled people who have so rarely featured as a diversity priority." (IBM 2021, 46) "Along with our PwDA community, we recognize the important talent and contributions of neurodivergent IBMers to our business, our clients, and our communities. This talent pool brings different perspectives, backgrounds, and ways of working, making us a more competitive, diverse, and inclusive company." (IBM 2021, 46)	
IKEA	"We are on a mission to create a better everyday life for people all over the world, and we take our responsibility seriously in the local communities we're present in. Above all, we aim to have a positive impact on people and planet wherever we are and whatever we're doing" ("Social Impact" 2022)	"The Group has presence in many different countries. Equality, inclusion and diversity increase our understanding of each other. That is why the Group recruits for and embraces diversity – to engage with co-workers of all ages, backgrounds, mind-sets and perspectives. In an environment of openness where everyone is important, and feels comfortable to experiment and try new ways." (Inter IKEA Holding B.V. 2022, 9)	
Jerónimo Martins	"We are very well aware of the need to promote the employability of people who are especially vulnerable when accessing the job market, which is why we have been pursuing our strategy for social inclusion based on three main action pillars: inclusion of people with disabilities, migrants or refugees and people exposed to social risks." ("Equality And Diversity Jerónimo Martins" 2022) "As an intrinsic part of our sense of corporate citizenship, we incorporate, in a clear and committed way, environmental and social concerns in the pursuit of our business. This involves adopting policies and practices that focus on fighting climate change, deforestation and pollution, preserving the environment, biodiversity and natural resources, reducing the use of polluting materials, increasing recycling and the recovery of the waste generated by our activities, as well as promoting respect for and defending Human Rights and the principles of diversity and inclusion." (Grupo Jerónimo Martins 2021, 19)	"Because we believe that attracting diverse talent encourages innovation and development within businesses. And because we believe that by creating a culture which values diversity and social inclusion, we reinforce the solidarity ties between teams and respond to the challenges faced by our communities. As a trend-setting employer, we wish to contribute to promoting a culture of social inclusion, fighting inequality in terms of opportunities, and we are conscious of the crucial importance of employment for the survival, development and fulfilment of each human being." (Campos 2018)	

	"Because we believe that attracting diverse talent encourages innovation and development within businesses. And because we believe that by creating a culture which values diversity and social inclusion, we reinforce the solidarity ties between teams and respond to the challenges faced by our communities. As a trend-setting employer, we wish to contribute to promoting a culture of social inclusion, fighting inequality in terms of opportunities, and we are conscious of the crucial importance of employment for the survival, development and fulfilment of each human being." (Campos 2018)		
Loreal	"“Diversity and inclusion are core values of L’Oréal’s strategy. For us, creating an inclusive and diverse environment is simultaneously a business performance issue, an HR priority and a component of our responsible employer stance,” said Jean-Paul Agon, Chairman and CEO of L’Oréal." (L’Oréal 2022)	"We create products for people from all walks of life around the globe. To ensure that our products meet the needs of every form of Beauty in every culture, our team members must be as diverse and inclusive as the world itself." ("L’oréal Groupe: Promoting Diversity, Equity & Inclusion" 2022) "We act to build a business with inclusivity at its heart by ensuring we are as diverse as the people we serve." (L’Oréal 2021, 3) "We believe that diverse teams with diverse perspectives are better at understanding the many different ideals of Beauty and they are better at seizing emerging opportunities. D&I fuels the creativity that helps us inspire Beauty around the world." ("L’oréal Groupe: Promoting Diversity, Equity & Inclusion" 2022) "“Diversity and inclusion are core values of L’Oréal’s strategy. For us, creating an inclusive and diverse environment is simultaneously a business performance issue, an HR priority and a component of our responsible employer stance,” said Jean-Paul Agon, Chairman and CEO of L’Oréal." (L’Oréal 2022)	
Lusiadas Saude	"Acreditamos que para poder promover comunidades mais saudáveis temos de trabalhar as áreas fundamentais da Sustentabilidade – social, ambiental e económica –, interligando as suas várias componentes em toda a cadeia de valor." ("Sustentabilidade Lusiadas Saúde" 2022)	"In order to create a virtuous, collaborative environment across the group’s entire value chain, common principles — integrity, compassion, innovation, and performance, as well as inclusion, diversity, and commitment — must be applied." (LUSÍADAS SAÚDE 2020, 31) "The talent development is also performed against a backdrop of diversity and inclusion." (LUSÍADAS SAÚDE 2020, 20)	
Mercer	"WE RESPECT the dignity and worth of every person. We work to advance human rights and social and workplace equality everywhere we do business." ("MAKING A DIFFERENCE IN THE MOMENTS THAT MATTER" 2021, 15)	"A diverse workforce and an inclusive culture makes us stronger as an organization and improves the quality of our work. According to data on client team effectiveness, diverse teams produce greater economic success for all." ("Inclusion And Diversity" 2022) "Our company’s greatest strength is the collective talent of our people. Inclusion means more than acceptance — it means belonging. Every person has unique knowledge and experience.	"There is increased focus, including from governmental organizations, investors, colleagues and clients, on ESG issues such as environmental stewardship, climate change, diversity and inclusion, racial justice and workplace conduct. Negative public perception, adverse publicity or negative comments in social media could

		Individually, that makes us valuable — and together, extraordinary." ("MAKING A DIFFERENCE IN THE MOMENTS THAT MATTER" 2021, 10) "Mercer is a people business, and having colleagues with diverse backgrounds, perspectives, experiences and cultures brings a diversity of ideas that, in turn, helps us make brighter futures for everyone. Together, we can make a difference." ("Inclusion And Diversity" 2022)	damage our reputation if we do not, or are not perceived to, adequately address these issues. Any harm to our reputation could impact colleague engagement and retention and the willingness of clients and our partners to do business with us." ("MAKING A DIFFERENCE IN THE MOMENTS THAT MATTER" 2021, 24)
Microsoft	"Inclusive hiring for people with disabilities. From the very first days of our company, Microsoft has sought to enable individuals and organizations around world to do great things." ("Disability Hiring" 2022) "At Microsoft, our mission is to empower every person and every organization on the planet to achieve more. Having a diverse workforce that includes people with disabilities is paramount to this mission." ("Disability Hiring" 2022)	"“When we talk about empowering every person and every organization on the planet to achieve more, diversity and inclusion is core to how we pursue our mission. We simply cannot succeed in our business without it. If we want to empower the world, we must represent the world inside Microsoft.”" (Microsoft 2021, 7) "Employees with disabilities have been the catalysts of great Microsoft innovations such as Learning Tools, live captioning in Teams, the Xbox Adaptive Controller, Seeing AI, Surface Adaptive Kit, and many more. We continue to actively work to hire and nurture people with disabilities to bring their expertise into our processes, products, and culture at every level." (Microsoft 2021, 17) "From our 25 years of work on accessibility at Microsoft, we’ve learned that people with disabilities represent one of the world’s largest untapped talent pools, and that inclusion of disabled talent is crucial to achieving our mission." (Microsoft 2021, 17) "Fostering a hiring process that seeks candidates with disabilities and provides an environment in which they can thrive can help mitigate current staffing gaps, power innovation, and support a strong organizational culture." ("Disability Hiring" 2022)	
Millenium bcp	"The BCP Group’s strategy is the promotion of a culture of social responsibility, developing actions for and with several groups of Stakeholders aiming at, directly and indirectly, contributing to the social development of the countries where it operates." (Millenium bcp 2021)	"Diversity, inclusion, equal opportunity and non-discrimination are also critical factors for business success." (BCP Group 2021)	"BCP, which ensures compliance with the applicable legislation on equality and diversity at work, also respects the recommendations of the International Labor Organization and the guidelines for voluntary commitments made in these matters" (BCP Group 2021)
Novo Banco	"Com objetivos concretos para 2020, e que tem como compromisso retribuir à sociedade e aos seus colaboradores o que o Banco origina com a sua atividade, o novobanco pretende com o modelo Dividendo Social assumir um papel de referência neste domínio com preocupações de igualdade de género, bem-estar social e ambiental." ("Dividendo Social Novobanco" 2022)	"A diversidade e a igualdade de género fazem parte integrante da gestão do capital humano" (Novo Banco 2021, 131) "O NOVO BANCO tem consciencia que os bons resultados advem de um capital humano diversificado, inclusivo, e com diferentes experiencias de vida" (Novo Banco 2021, 127)	"O NOVO BANCO cumpre a legislação, normas e regulamentos em vigor e pauta a atuação em total conformidade com a sua política de Igualdade e Não Discriminação e com a sua Política de Direitos Humanos" (Novo Banco 2021, 131)

Prio	"A PRIO assume com responsabilidade o seu papel no desenvolvimento sustentável e integra na sua estratégia temáticas estruturantes a nível internacional como a economia circular, as alterações climáticas e a inovação." (Prio 2021, 8) "Criar valor e oportunidades de negócio com responsabilidade e ética, seguindo o código de conduta PRIO." (Prio 2021, 30) "Cada vez mais, as marcas ocupam uma posição de destaque no que diz respeito a este tipo de iniciativas. O papel de uma marca vai muito além da qualidade do seu produto ou daquilo que vende. A responsabilidade social tem um peso cada vez maior nas estratégias. É importante que as marcas reconheçam o contributo que podem ter para a sociedade e procurem sempre fazer a diferença ao dinamizar este tipo de iniciativas, seja direccionada a uma causa ambiental ou a uma causa social." (Almeida 2021)	"Criar valor e oportunidades de negócio com responsabilidade e ética, seguindo o código de conduta PRIO." (Prio 2021, 30) "Cada vez mais, as marcas ocupam uma posição de destaque no que diz respeito a este tipo de iniciativas. O papel de uma marca vai muito além da qualidade do seu produto ou daquilo que vende. A responsabilidade social tem um peso cada vez maior nas estratégias. É importante que as marcas reconheçam o contributo que podem ter para a sociedade e procurem sempre fazer a diferença ao dinamizar este tipo de iniciativas, seja direccionada a uma causa ambiental ou a uma causa social." (Almeida 2021) "Em entrevista à Marketeer, Ana Pinho adianta ainda que «o papel de uma marca vai muito além da qualidade do seu produto ou daquilo que vende» e que a responsabilidade social não pode ser descurada – estando até a ganhar um peso cada vez mais relevante nas estratégias das marcas." (Almeida 2021)	
Randstad	"We see the bigger picture, and take our social responsibility seriously. Our business must always benefit society as a whole." (Randstad 2022, 10)	"Randstad is also strongly committed to equity, diversity and inclusion. We believe this helps us build a more productive and innovative workforce." (Randstad 2022, 11)	
Real Hotels Group	"Together with our employees, partners, customers and suppliers we want to create a positive change, contributing to a more fair society." (RealHotels Portugal 2019, 9)		
Santander	"Acreditamos que a inclusão de pessoas com deficiência é uma questão de, ética e responsabilidade, ao mesmo tempo que promove a sua independência, liberdade e dignidade e enriquece as equipas a que estas pessoas se juntam." (Santander 2020, 42)	"O Santander acredita que a inclusão de pessoas com deficiência acrescenta mais valor às empresas que as contratam, o que se traduz num impacto altamente positivo na cultura dessas instituições e nos seus colaboradores.", afirma Inês Oom de Sousa, administradora do Santander Portugal." (Santander 202)	"A nossa estratégia de D&I define dois objetivos para promover a inclusão de pessoas com deficiência: • Atingir ou ultrapassar a quota legal de colaboradores com deficiência (em conformidade com a Lei n.º 4/2019 de 10 de janeiro relativa ao sistema de quotas de emprego para pessoas com deficiência); • Cumprir a legislação de acessibilidades local." (Santander 2020, 42)
Sonae	"Sonae sees inequality as one of the most complex and urgent social challenges of our times." (Sonae 2021, 82) "Sonae promotes equal opportunities for all and is actively developing and reskilling its employees and creating qualified jobs, coupled with initiatives in the the community, which aim to develop a more diverse and inclusive company and society." (Sonae 2021, 83)	"The values of inclusion and diversity have been an integral part of Sonae's core since its foundation and are intrinsically related to the evolution, growth and diversification of our businesses." (Sonae 2021, 82)	
Sonae MC	"As the benchmark employer, we play a fundamental role in job creation and promoting inclusion; thus, we value each and every contribution." (Sonae MC 2021, 57) "The foundations of our diversity and inclusion strategies are rooted in our way of being and conducting ourselves, and it is consistent and	"The continuous quest for making better decisions, innovating more, and achieving superior results by promoting a culture of diversity and inclusion, is patent in Sonae MC's daily business." (Sonae MC 2021, 56)	

	intentional. We care for our People and their individuality. Putting our People are at the heart of our success is an intrinsic part of our culture and abundantly clear in our corporate values." (Sonae MC 2021, 57)		
TDGI	"Para a "Teixeira Duarte - Engenharia e Construções, S.A." a sustentabilidade é o resultado de um modo de estar e de agir, com sentido de responsabilidade, que se espelha no relacionamento dos seus colaboradores com todas as partes interessadas. Esta é também a visão corporativa do Grupo Teixeira Duarte, onde a Empresa se integra, relativamente ao desenvolvimento sustentável." (Teixeira Duarte 2020, 31) "A Empresa, em Portugal, possui também a certificação voluntária da Norma Internacional SA 8000, manifestando o compromisso da organização em desenvolver, manter e aplicar práticas responsáveis em questões como o trabalho escravo e infantil, saúde e segurança do trabalho, liberdade de associação e negociação coletiva, discriminação, práticas disciplinares, horário de trabalho, remuneração e sistemas de gestão" (Teixeira Duarte 2020, 32) "Desde 2018 que a Empresa iniciou um processo de integração dos Objetivos de Desenvolvimento Sustentável das Nações Unidas no seu quadro global de atuação para moldar, conduzir e relatar as suas ações e metas no âmbito do Desenvolvimento Sustentável, dado ter identificado grandes afinidades entre a sua visão corporativa sobre Sustentabilidade e estes Objetivos." (Teixeira Duarte 2020, 32)		"A Empresa, em Portugal, possui também a certificação voluntária da Norma Internacional SA 8000, manifestando o compromisso da organização em desenvolver, manter e aplicar práticas responsáveis em questões como o trabalho escravo e infantil, saúde e segurança do trabalho, liberdade de associação e negociação coletiva, discriminação, práticas disciplinares, horário de trabalho, remuneração e sistemas de gestão" (Teixeira Duarte 2020, 32)
Unilever FIMA	"A Unilever tem um longo historial em promover mudanças sociais, desde melhorar a saúde e o bem-estar de mais de mil milhões de pessoas até melhorar os meios de subsistência de milhões de pessoas através do nosso Plano de Sustentabilidade. Estamos orgulhosos destas nossas realizações. Porém, estamos também perfeitamente conscientes de que precisamos de fazer mais, visto que os desafios sociais que as pessoas atualmente enfrentam tornaram-se bastante mais acentuados. Em 2019, por exemplo, mais de 630 milhões de trabalhadores em todo mundo — quase um em cada cinco pessoas empregadas — não ganharam o suficiente para que eles próprios, juntamente com as suas famílias, saíssem da pobreza. É por este motivo que estamos a anunciar um ambicioso conjunto de compromissos e medidas para ajudar a construir uma sociedade mais equitativa e inclusiva." (Unilever FIMA 2021) "“As duas maiores ameaças que o mundo atualmente enfrenta são as alterações climáticas e a desigualdade social” diz Alan Jope, CEO da Unilever. “O ano passado aumentou, sem dúvida, a separação social - pelo que serão	"Making Unilever a completely inclusive place to work will make us a stronger, better business." (Unilever 2021, 19) "Unilever has long understood the importance of diversity and inclusion within our workforce because of the wide range of consumers and other stakeholders we connect with globally." (Unilever 2021, 75)	

	necessárias medidas decisivas e coletivas para se construir uma sociedade que ajude a melhorar os meios de subsistência, aceite a diversidade, cultive o talento e ofereça oportunidades para todos". (Unilever FIMA 2021)		
Vieira de Almeida	"The fight for a fairer, more inclusive and sustainable future is a collective challenge for all those who are a part of VdA" (Vieira de Almeida 2021, 8) "In the context of its participation in this initiative, VdA chose to focus its efforts on a specific set of SDGs to reinforce its commitment to diversity and inclusion, considering their importance and triple reference in the United Nations 2030 Agenda, namely in SDG 5 (Achieve Gender Equality and Empower all Women and Girls), SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities)." (Vieira de Almeida 2021, 68) "Sustainable Development is aligned with the values that shape VdA's identity, underlining our commitment to future generations as components of an ecosystem the Firm aims to actively contribute to as an agent of positive change" (Vieira de Almeida, 69)		

Table 2: Data on communication of organisations that signed the Commitment to Inclusion on the value of inclusion

Organisation	Moral dimension of value	Economic dimension of value	Legal dimension of value
Accenture	"This framework creates a foundation for a positive, respectful and inclusive work environment that can inspire our people, reflect who we are and who we want to be as a company, and guides how we work with clients, our partners and each other. We believe these ethical behaviors are critical to the success of our business and continue to include them in our required Ethics & Compliance training." (Accenture 2021, 27) "We believe a shared ethical	"Our commitment to inclusion, diversity and equality creates an environment that unleashes innovation, allows our people to perform at their very best and underpins a culture in which everyone feels they have an equal opportunity to belong, advance and thrive." (Accenture 2021, 13) "We approach inclusion, diversity and equality with the same discipline and rigor as any other business priority—we set goals, share them publicly and collect data to continuously improve and hold	"As citizens, employees, stakeholders and regulatory bodies are increasingly demanding that businesses become more sustainable—and holding them accountable for their actions—measuring and reporting ESG performance has become an imperative and is rapidly evolving in the marketplace." (Accenture 2021, 38)

	culture is critical to our growth in a competitive marketplace." (Accenture 2021, 25) "We have been investing quite a lot in inclusive recruitment. It has been important to send the message out that this is possible. We've been having successful hirings, with productivity and impact in the motivation of people, teams and in the people they work with. Having said this, we'll keep on investing in it. We have to contribute to the society and the inclusion of people with disability is a differentiating factor to our teams but also to our clients." (Nova SBE Leadership for Impact Knowledge Center 2021)	our leaders accountable." (Accenture 2021, 13) "We support our people with care and compassion and continually offer them opportunities to learn, develop their skills and advance their careers, with a commitment to equal pay and to creating an inclusive work environment. Our focus on sustainability across our business not only improves our own competitiveness and drives returns for shareholders—it also helps us attract, motivate and retain the best people." (Accenture 2021, 10)	
Aegon Santander	"O nosso propósito une-nos e os nossos princípios guiam-nos em tudo o que fazemos, agindo sempre de acordo com os padrões mais elevados de ética e integridade." (Aegon Santander Portugal 2020, 9) "Como tal, no código de conduta estão definidos os princípios éticos gerais pelos quais a Companhia se rege e que constituem os pilares fundamentais nos quais assenta a sua atividade: Igualdade de oportunidades e não discriminação; Respeito para com as pessoas; Conciliação do trabalho com a vida pessoal; Prevenção de riscos laborais; Proteção do meio ambiente e políticas de responsabilidade social e ambiental; Direitos coletivos." (Aegon Santander Portugal 2020, 14)	"O Nuno é um exemplo de como as organizações se transformam, criando valor para todos, pois a sua capacidade de concentração, organização e espírito de equipa, fazem toda a diferença na entrega dos resultados aos nossos Clientes, ao entender e fazer parte da solução do problema do Cliente." (Aegon Santander Portugal 2022)	
Alsea	"The principle of equality and non-discrimination applies to all aspects of established labor relations, from hiring and working conditions to professional development and established salary. Thus, our Code of Ethics includes the commitment to guarantee equal opportunities for all people who	"Our Policy includes the framework of action in which labor relations we must develop, positioning diversity as an advantage that strengthens our culture and performance" (Alsea 2021, 71)	

	establish a professional or commercial relationship with Alsea." (Alsea 2021, 70)		
Ascendi	"Ascendi considers unacceptable any practice or conduct that goes against these principles: individual discrimination or offensive conduct towards individual dignity, namely for reasons of origin, age, colour, ethnicity, gender, marital status, nationality, physical disability, sexual orientation, political views, religious beliefs, or trade union association" (Ascendi 2019, 36) "Consciente dos impactos da sua atividade e da responsabilidade na promoção do desenvolvimento sustentável, a Ascendi procura alinhar as suas atividades com a Agenda 2030 da Organização das Nações Unidas, com contributo direto em: [...] Inclusão na política de recursos humanos o recrutamento de pessoas portadores de deficiência" (Ascendi 2020, 14 - 16)		
Auchan Retail Portugal	"A Auchan Retail Portugal é a única empresa de retalho em Portugal certificada em responsabilidade social pela Norma SA 8000, desde 2006. A sua política de Recursos Humanos pauta-se pelo respeito dos direitos humanos, pelo desenvolvimento de condições laborais eticamente responsáveis e pelo compromisso com a gestão da diversidade e inclusão." (Auchan Retail Portugal 2021, 35)	"Na Auchan, o bem-estar no trabalho não é moda, é uma filosofia que dura e que se traduz em ações concretas. Formação, funções adaptadas ao talento de cada um, valorização da diversidade, gestão da cooperação, participação nos resultados e no capital da empresa. A Auchan Retail faz do bem-estar dos seus colaboradores uma prioridade, porque o bem-estar dos seus clientes passa por eles todos os dias." ("Junte-Se A Nós - Auchan Retail Portugal" 2022)	"A Auchan Retail Portugal é a única empresa de retalho em Portugal certificada em responsabilidade social pela Norma SA 8000, desde 2006. A sua política de Recursos Humanos pauta-se pelo respeito dos direitos humanos, pelo desenvolvimento de condições laborais eticamente responsáveis e pelo compromisso com a gestão da diversidade e inclusão." (Auchan Retail Portugal 2021, 35)
Bondalti	"Bondalti believes that all human beings are free and equal and fully respects the fundamental human rights of all individuals. [...] Bondalti is committed to creating a diversified and inclusive working environment, based on mutual respect and free of non-professional behaviours."	"People are the most relevant stakeholder in Bondalti's Organisation. As they constitute its most valuable asset and therefore, it's Bondalti's prime concern to ensure their safety, health and well-being. In line with its corporate values, Bondalti believes that its sustainability is intrinsically linked to the level of involvement,	

	(Bondalti 2019, 8 - 9) "People are the most relevant stakeholder in Bondalti's Organisation. As they constitute its most valuable asset and therefore, it's Bondalti's prime concern to ensure their safety, health and well-being. In line with its corporate values, Bondalti believes that its sustainability is intrinsically linked to the level of involvement, commitment, performance and satisfaction of its people." (Bondalti 2021, 39)	commitment, performance and satisfaction of its people." Bondalti 2021, 39)	
BPI	"BPI, in alignment with CaixaBank, bases its people management policy on respect for diversity, equal opportunities and non-discrimination, steering its conduct by full and rigorous compliance with the law and high standards of ethical values, with particular emphasis on the following: j Equal opportunities and non-discrimination; j Respect for people and their dignity; j Reconciling work with personal life; j Prevention of occupational hazards." (Banco BPI 2021, 31) "It is a paramount principle of the Bank to provide equal opportunities for access to work and career progression without any discrimination." (Banco BPI 2021, 31)		"BPI, in alignment with CaixaBank, bases its people management policy on respect for diversity, equal opportunities and non-discrimination, steering its conduct by full and rigorous compliance with the law and high standards of ethical values, with particular emphasis on the following: j Equal opportunities and non-discrimination; j Respect for people and their dignity; j Reconciling work with personal life; j Prevention of occupational hazards." (Banco BPI 2021, 31)
Brisa	"Brisa has always sought to carry on its activities according to the highest standards of workplace integrity, business ethics and strict compliance with the applicable legislation and regulations, in order to ensure the creation of value for the shareholders and for the community." (Brisa 2022, 1)		"Brisa has always sought to carry on its activities according to the highest standards of workplace integrity, business ethics and strict compliance with the applicable legislation and regulations, in order to ensure the creation of value for the shareholders and for the community." (Brisa 2022, 1)
Camara de Cascais	"Esta Estratégia para a Inclusão e Diversidade já faz parte da atuação dos serviços municipais de Empregabilidade tendo sido identificada como uma boa prática e revela o forte empenho		

	da Autarquia na qualificação dos seus serviços e na mudança de mentalidades." (Câmara Municipal de Cascais 2022)		
Cofidis	"Combatting exclusion is one of the priority commitments that the Cofidis Group has made to its customers, its teams, and society at large. Thanks to the active participation of our employees and many partnerships between charitable organisations and each of our subsidiaries, the group is committed, active, and a driving force." ("An Inclusive Group" 2022)	"At Cofidis Group, diversity is a driver of performance and inclusion. It supports our creativity and our ability to adapt to the needs of our customers." (Cofidis Group 2021, 38)	
CTT	"We are a company that for several years has been introducing awareness-raising measures from top to bottom to make equal opportunities, inclusion, diversity and gender equality a clear, objective, consistent, coherent, measurable and finally natural reality, part of CTT's DNA." (CTT 2021, 2)	"Reunir pessoas com perfis, conhecimentos e áreas curriculares diversas, com culturas, género e idades diferentes, enriquece a organização, estimula a criatividade e a inovação, contribui para o fortalecimento do potencial humano e para uma maior qualidade nos processos de tomada de decisão, potenciando a criação de valor para os stakeholders." (CTT 2022, 1)	
CUF	"Social responsibility is part of CUF's history and is intrinsic in its values. The CUF Inspira Program contributes to CUF's positioning as a trusted brand, inspiring and close to its employees and the communities in which it operates, through initiatives that represent our values." ("CUF Inspira" 2022) "We acknowledge the importance of the social and economic value of hiring people with disabilities for CUF, for our employees and for the Community in general, demonstrating our commitment and availability to continue to integrate more people with disabilities in our workforce." (CUF 2021, 86)	"We acknowledge the importance of the social and economic value of hiring people with disabilities for CUF, for our employees and for the Community in general, demonstrating our commitment and availability to continue to integrate more people with disabilities in our workforce." (CUF 2021, 86)	

EDP	"We believe that inclusive businesses creates inclusive societies, and that is why EDP is committed to The Valuable 500, a movement that gathers companies from all over the world around the same purpose: to ignite systemic change and unlock the business, social and economic value of people living with disabilities." ("Diversity And Inclusion" 2022)	"We believe that inclusive businesses creates inclusive societies, and that is why EDP is committed to The Valuable 500, a movement that gathers companies from all over the world around the same purpose: to ignite systemic change and unlock the business, social and economic value of people living with disabilities." ("Diversity And Inclusion" 2022) "Address diversity and inclusion as accelerators and indispensable elements for innovation, promoting the attraction and retention of women (30% globally and in leadership positions) and people with disabilities (2% of the global population), with the capacity to adapt its workforce to the challenges of energy transition leadership, through generational renewal (40% of generation Y in leadership positions), retraining and growth of digital functional families" (EDP 2022, 118)	
Eigen Technologies	"An inclusive workforce is an innovative workforce, and we encourage everyone to bring their personality to work and leave their prejudices behind. Embracing individuality and championing inclusion and equality is crucial to us at Eigen Technologies. We want to make positive changes for our people, our communities and society in general. We endeavour to make Eigen a great place to work for everyone regardless of age, disability, gender, nationality, race, religion, sexual orientation, and socioeconomic background." ("Life At Eigen" 2022)	An inclusive workforce is an innovative workforce, and we encourage everyone to bring their personality to work and leave their prejudices behind. Embracing individuality and championing inclusion and equality is crucial to us at Eigen Technologies. We want to make positive changes for our people, our communities and society in general. We endeavour to make Eigen a great place to work for everyone regardless of age, disability, gender, nationality, race, religion, sexual orientation, and socioeconomic background. ("Life At Eigen" 2022)	

El Corte Ingles	"Sendo um trabalho dividido em três partes, todos os intervenientes saem beneficiados: O El Corte Inglés aprofunda o conhecimento sobre as diferentes temáticas da deficiência e as instituições preparam melhor as suas pessoas para o mercado laboral, adequando mais facilmente o perfil da pessoa ao posto de trabalho. Os candidatos ganham com uma integração profissional mais ajustada." (El Corte Inglés 2021, 59) "O El Corte Inglés mantém-se empenhado em garantir a promoção de um local de trabalho mais justo e digno, que assegure a igualdade de oportunidades para todos. Deste modo, tem vindo a implementar um conjunto de iniciativas e políticas de gestão de pessoas que visa assegurar uma cultura organizacional mais igualitária. Por essa razão, somos signatários da Carta Portuguesa da Diversidade." (El Corte Inglés 2021, 57)		
Farfetch	"Our values mean that we have always embraced and celebrated the differences and diversity that exists across our broad community of creators, curators and consumers of fashion." ("THE CHANGE STARTS WITH US" 2022)	"A critical part of successfully delivering this is having a diverse and inclusive workplace." (Farfetch 2022, 71) "There has been an increased focus, including by consumers, investors, employees and other stakeholders, as well as by governmental and non-governmental organizations, on ESG matters generally (including climate change, diversity and inclusion and responsible sourcing) and with regard to the fashion industry specifically. [...] Any failure or perceived failure by us to meet our commitments, or perception that our targets are insufficient, with regard to ESG matters could negatively affect our brand, the demand for our products, and, therefore, our financial condition and prospects"" (Farfetch 2022, 29)	"As a growing company with expanding operations, including in the highly regulated product categories of beauty and kidswear, we have in the past faced and may in the future increasingly face the risk of claims, lawsuits, government investigations, and other proceedings involving [...] accessibility claims (including those relating to our compliance with the Americans with Disabilities Act of 1990), securities, tax, labor and employment, commercial disputes, services and other matters. The number and significance of these disputes and inquiries have increased as the political and regulatory landscape changes, and as we have grown larger and expanded in scope and geographic reach, and as our

			services have increased in complexity. [...] We cannot predict the outcome of such disputes and inquiries with certainty. Regardless of the outcome, these matters can have an adverse impact on us because of legal costs, diversion of management resources, and other factors." (Farfetch 2022, 40)
Fidelidade	"Additionally, the inclusion of people with disabilities or incapacities is also a priority of the Group, and it enhances the development of local communities, by (re)creating better and more appropriate long-term care and through maximum (re)capacitating of these citizens for active living, whenever possible, thereby contributing to reducing social inequality." (Fidelidade 2021, 45) "The Fidelidade Group's priority areas in terms of corporate social responsibility continue to be based on the challenges of the ageing population, health prevention and inclusion of persons with disabilities or incapacities. We aim to develop a greater understanding of these issues in the interests of developing the respective communities and regarding their impacts on strategy and business." (Fidelidade 2021, 49)	"The Fidelidade Group's priority areas in terms of corporate social responsibility continue to be based on the challenges of the ageing population, health prevention and inclusion of persons with disabilities or incapacities. We aim to develop a greater understanding of these issues in the interests of developing the respective communities and regarding their impacts on strategy and business." (Fidelidade 2021, 49)	
GALP	"In March 2019, Galp assumed the commitment to increase the number of disabled workers, contributing to a more just and inclusive community." ("Human Capital Strategy Galp" 2022) "Galp is strongly committed to empowering diversity and inclusion by adopting concrete measures in the pursuit of this objective." (Galp 2020, 95)		

Grupo Ageas Portugal	"My job is to support my colleagues across the Ageas Group to find ways in which we can attract, develop, promote and retain diverse, talented people. We do this because of all the reasons listed above, but also because we believe in equality and fairness" (Ageas 2022)	"So being a diverse and inclusive organisation is crucial for our business, as it allows us to understand and deliver for our customers, no matter where they are. That's why we want to include diverse talent at all levels in the organisation." (Ageas 2022) "But let me be clear – it's not about positive discrimination or quotas. It's about supporting all employees to realise their potential, through fair and rigorous processes and management." (Ageas 2022) "People, markets, customers, business and the community are constantly changing. To achieve our business objectives, we need a workforce that is aligned with this ever changing environment. Ageas values the difference each individual brings and regards these differences as an asset. Therefore we encourage our people to think and act differently, to be themselves and to contribute their individual skills. Ageas strives to create a truly inclusive Ageas community, a community of mutual understanding that respects and values differences." (Ageas 2020, 2) "This policy demonstrates Ageas's commitment and approach to valuing every individual that works for us. We see this as a business imperative, in that it provides us with the foundation to enable us to achieve sustainable business results. Diverse people, diverse teams and diverse management will make us stronger." (Ageas 2020, 2)	
Grupo Barraqueiro	"O Grupo Barraqueiro é um dos grupos empresariais que aderiu a este projeto, comprometendo-se a promover o recrutamento de pessoas com deficiência nas suas organizações, reconhecendo, como se refere no documento "Compromisso com a Inclusão" que o Grupo Barraqueiro subscreveu, a importância social e económica desta realidade,	"O Grupo Barraqueiro é um dos grupos empresariais que aderiu a este projeto, comprometendo-se a promover o recrutamento de pessoas com deficiência nas suas organizações, reconhecendo, como se refere no documento "Compromisso com a Inclusão" que o Grupo Barraqueiro subscreveu, a importância social e económica desta realidade, quer para o Grupo	

	quer para o Grupo Barraqueiro e seus colaboradores, quer para as comunidades onde se insere." (Grupo Barraqueiro 2021)	Barraqueiro e seus colaboradores, quer para as comunidades onde se insere." (Grupo Barraqueiro 2021)	
Grupo Manuel Champalimaud	"A OZ Energia apoia o desporto adaptado através de dois programas extraordinários à medida de pessoas extraordinárias. A colaboração da OZ Energia nestes projectos constitui uma oportunidade para afirmarmos os nossos valores e a nossa identidade no meio onde operamos. É nossa intenção dar continuidade a estes apoios e mantermo-nos associados a projectos que contribuam para a inclusão e o bem-estar da comunidade, em particular, para as pessoas portadoras de deficiência." ("Responsabilidade Social - OZ Energia" 2022)		
Pestana Hotel Group	"We seek to be an inclusive employer, and as part of this we have made agreements with various institutions for the integration of people with special needs into our team of employees. In 2018, we continued our work with organisations such as Cercica and CMC by providing social and professional rehabilitation traineeships in our hotels for people with physical and mental disabilities, showing that the tourism sector can be inclusive for all citizens with regard to employment." (Pestana Group 2019, 7) "Working on our own initiatives or together with our partner organisations, we have been an enthusiastic sponsor of entrepreneurship, contributing to professional development and a more inclusive labour market" (Pestana Group 2019, 23)		

Group Your	"Somos pela inclusão! Em menos de 1 ano, conseguimos cumprir os objetivos a que nos propusemos para o ano de 2020 relativos ao Compromisso com a Inclusão da Inclusive Community Forum. [...] Para nós, é essencial que todos possam ter a oportunidade de descobrir os seus talentos e aquilo que realmente os faz feliz, independentemente das limitações que enfrentam." (Grupo Your 2020) "Regemo-nos pela ética, lealdade e honestidade em todas as nossas relações" (Grupo Your 2022)		
IBM	"IBM has more than 100 years of work on diversity, inclusion, and equality in the workplace. That legacy, and our continued commitment to advance equity in a global society, has made us leaders in diversity and inclusion. Guided by our values and beliefs, we're proud to foster an environment where every IBMer is able to thrive because of their differences, not in spite of them" (IBM 2021, 35) "Twenty twenty one will be the year when 'equality' becomes both a commercial and an ethical imperative—including equality for the world's more than 1.3 billion disabled people who have so rarely featured as a diversity priority." (IBM 2021, 46)	"As I wrote to investors in IBM's 2020 Annual Report, fostering a culture of diversity and inclusion is important to our company's success." (IBM 2021, 2) "Twenty twenty one will be the year when 'equality' becomes both a commercial and an ethical imperative—including equality for the world's more than 1.3 billion disabled people who have so rarely featured as a diversity priority." (IBM 2021, 46) "Along with our PwDA community, we recognize the important talent and contributions of neurodivergent IBMers to our business, our clients, and our communities. This talent pool brings different perspectives, backgrounds, and ways of working, making us a more competitive, diverse, and inclusive company." (IBM 2021, 46)	
IKEA	"We are on a mission to create a better everyday life for people all over the world, and we take our responsibility seriously in the local communities we're present in. Above all, we aim to have a positive impact on people and planet wherever we are and whatever we're doing" ("Social Impact" 2022)	"The Group has presence in many different countries. Equality, inclusion and diversity increase our understanding of each other. That is why the Group recruits for and embraces diversity – to engage with co-workers of all ages, backgrounds, mind-sets and perspectives. In an environment of openness where everyone is important, and feels comfortable to	

		experiment and try new ways." (Inter IKEA Holding B.V. 2022, 9)	
Jerónimo Martins	"We are very well aware of the need to promote the employability of people who are especially vulnerable when accessing the job market, which is why we have been pursuing our strategy for social inclusion based on three main action pillars: inclusion of people with disabilities, migrants or refugees and people exposed to social risks." ("Equality And Diversity Jerónimo Martins" 2022) "As an intrinsic part of our sense of corporate citizenship, we incorporate, in a clear and committed way, environmental and social concerns in the pursuit of our business. This involves adopting policies and practices that focus on fighting climate change, deforestation and pollution, preserving the environment, biodiversity and natural resources, reducing the use of polluting materials, increasing recycling and the recovery of the waste generated by our activities, as well as promoting respect for and defending Human Rights and the principles of diversity and inclusion." (Grupo Jerónimo Martins 2021, 19) "Because we believe that attracting diverse talent encourages innovation and development within businesses. And because we believe that by creating a culture which values diversity and social inclusion, we reinforce the solidarity ties between teams and respond to the challenges faced by our communities. As a trend-setting employer, we wish to contribute to promoting a culture of social inclusion, fighting inequality in terms of opportunities, and we	"Because we believe that attracting diverse talent encourages innovation and development within businesses. And because we believe that by creating a culture which values diversity and social inclusion, we reinforce the solidarity ties between teams and respond to the challenges faced by our communities. As a trend-setting employer, we wish to contribute to promoting a culture of social inclusion, fighting inequality in terms of opportunities, and we are conscious of the crucial importance of employment for the survival, development and fulfilment of each human being." (Campos 2018)	

	are conscious of the crucial importance of employment for the survival, development and fulfilment of each human being." (Campos 2018)		
Loreal	"Diversity and inclusion are core values of L'Oréal's strategy. For us, creating an inclusive and diverse environment is simultaneously a business performance issue, an HR priority and a component of our responsible employer stance," said Jean-Paul Agon, Chairman and CEO of L'Oréal." (L'Oréal 2022)	"We create products for people from all walks of life around the globe. To ensure that our products meet the needs of every form of Beauty in every culture, our team members must be as diverse and inclusive as the world itself." ("L'oréal Groupe: Promoting Diversity, Equity & Inclusion" 2022) "We act to build a business with inclusivity at its heart by ensuring we are as diverse as the people we serve." (L'Oréal 2021, 3) "We believe that diverse teams with diverse perspectives are better at understanding the many different ideals of Beauty and they are better at seizing emerging opportunities. D&I fuels the creativity that helps us inspire Beauty around the world." ("L'oréal Groupe: Promoting Diversity, Equity & Inclusion" 2022) "Diversity and inclusion are core values of L'Oréal's strategy. For us, creating an inclusive and diverse environment is simultaneously a business performance issue, an HR priority and a component of our responsible employer stance," said Jean-Paul Agon, Chairman and CEO of L'Oréal." (L'Oréal 2022)	

Lusiadas Saude	"Acreditamos que para poder promover comunidades mais saudáveis temos de trabalhar as áreas fundamentais da Sustentabilidade – social, ambiental e económica –, interligando as suas várias componentes em toda a cadeia de valor." ("Sustentabilidade Lusiadas Saúde" 2022)	"In order to create a virtuous, collaborative environment across the group's entire value chain, common principles — integrity, compassion, innovation, and performance, as well as inclusion, diversity, and commitment — must be applied." (LUSÍADAS SAÚDE 2020, 31) "The talent development is also performed against a backdrop of diversity and inclusion." (LUSÍADAS SAÚDE 2020, 20)	
Mercer	"WE RESPECT the dignity and worth of every person. We work to advance human rights and social and workplace equality everywhere we do business." ("MAKING A DIFFERENCE IN THE MOMENTS THAT MATTER" 2021, 15)	"A diverse workforce and an inclusive culture makes us stronger as an organization and improves the quality of our work. According to data on client team effectiveness, diverse teams produce greater economic success for all." ("Inclusion And Diversity" 2022) "Our company's greatest strength is the collective talent of our people. Inclusion means more than acceptance — it means belonging. Every person has unique knowledge and experience. Individually, that makes us valuable — and together, extraordinary." ("MAKING A DIFFERENCE IN THE MOMENTS THAT MATTER" 2021, 10) "Mercer is a people business, and having colleagues with diverse backgrounds, perspectives, experiences and cultures brings a diversity of ideas that, in turn, helps us make brighter futures for everyone. Together, we can make a difference." ("Inclusion And Diversity" 2022)	"There is increased focus, including from governmental organizations, investors, colleagues and clients, on ESG issues such as environmental stewardship, climate change, diversity and inclusion, racial justice and workplace conduct. Negative public perception, adverse publicity or negative comments in social media could damage our reputation if we do not, or are not perceived to, adequately address these issues. Any harm to our reputation could impact colleague engagement and retention and the willingness of clients and our partners to do business with us." ("MAKING A DIFFERENCE IN THE MOMENTS THAT MATTER" 2021, 24)

Microsoft	"Inclusive hiring for people with disabilities. From the very first days of our company, Microsoft has sought to enable individuals and organizations around world to do great things." ("Disability Hiring" 2022) "At Microsoft, our mission is to empower every person and every organization on the planet to achieve more. Having a diverse workforce that includes people with disabilities is paramount to this mission." ("Disability Hiring" 2022)	"“When we talk about empowering every person and every organization on the planet to achieve more, diversity and inclusion is core to how we pursue our mission. We simply cannot succeed in our business without it. If we want to empower the world, we must represent the world inside Microsoft.”" (Microsoft 2021, 7) "Employees with disabilities have been the catalysts of great Microsoft innovations such as Learning Tools, live captioning in Teams, the Xbox Adaptive Controller, Seeing AI, Surface Adaptive Kit, and many more. We continue to actively work to hire and nurture people with disabilities to bring their expertise into our processes, products, and culture at every level." (Microsoft 2021, 17) "From our 25 years of work on accessibility at Microsoft, we’ve learned that people with disabilities represent one of the world’s largest untapped talent pools, and that inclusion of disabled talent is crucial to achieving our mission." (Microsoft 2021, 17) "Fostering a hiring process that seeks candidates with disabilities and provides an environment in which they can thrive can help mitigate current staffing gaps, power innovation, and support a strong organizational culture." ("Disability Hiring" 2022)	
Millenium bcp	"The BCP Group’s strategy is the promotion of a culture of social responsibility, developing actions for and with several groups of Stakeholders aiming at, directly and indirectly, contributing to the social development of the countries where it operates." (Millenium bcp 2021)	"Diversity, inclusion, equal opportunity and non-discrimination are also critical factors for business success." (BCP Group 2021)	"BCP, which ensures compliance with the applicable legislation on equality and diversity at work, also respects the recommendations of the International Labor Organization and the guidelines for voluntary commitments made in these matters" (BCP Group 2021)
Novo Banco	"Com objetivos concretos para 2020, e que tem como compromisso retribuir à sociedade e aos seus colaboradores o que o Banco	"A diversidade e a igualdade de genero fazem parte integrante da gestao do capital humano" (Novo Banco 2021, 131)	"O NOVO BANCO cumpre a legislacao, normas e regulamentos em vigor e pauta a atuacao em total conformidade com a sua

	origina com a sua atividade, o novobanco pretende com o modelo Dividendo Social assumir um papel de referência neste domínio com preocupações de igualdade de género, bem-estar social e ambiental." ("Dividendo Social Novobanco" 2022)	"O NOVO BANCO tem consciencia que os bons resultados advem de um capital humano diversificado, inclusivo, e com diferentes experiencias de vida" (Novo Banco 2021, 127)	politica de Igualdade e Nao Discriminacao e com a sua Politica de Direitos Humanos" (Novo Banco 2021, 131)
Prio	"A PRIO assume com responsabilidade o seu papel no desenvolvimento sustentável e integra na sua estratégia temáticas estruturantes a nível internacional como a economia circular, as alterações climáticas e a inovação." (Prio 2021, 8) "Criar valor e oportunidades de negócio com responsabilidade e ética, seguindo o código de conduta PRIO." (Prio 2021, 30) "Cada vez mais, as marcas ocupam uma posição de destaque no que diz respeito a este tipo de iniciativas. O papel de uma marca vai muito além da qualidade do seu produto ou daquilo que vende. A responsabilidade social tem um peso cada vez maior nas estratégias. É importante que as marcas reconheçam o contributo que podem ter para a sociedade e procurem sempre fazer a diferença ao dinamizar este tipo de iniciativas, seja direccionada a uma causa ambiental ou a uma causa social." (Almeida 2021)	"Criar valor e oportunidades de negócio com responsabilidade e ética, seguindo o código de conduta PRIO." (Prio 2021, 30) "Cada vez mais, as marcas ocupam uma posição de destaque no que diz respeito a este tipo de iniciativas. O papel de uma marca vai muito além da qualidade do seu produto ou daquilo que vende. A responsabilidade social tem um peso cada vez maior nas estratégias. É importante que as marcas reconheçam o contributo que podem ter para a sociedade e procurem sempre fazer a diferença ao dinamizar este tipo de iniciativas, seja direccionada a uma causa ambiental ou a uma causa social." (Almeida 2021) "Em entrevista à Marketeer, Ana Pinho adianta ainda que «o papel de uma marca vai muito além da qualidade do seu produto ou daquilo que vende» e que a responsabilidade social não pode ser descurada – estando até a ganhar um peso cada vez mais relevante nas estratégias das marcas." (Almeida 2021)	
Randstad	"We see the bigger picture, and take our social responsibility seriously. Our business must always benefit society as a whole." (Randstad 2022, 10)	"Randstad is also strongly committed to equity, diversity and inclusion. We believe this helps us build a more productive and innovative workforce." (Randstad 2022, 11)	
Real Hotels Group	"Together with our employees, partners, customers and suppliers we want to create a positive change, contributing to a more fair society." (RealHotels Portugal 2019, 9)		

Santander	"Acreditamos que a inclusão de pessoas com deficiência é uma questão de, ética e responsabilidade, ao mesmo tempo que promove a sua independência, liberdade e dignidade e enriquece as equipas a que estas pessoas se juntam." (Santander 2020, 42)	"“O Santander acredita que a inclusão de pessoas com deficiência acrescenta mais valor às empresas que as contratam, o que se traduz num impacto altamente positivo na cultura dessas instituições e nos seus colaboradores.”, afirma Inês Oom de Sousa, administradora do Santander Portugal." (Santander 202)	"A nossa estratégia de D&I define dois objetivos para promover a inclusão de pessoas com deficiência: • Atingir ou ultrapassar a quota legal de colaboradores com deficiência (em conformidade com a Lei n.º 4/2019 de 10 de janeiro relativa ao sistema de quotas de emprego para pessoas com deficiência); • Cumprir a legislação de acessibilidades local." (Santander 2020, 42)
Sonae	"Sonae sees inequality as one of the most complex and urgent social challenges of our times." (Sonae 2021, 82) "Sonae promotes equal opportunities for all and is actively developing and reskilling its employees and creating qualified jobs, coupled with initiatives in the the community, which aim to develop a more diverse and inclusive company and society." (Sonae 2021, 83)	"The values of inclusion and diversity have been an integral part of Sonae's core since its foundation and are intrinsically related to the evolution, growth and diversification of our businesses." (Sonae 2021, 82)	
Sonae MC	"As the benchmark employer, we play a fundamental role in job creation and promoting inclusion; thus, we value each and every contribution." (Sonae MC 2021, 57) "The foundations of our diversity and inclusion strategies are rooted in our way of being and conducting ourselves, and it is consistent and intentional. We care for our People and their individuality. Putting our People are at the heart of our success is an intrinsic part of our culture and abundantly clear in our corporate values." (Sonae MC 2021, 57)	"The continuous quest for making better decisions, innovating more, and achieving superior results by promoting a culture of diversity and inclusion, is patent in Sonae MC's daily business." (Sonae MC 2021, 56)	

TDGI	"Para a "Teixeira Duarte - Engenharia e Construções, S.A." a sustentabilidade é o resultado de um modo de estar e de agir, com sentido de responsabilidade, que se espelha no relacionamento dos seus colaboradores com todas as partes interessadas. Esta é também a visão corporativa do Grupo Teixeira Duarte, onde a Empresa se integra, relativamente ao desenvolvimento sustentável." (Teixeira Duarte 2020, 31) "A Empresa, em Portugal, possui também a certificação voluntária da Norma Internacional SA 8000, manifestando o compromisso da organização em desenvolver, manter e aplicar práticas responsáveis em questões como o trabalho escravo e infantil, saúde e segurança do trabalho, liberdade de associação e negociação coletiva, discriminação, práticas disciplinares, horário de trabalho, remuneração e sistemas de gestão" (Teixeira Duarte 2020, 32) "Desde 2018 que a Empresa iniciou um processo de integração dos Objetivos de Desenvolvimento Sustentável das Nações Unidas no seu quadro global de atuação para moldar, conduzir e relatar as suas ações e metas no âmbito do Desenvolvimento Sustentável, dado ter identificado grandes afinidades entre a sua visão corporativa sobre Sustentabilidade e estes Objetivos." (Teixeira Duarte 2020, 32)		"A Empresa, em Portugal, possui também a certificação voluntária da Norma Internacional SA 8000, manifestando o compromisso da organização em desenvolver, manter e aplicar práticas responsáveis em questões como o trabalho escravo e infantil, saúde e segurança do trabalho, liberdade de associação e negociação coletiva, discriminação, práticas disciplinares, horário de trabalho, remuneração e sistemas de gestão" (Teixeira Duarte 2020, 32)
--------------------	--	--	---

Unilever FIMA	"A Unilever tem um longo historial em promover mudanças sociais, desde melhorar a saúde e o bem-estar de mais de mil milhões de pessoas até melhorar os meios de subsistência de milhões de pessoas através do nosso Plano de Sustentabilidade. Estamos orgulhosos destas nossas realizações. Porém, estamos também perfeitamente conscientes de que precisamos de fazer mais, visto que os desafios sociais que as pessoas atualmente enfrentam tornaram-se bastante mais acentuados. Em 2019, por exemplo, mais de 630 milhões de trabalhadores em todo mundo — quase um em cada cinco pessoas empregadas — não ganharam o suficiente para que eles próprios, juntamente com as suas famílias, saíssem da pobreza. É por este motivo que estamos a anunciar um ambicioso conjunto de compromissos e medidas para ajudar a construir uma sociedade mais equitativa e inclusiva." (Unilever FIMA 2021) "“As duas maiores ameaças que o mundo atualmente enfrenta são as alterações climáticas e a desigualdade social” diz Alan Jope, CEO da Unilever. “O ano passado aumentou, sem dúvida, a separação social - pelo que serão necessárias medidas decisivas e coletivas para se construir uma sociedade que ajude a melhorar os meios de subsistência, aceite a diversidade, cultive o talento e ofereça oportunidades para todos”. (Unilever FIMA 2021)	"Making Unilever a completely inclusive place to work will make us a stronger, better business." (Unilever 2021, 19) "Unilever has long understood the importance of diversity and inclusion within our workforce because of the wide range of consumers and other stakeholders we connect with globally." (Unilever 2021, 75)	
---------------	--	--	--

Vieira de Almeida	"The fight for a fairer, more inclusive and sustainable future is a collective challenge for all those who are a part of VdA" (Vieira de Almeida 2021, 8) "In the context of its participation in this initiative, VdA chose to focus its efforts on a specific set of SDGs to reinforce its commitment to diversity and inclusion, considering their importance and triple reference in the United Nations 2030 Agenda, namely in SDG 5 (Achieve Gender Equality and Empower all Women and Girls), SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities)." (Vieira de Almeida 2021, 68) "Sustainable Development is aligned with the values that shape VdA's identity, underlining our commitment to future generations as components of an ecosystem the Firm aims to actively contribute to as an agent of positive change" (Vieira de Almeida, 69)		
---------------------------------	---	--	--

Appendix 4 – Overview of interviews

- Edited transcriptions to only include content related to the interviews (i.e., anything related to personal presentations and comments that are not related to the topic or the Work Project were excluded from the transcription);
- The interviews were conducted in Portuguese and translated to English;
- Any information that could disclose the identity of companies that asked for anonymity was deleted.

Banco BPI – Interview on May 3, 2022

Starting with the Inclusive Community Forum, what was your motivation to sign the Commitment to Inclusion?

- “Two years ago, here, at the bank, we created a diversity and inclusion programme that is a programme whose main goal is to engage in and develop initiatives for diversity and inclusion here at BPI. It is because we consider it an essential topic and a very important one, and mainly because we consider that the more diverse and inclusive a company is, the better it is for all and mainly for the company as it will be a more innovative company and a company that can carry different points of view in its core and different ways to see things. And so, if on the one hand we have this component, particularly here in the “different capabilities” pillar, that we can talk about in a minute, of being able to be socially responsible with people with different capabilities, essentially it is also because we consider this topic is not a fad fashion topic. It is important for the company itself, that the more diverse and inclusive it is, the more competitive it is in reality. And so, two years ago we launched this programme and defined three pillars in the programme. One is “gender

diversity”, another is “age diversity”, and the other is this “different capabilities”, people with disabilities. Each pillar has its own characteristics and motivation, and here we acted on conviction, because we know that nowadays there is the matter around the quota legislation. Companies, particularly our size, must complete until next year 2% of employees with different capabilities. We are at an advantage of starting with almost 3% of people with different capabilities. We did not define this pillar as a pillar to develop initiatives that would attract talent with different capabilities just to comply with a quota, we developed this because we consider it an important topic.”

And that pillar, the one on different capabilities, where I will include the topic of inclusive hiring, how does that pillar translate on day-to-day operations? It is a very general question.

- “It is a general question and we will get to the topic of inclusive hiring, the big challenge. The challenge is not recruiting people with different capabilities, nor can it be. It is a challenge that is coming across our company and I believe many others that you will talk to, maybe not as much in retail, but mainly in banking, which is the fact that we are not hiring people, or the fact that we are hiring very few people. And, as such, we have this challenge. We decided to call it different capabilities, as not to say disability pillar, due to this conviction that all people have different capabilities, regardless of any disability. There are disabled employees that have better capabilities than someone who, in theory, has no disability. Hence calling it different capabilities. The big challenge in recruitment is this one. Given we, as a company, are not recruiting, we are only recruiting for very surgical and well defined positions, we have this challenge regarding wanting to work on inclusive hiring but we are not hiring people. But we are doing some things out of conviction, namely

regarding opening some internships that we had no need for, but we cause that need to be able to integrate some people. For example, at BPI Gestão de Activos, one of the group companies, we just integrated a blind person for a one-year internship and everything came together for that one. Now we will start two short-term one month internships, one with a person in a job center and another in a branch. And we have been present in some initiatives. For example, with Associação Salvador, presenting our value proposition and being near these people, very much in a rationale connected to learning and being able to provide with some opportunities, not so much recruiting for managerial positions, because we have very few of those and they are surgical.

- “However, in this topic, I would like to add that in some processes we work with hiring partners, externals, and it is always the same guidance. Everyone should be considered, the chosen candidate will be the one who better fits the technical and behavioural competencies for the vacancy. From us, there is never a previous filter to his characteristics, or, there it is, different competencies that he may have. As such, all companies we work with have the same guidance. Indeed, given we are recruiting much less, and given it is very very very specific profiles, mainly in new technologies areas, data scientists, advanced analytics, very concrete things, we have not been finding people with these characteristics, but I believe it is a matter of the moment. Not as much due to, from the get go, being set aside or excluded. Another thing that is also important and that I think is reinforcing of the idea that we do it out of conviction, the bank already has integrated in the managerial level people that, either due to a biological event or something that happened throughout life, have different capabilities. So, the bank already has these examples, and so that is something that has been showing, practically speaking, that it is possible that, with will and interest, any person fits any context.”

On that note, I wanted to understand where does this vision and conviction come from, do you face challenges in creating such a culture in the bank, and what stage are you at, in this matter?

- “This was a commitment from top to bottom. These three pillars we mentioned were proposed and then approved by the Executive Board. On the other hand, we have a strong commitment by the CEO himself regarding this topic, he believes the bank must be inclusive on this matter as well and so, we have to look at these topics in this way that we are mentioning, so I would say yes. And then, in these situations in which we have the opportunity to provide with the internships we mentioned I never hear a “no”, on the contrary, I hear “let’s do it and we are here””.
- “No doubt, I would say that, so far, to all requests that we had there is always true interest in being able to correspond. Sometimes there are matters, logistical matters, that we may not have anticipated, from the physical aspects of the building, to some restraint with the apps or with the work tools we use, but that exercise aside, there is also always huge receptivity to receive people and make necessary adjustments, both to define a physical space with different settings from the ones imagined at the beginning, or to speed up tools in a different way, so there is always high receptivity. The receptivity is very positive and the compromise is widespread.”

And does that integration that you do keep going after the induction period? When the person is already working in the bank or in one of the companies, is there any type of follow-up, any different process for the follow-up?

- “The follow-up is done according to that person for that role, and there, of course, there is always scope to be different or each team may have different needs, but not because the person is different. This is, deep down the goal is always the best follow-up , with the need of more on-the-job training depending on the person, but not because he is different. We try that the welcoming of new employees, or an intern, to have a tutor, someone who will be close to help him and follow-up on him, and that will always be like that whether the person has, or does not have, different capabilities. I would say it is similar in every way, and we do follow-up, but not because he or she is different, but because we do it with all employees.”

How does BPI face inclusive hiring as a competitive advantage?

- “A little bit as this matter, the more we mirror our society reality, the closer we are to it. The more our employees are diverse and the bank is diverse, the easier it is to understand society, to create products for society, to recruit in society, it is very much in this logic that we regard it as a competitive advantage. And then in innovation. It is totally different to have 100% of identical people thinking of a topic, than to have very diverse people thinking of that same topic. That is how we look at Diversity and Inclusion at the bank.”

What are the biggest challenges, beyond the practical adaptation challenges that you have mentioned, that you identify in this pillar?

- “I would say logistics, infrastructure, is a challenge. Another challenge is training, how trained or how technical can some of the candidates be. I was involved in some events where hiring interviews were simulated and I found several differentiated candidates, and

that is a good thing. I think most of them ended-up being in the back-office of some of these companies, almost as if they were their first correspondents. Candidates do not always see these offers first hand, they don't get to these places, and there I found very differentiated people, with very interesting technical education, super inspiring life journeys. But I feel that, in general, when it involves help or even through our hiring platforms and spontaneous application, we do not always get candidates with these characteristics. Either because they, themselves, are not in these channels and are with their other partners, that in some way, are their communication channels, or because they are not trained for this, they don't have the education that prepares them to this more technical or more specific market. So that has been a challenge for us, that are involved in hiring processes.”

- “It is way easier that these profiles serve retail, for example. For these technical functions it is way harder to find these sort of profiles. It doesn't mean they don't exist, but for a supermarket, you would more easily be able to recruit people with different capabilities than for the bank, for example.”

In this industry, do you do some sort of forums or sharing of knowledge in this area already? Is there that interest or need?

- “Looking at other entities, we have this very close partnership with Associação Salvador. But we receive invites from a lot of companies, various events, a lot of universities, and we like to participate whenever we can. With them, in specific, we have participated in events related to hiring, with simulation of hiring interviews, being with people and talking to them. During the pandemic that was not an impediment either. We did it digitally, this year we will be physically there, and before the pandemic we were already physically there. This

is, from our side there has always been great availability to invitations. With other companies, that hasn't been the main focus, some of these hiring partners end up creating some moments where this is talked about, and in which we are happy to participate."

- "With other banks we have been, for example, in the ICF forum. We talk and share good practices. There is this other forum that has to do with human capital directors where we have participated as well and shared. And then with GRACE, where we also are, always in this logic of sharing experiences."

And along that external communication logic, what other type of communication regarding these practices do you do? I wanted to understand, both in internal communication as with external communication how do you communicate, if you communicate, and what is that communication strategy, and the importance that you assign to communicating these practices.

- "We can divide internal and external. Internally, everytime we talk about this Diversity and Inclusion project, we reinforce the topic of different capabilities and we develop initiatives. We launched a training in inclusive hiring and we talk about it, highlighting some employees that we have with different capabilities. We have a deaf-mute employee that works in one of our branches in Algarve and we distinguished him internally. There we try to talk about this topic as we can work on the culture around it. Externally, besides the financial report where we place indicators, one topic or another, I believe the videos that we mentioned went on our social media. If we widen the scope, in regard to BPI we have other very relevant topics within disability, for example, the BPI La Caixa prizes, in which one of the prizes is towards institutions that support people with different capabilities.

Regarding supporting the community or communication of that support to the community in this part of the population of people with different capabilities, BPI does a lot.”

- “This topic is very important to us, to the point of having, on the page that we have dedicated to careers at BPI, among others we have this one dedicated to people, and these videos are in this page. As such, it really is not an idea that got lost in a social media network at some point in time. The idea is, working at BPI is having people with different characteristics, different interests. Then, another thing that I deem important is having some internal forums in a more informal environment, some columns that we have been doing, also, with a biweekly periodicity. In some of these forums we have brought this topic, namely through Associação Salvador, but also the topic of unconscious bias, trainings that were developed to bring awareness to employees. Even to customer service, both internal and external, the importance of this topic and the way we interpret each other. This is, regardless of the topic of inclusive hiring, it becomes a way to work around the cultural aspect in others and the culture as a whole wherein all of us have capabilities and all of us end up bringing value to the company. These are internal ways that we have been developing to, in the end, bring awareness and demystify some ideas that may exist regarding these people, on integration of these people in the teams, up to efficiency and capabilities that they will have in execution.”

According to your internal context, that we just talked about, and external context, how do you see the future of inclusive hiring for BPI?

- “As we widen the idea that what is different is also normal, we end up being more receptive to these differences and to the accommodation of these differences in the company. As

such, I believe we are preparing for a path in which, if there is opportunity to widen to other profiles, with other characteristics and other needs, we will be much more capable to integrate people with different capabilities. That teams integrate them as it is supposed to happen. And, of course, from our side we want to have them as prepared as possible, the people we are involved in this process, so that these people feel treated as equals at all times and equal within their differences. I think it is an important path to go through, nothing was in vain, on the contrary, even if there is not this hiring in the quantity we wished, I think it has been a very important path and it is bringing awareness and widening people's minds for what the future holds, which is the normality of differences, in all truth."

Company A – Interview on May 5, 2022

Starting with the Inclusive Community Forum, what was your motivation to sign the Commitment to Inclusion?

- "Equality, diversity, and inclusion are all topics that are very intrinsic to what Company A is as a company, its values, its culture, and so it is something that was already a priority, it has always been a priority. The origins of company A are based on an inclusive perspective (...). And as such the premise behind the company (...), when it was created, it was already within an inclusion logic. It is something that over the years has been part of our culture, our values, and that in the last few years has been intensifying ever more in different angles. We have an equality, diversity, and inclusion strategy implemented at company A on a global scale and also on a national level. And we have four pillars that are part of that strategy, among which we include inclusion and integration of people with disabilities. And given it is such a specific and complex area, we felt it would be very important to keep

establishing partnerships that would allow us to develop an even closer proximity with our target group, the one we want to attract and include, near specialists in the area, and that they could, at the same time, help us to be in groups where there is sharing of good practices and to share ours, but mainly to hear about what other companies are doing in this movement of inclusion of people with disabilities. As such, it was mainly in that sense, of sharing, of learning, of binding, in a way, what is our intention of being an ever diverse and inclusive company.”

What does company A understand by inclusive hiring?

- “Inclusive hiring is, for us, to give equal opportunities to all candidates that we have, either internal, external, people with disabilities, people of different ethnicity, race, nationalities, people with different sexual orientation. As such, it is creating conditions so that during the whole hiring process, from beginning to end, the candidate feels he has the pre-conditions to be able to be an eligible candidate to integrate our company and our teams. I think that is the premise. And the same goes to people with disability. This brings us to having points, in the hiring process, that are taken care of, that are taken into consideration across all type of candidates (which includes this target audience), but also to add, maybe, some nuances to make the process more adjusted to this target audience in particular. I can give some examples. For example, to arrive to candidates with disabilities we have to, in a much more active way, establish partnerships with partner organisations, which are the ones who are closest. We have a partnership with Valor T, with Associação Salvador, with APSA, among others and so this is a nuance in relation to other types of recruitment, the talent sourcing channel, the channel for attraction. Then, during the hiring process, we do, initially, an

exploratory interview with our recruitment team. When the candidates come through our partners, there is a first, more open interview to understand the person, the case, the motivations, the profile, and then to understand to which area that person shall be referred to. This is a bit more specific to inclusive hiring, for example. We have a much stronger communication, in this case, with our hiring partners as we may need some support from them. If the person is deaf, we have been given an interpreter so that we can do the interview or other type of support that may arise in line with this inclusive hiring. But in the end, the main goal is to always allow the candidate to end up with the same opportunity to join company A when compared to candidates under other circumstances. For example, we also have a way higher involvement with our local human resource teams. We have centralized recruitment and then we have local human resource teams in each store from North to South of the country, so they are also more involved than, maybe, in a process that is not regarding a disabled person. It depends on the person, on the disability, there are various nuances that need to be analysed. There is common ground and then there is the case-by-case that really must be a part of this inclusive hiring.”

Under that perspective, and given it involves many different stakeholders, what value does inclusive hiring bring to company A and to all those other stakeholders?

- “There is two things here – one is inclusive hiring and the other thing is to have a more diverse and inclusive team. I think inclusive hiring allows us to have a more diverse and inclusive company A. Maybe, if we weren’t as careful in having a more inclusive hiring process for this specific target group (but we also have other nuances for other target groups), we would not be able to capture this talent and bring it to the organisation. And

here it comes what this brings to company A and its stakeholders, which is: we know that more diverse teams are teams that are more committed, more innovative teams, they are teams that mirror the reality of what is society way better, and also because of that, we end up creating more adapted solutions, both to what our reality is as an organisation, but mostly to what our clients may need and want. So that is under a business view. Regarding the point of view of our teams, we feel as though that everytime we bring this type of diversity to our teams we open a door and we open mentalities. This is, our teams get a contagious energy that is very positive to work on engagement and internal pride that comes by association, meaning, the pride in working for a company that integrates and includes someone that brings this kind of diversity into the team. And we know the own client ends up feeling the same, pride in being a client to a company that does this. I think these are the gains.”

What are the biggest challenges in inclusive hiring?

- “Funnily enough, for other types of diversity, there are other challenges. For the challenges that are specific to hiring people with disability, I would say that one of them is managing partners to get to the candidates because we have to have a lot of partners and that is a full-time job. Contacting them, establishing formal and informal partnerships, and so I would say that managing partners is one because it becomes an “octopus with many arms” in that we have to talk to a lot of people. It is not only conveying our needs. It is receiving the candidates, giving feedback in return, and, if all of a sudden we have ten partnerships, this multiplies by many companies, and many organisations, in this case. Then, it is the challenge in getting to people, meaning, we receive very few candidates, very few indeed.

We even changed our approach, in the last few months, to take requirements out, this is, saying “any person with motivation and profile to work with us, send him or her to us”. This brought some additional candidates but not as many as we would have hoped for. I think, also, we are living in quota legislation times, where there are plenty of requests made to the same organisations, and maybe they don’t have themselves the infrastructure to be able to provide with a more agile response to the companies, but I would say maybe this is a challenge and something that needs to change because we have companies, in general, with a goal they have to comply with, independent of diversity and inclusion policies. For us, it was already a topic in our agenda, the quota legislation simply intensifies that will to include disabled people, but then I am not sure there is infrastructure to provide with that answer. It is challenging to arrive to candidates for interviews. And then I would mention two other big challenges. One of them is the need that this type of hiring, the proximity, the specificity, the complexity, this analysis case-by-case, that is very time-consuming. It demands for someone on this side who is almost exclusively working on this, following-up on the candidates, interviewing them, following-up on them, so the challenge here is more guaranteeing that the organisation has the means to be able to follow-up in the best way. And lastly, I think it is more on the result, which is the adaptations that we may need to do, both to the working station, or what we may need (it is not certain we need it) that may be necessary both to the working station or to the job or to that circumstance in specific so that is another challenge. It is taking everyone with us on the same boat to make that movement which requires, also, investment that we really want to make as an organisation but that are not all made, we still don’t have conditions to receive any kind of disability, so it is a path we are still undergoing.”

Finally, I will ask two more key points, one regarding the future of inclusive hiring – how do you see it? And second, how do you communicate these practices, this will, this commitment, and whether that communication is important, whether you think it or not, if it is more natural...

- “First, future of inclusive hiring. So, I would say it is more and more on companies’ agenda, the topic of diversity and inclusion as a whole, and that is good, so I think we will increasingly hear about it. I think the quota legislation also propelled this movement for companies that weren’t talking about this so I think it is a good thing and it is already paying off. Expectations for the future is that we create platforms that support organisations even further and people who want to find jobs at companies so that we have agile solutions, but customized nonetheless, that I think is something that is lacking and that I hope, given the increasing importance on the topic, it becomes more developed in the future. In relation to communication, we communicate very diversely, we communicate a lot. Indeed, I think I can risk saying it because we have been told several times, that we are a reference in the market in what is diversity and inclusion. We still have a long way to go, namely regarding inclusive hiring, but we have various initiatives that we communicate both internally and externally, because internal communication is also very important. (...) Whether this is important for us? It is very important for us, of course. Company A was very discrete in its communication up to a few years ago, and a few years ago I think we understood that if we don’t communicate we won’t inspire nor will we, maybe, be inspired, both for employees and for people in society, in general, so it is very important to communicate. We do it often and in a very structured manner. As an example, we are preparing the international day against homophobia, transphobia, and biphobia, and we also do it with the day of the Disabled Person and so there is a plan here which is undertaken, not only on a national

level, so internationally we also have an associated communication and engagement initiatives. This is, usually we try to signal these days not only communicating about them but also doing something different as trainings, moments of sharing with internal people, with externals, (...), etc.”

Company B – Interview on May 9, 2022

Starting with the Inclusive Community Forum, what was your motivation to sign the Commitment to Inclusion?

- “When I joined this team to work on diversity and inclusion, company B had already subscribed to, or signed, the Commitment to Inclusion, and as such I don’t know exactly how it arose. Usually these matters of subscriptions, of movements, or commitments, end up being two in one, or an external challenge, someone proposes to us that we take part in, or even, in my case that I work with these topics full-time, a lot of times (...) it is us proposing signing to a given movement or a given commitment to reinforce what is our positioning on a given topic. In regard to the ICF, I don’t know the context on how it came about, I believe that it was even due to an external proposal, an invitation eventually, and then what happened is that when I joined the first phase regarding employment was already under way, and so, I joined at the end of that first topic of the ICF. And then I started, as representative of the company B, at a work group associated to the topic of education, and from then on we kept in contact, and participating in groups, in sessions. What was, at that stage, for me, I mean, for us, the motivation to stay in contact? It was, essentially, to learn. Up to here what did we have? There was a lever which was the law, the January 2019 legislation, which talked about the quota matter for employability. This was a little of “how

do we do this?”, “we have to comply with this, but how do we do it?”. This “how” is even a mix of a specific process and inspiration, “what do we need to see that we aren’t?”, including bringing awareness to HR areas, bringing awareness to managers, to ourselves, I had to understand what disability is to work with disability and bring awareness. As such, the initial motivation was, at least at this stage, to keep being involved in a network that is specialized in this topic and that knows about this to teach us, as well, to learn and do collectively, because sometimes what is my problem at company B, is Jerónimo Martins’ problem, and José de Mello Saúde’s problem, etc. It was a little bit of this motivation that led us to keep being connected to the forum, to the Commitment.”

Following that, what is the motivation then, not regarding the Commitment, but to keep working on this topic, for the topic to be on the table?

- “On the one hand, quotas, or legislation, are great, because they end up applying mandatory pressure. It is useful pressure. But they provide with zero answers on the ‘how’, how is this actually done. On the other hand, the motivation of also having a company that in itself it has it on its agenda to talk about the future. We talk about (...) being more green, being more inclusive, and most of all, translate in our speech our behaviours and our actions, and have represented in our work force what society is. If we look and there is no black people, no women, if we don’t see disabled people, then we can only assume we are being exclusive, or “discriminatory”, of a given portion of the population, and so, it was also a bigger conscious. The motivation was having a bigger conscious that, if we want to have a more inclusive role, we have to look at all these portions of the population, at these layers of diversity. Not only having diversity, but then guaranteeing that we have equitable

practices and that we give equal opportunities. Because maybe, when we don't have population representativity, maybe we may be doing something wrong in accessing opportunities, in the equal access to opportunities, that obviously, in a historic context, made disabled people be more marginalized for different reasons, and then they arrive to the labour market and they are not there. They do not look for jobs because they do not believe there are jobs for them, maybe. And so, the motivation was, of course, legal reasons, reports, but also this conscious that, in order to be truly inclusive and do what we say we will do, we also have to do something different."

Maybe this will be redundant, but I wanted to understand, in your view, what does company B understand for inclusive hiring or for inclusion?

- "For inclusion, on the one hand, I will give an example. If I focus or my priority is on gender equality, diversity would have to be female representation and then on inclusion, having a voluntary turnover that was superior in women. For me, this is the inclusion component that matters, besides diversity. So, inclusion is guaranteeing not only the opportunities, the equal access to opportunities, that will ultimately lead us to diversity, but also guaranteeing that people who are here feel good, are valued, and have opportunities to develop, career opportunities, that they are well, and that they can perform well in their job, and so that is the component, for me, of inclusion. When we think of inclusive hiring, when we reviewed the process of hiring it was meant to guarantee accessibility to everyone, this is, guaranteeing that this process doesn't leave anyone behind for any matter, given it is because we are communicating very aggressively, or because of what we wrote in job ads, or in the type of employer branding strategy we have, that only goes to the best universities

but does not go to more remote universities or the ones in the inner-part of the country, this in Portugal but even in other geographies, that we don't communicate only for students that, only good students will be able to identify themselves with that job ad, but then also guaranteeing that when the person accesses the ad, he can have all needed accessibility for his condition. And this implies, for example, what do you do with a blind candidate? Is he able to apply? Yes or no, and if not, what adaptations may he have? A core aspect is digital accessibility to our tools, to our access form, if there are reading options or not, etc. And so, inclusive hiring in all these perspectives that can go from gender, to disability, or even an older person. Is it that a 50 year-old looks at a job ad from company B and feels he can apply or do we have many criteria that personify a young person? So inclusive hiring was thought in all these angles. Or in the perspective of nationalities and culture, this is, do we have it available in a language other than portuguese or adjusted to what is the language, or languages that we use, at least portuguese, at least english, at least castillan, because we also have activity in Spain. At least these are our three languages, anyway, guaranteeing that the process is adapted to the person's conditions, no matter their dimension."

What value does inclusion bring to company B?

- "Essentially, it is always a narrative that is a little flowery because we end up always in better financial results, better productivity, better work, better everything. But it is a little of this, what connects us all at company B is work, we are here to work. That is the primordial relation we have with company B, it is a transactional contract, I work and I receive a salary for that. But if in this journey I am not well, I am not secure, physically or psychologically, if I don't have a sense of purpose, if I don't have good work relationships,

I can certainly try but my result is going to be, on a company perspective, very little, and in mine, very painful. So it is an experience that, ultimately, will lead the company to have more absenteeism, less productivity, more absenteeism on my side and my colleagues, more financial hardship. And on my side, it will be less social integration, less integration at work, possible impact in salary, anyway, all that is associated, and in the end, for the company, obviously the voluntary turnover which implies more hiring efforts. As such, if we had a voluntary turnover of 20%, well, we would have to have a way smaller hiring team because we would have to pay a lot of attention to this, so this is the aspect of inclusion, the associated value of inclusion, one of them. The other has to do with, if we have this representation of diversity, we will certainly have different perspectives, and when I say perspectives, on life, work, experiences, this is, a person who has been in three companies, that has lived abroad, that doesn't only live in the center of Lisbon, a whole bunch of things, has other perspectives to provide with than people who are all the same, so value comes from there as well, there is only innovation if there are all these perspectives. So this cognitive diversity is, also, very important and that is the value of inclusion. It is also very hard to measure and, maybe, that is why we talk about it so much. The associated value to these matters that are more related to the business, and also bidirectional, as perceived by myself and the company, and also this matter of innovation, of direct impact on innovation.

What are the challenges of inclusion? What are the biggest challenges this brings?

- “On the one hand, the matter of stereotyping, of bias, not to say discrimination, but all the preconceived ideas about life that will challenge our views. That and the speed at which

business needs to happen, at which life is happening. All that is fertile land for discrimination to happen, for us not to pay attention. For discrimination, either more predetermined, in the sense of “I know what I am doing”, or of not paying attention and “I simply overstepped a few necessary steps.” So there is here a little neglect on the topic. So this loop regarding all stereotypes associated to this and also this speed and uncertainty of the moment in life, in work, in business. On the other hand, also, keep bringing awareness, this is, bringing these topics to the business agenda (...). There is, indeed, a connection to business results and financial results, ultimately, which leads us to what investors ask the most nowadays, which is, they are sharper and they are more, some obviously, the type of investment funds that are more sustainable and attractive in the market are the ones asking and demanding more and more on these topics. And so, it is almost as a multilateral impact in the business, this is, the business must work for its people, it must work for investors, but also it must work for the impacted communities. As such, it is continuing to bring awareness and put it on the business agenda. These are mega challenges, and with all this, not to strain people. Not to lose people along the way, without having logics and scientific rational behind, in the end. (...) Because that is it, as we are short in time, it is easy and catchy to get some idea, a common-place, and grab it and it is hard to de-construct. So it is also here that we need to have a serious approach and look at it with attention.”

We entered, here, on financial reports and talked about it, which is increasingly on top of the agenda. In this sense, what is the importance of communication on this topic and how do you currently do it?

- “On the one hand, we communicate, as a stock-market company, we make ourselves produce a report with a set of indicators. A public report in relation to what are more or less standardized indicators, GRI. Following a little that standard of report and then picturing on the annual report but also in the annual sustainability report that we make. That is even a more retrospective aspect of what our numbers are on various dimensions, on the topic of people it is very much gender, representation of disabled people, foreign employees, matters linked to parenthood, and that is one level. And then another, that we work on more proactively, so the gender equality from Bloomberg, the Gender Equality Index, another from Global Compact. The Gender Equality Index from Bloomberg is on a more voluntary perspective. So we apply, we fill out a questionnaire, and then we are or we aren’t included in that index. And so, it is a little like, almost a mandatory report, by law, of what we are obliged to report, or that we oblige ourselves to report on, but then this more external component. Internally, we do our business case for diversity, we follow-up on internal indicators among these diversity layers but also a little more inter-seccional in the sense that it is not always easy, because some indicators we don’t even register, so if we don’t register we cannot monitor. But we do it both ways, so when the internal report or this knowledge of the internal business case, and then, translate that into the external report. Even these indexes such as the Bloomberg one, according to the report we want to produce, they also help us in checking what we comply with, what we don’t comply with. So they are also useful, a lot of times, even for self-knowledge, but obviously also on a reputational level and brand.”

How do you see the future of inclusion for company B, after what we talked about?

- “We see it, clearly, as a priority. This is, it has passed more than a year since we have not prioritized matters of diversity in the sense that, obviously representation matters and that is, in a way, taken care of, but where it is going to be critical, and for the reasons I mentioned earlier, the matter of innovation or effective impact in the business, that intersects a lot with this matter of inclusion in the sense of guaranteeing a good experience and an experience that as the employee of company B goes from entering to leaving the company, is in some way good to foster good work and that he or she is well and has various aspects of his or her life in some way balanced or integrated. Now, the future is also uncertain in that way. As we had the effect of a pandemic, and now with the matter of war, that may become, hopefully, very circumstantial, this is, end now, but they will effectively have long-term effects. For example, in migration. It was already having an impact but now there will be an ever higher impact. So it is also understanding what will be the role of company B and companies in these type of responses, that are almost emergency responses as there is phenomena that are very difficult to foresee and so it is hard to safeguard internal processes that will be immediate (...), it is now like that, unfortunately, because we would be able to anticipate and programme for these things, but we will have to, in some way, secure, assuming we cannot predict all, guarantee that we will be as prepared as possible for these topics, where we include for example the matter of gender for voluntary turnover. In what concerns disabled people, I think the topic is before that, unfortunately. I don’t know exactly if it is in the labour market, it also is, but it is to guarantee that throughout life, young disabled people have, on the one hand, assistance in what is their condition. And then, guarantee as well, and that is a role we eventually have to undertake, that some ideas around work are de-constructed. From that work that, again, that is a persona with these norms on capabilities, working with two hands, with two legs, and with a head, because

even that is a stereotype. Because maybe I have the physical conditions but maybe I will exhaust myself faster with a burnout because I am in a work culture that can even lead me to medium-term incapacities, in another sense. And on this side, from the disabled people, a that they have a chronic disability or that they may have effective difficulty or obstacles in accessing work, physically or in other ways, that they in some way exist and are visible to the labour market. Because there, I fear that we cannot keep hiding behind the “there were no candidates for the job” which may also be true, but there may be a lot of hidden things, a lot of things that are not evident. People are not found, they are not “mapped”, and maybe they are not fostered for what their capabilities and abilities are.”

Company C – Interview on May 4, 2022

Starting with the Inclusive Community Forum, what was your motivation to sign the Commitment to Inclusion?

- “First, because this connects, exactly, to our values. And we are talking about the values of company C. It is, in fact, one of the pillars of sustainability of company C, inclusive hiring, be it of disabled people, homeless people, people who are face more challenges, traditionally, in getting to the labour market. So that is a commitment and it enters, in fact, in what are our sustainability drivers. On the other hand, company C had been challenged by the ICF in 2017/2018 to integrate, way before signing the Commitment, the work groups to study how this could all unroll in regard to employment. For us, it was connected to our values, participating in the project, and it made a lot of sense, so it was an easy decision.”

And what does that Commitment mean?

- “The Commitment means, for us, it is not just a signed paper, it is way deeper than that, but it is, in some way, symbolic. Symbolic in the sense that we are embracing this project and that in our case it means more than the integration of disabled people, it is also the continuity of this work we are doing with the ICF that started with employment, kept on to education, I myself am in both groups. So there is a commitment to action, not only of knowledge sharing, learning as well, taking the best practices out of who is in these groups, and then being able to clearly make these people have the best conditions to be able to be integrated in the labour market, truly integrated, not just the matter of including them. At company C, besides Diversity, Equality, and Inclusion, this year we place another value that I think makes sense, which is Belonging. That is it as well, it is working with these people in a way that they have opportunities, and that they have their professional path as any of us.”

What does company C understand as inclusive recruitment?

- “I think it should be natural already. I wish one day we weren’t even talking about it or questioning the being inclusive or not. So everyone, independent of their condition, of their health status, their incapacity, of belonging to an LGBTI+ community, no one felt a closed door. But back to reality, it is still necessary and that is why we are talking about it, given it is necessary, in the end, allowing that these people have the same possibilities as another person. I compare it a lot to the starting point of a race. It is allowing that these people start from the same starting point. And here, we discriminate positively, because some of these people are not able to run in the same way. But it is allowing that, given their characteristics, that could be different, we give them the exact same possibility of reaching the finishing line and having the exact same acknowledgement as if they had no impediment. Then, on

the practical side, we also have to have teams and people who can be ready. There are countries, in company C, that either because they started earlier, or because the country law also came more adapted to disabled people or had come out longer ago, the case of Spain, the Netherlands, Australia, France itself. We even have teams that dedicate exclusively to inclusive hiring. In Portugal we have a mix. But independently of exclusive teams or not, the goal is that our people, in their hiring processes, have a script that allows them to conduct the interview in a way that rejects bias. It happens regularly, and it is proven, that any of us tends to empathize with someone that looks like us, has the same tastes, has been to the same university, and that happens naturally, and what we want is to precisely make it increasingly less relevant, and that in the end the person that stayed is the most qualified for that job.”

What is the value of inclusive hiring? Have you noticed any evolution in that value?

- “The fact that we include people who are different makes it as though we do not leave anyone out. I think that under any circumstance, (...) there is obligation, it has to be natural. In our case I think that yes, it has to be like that. For that value, because each person has a unique value, non-transferable, and really is unique. And it is, in fact, connected to our values. Our goal is, until 2030, touch the professional lives of 500 million people, and from these 500 million, there it is, the inclusive hiring driver, so it means we want to touch a lot of different people. So, the value that we can draw from that, I think is a matter of collective intelligence. The fact that we can take people that have different knowledge, and maybe we would not look at them, and bring that richness to the company, because they can bring a lot of value that we were simply wasting. That is one thing. Then, and it is also proven,

more diverse teams are richer teams, they are teams that represent society more, people feel more represented by that company and probably the product, service that we will develop or what we can develop with clients is also more representative of what people need because we are embracing diversity. So that also has value that is objective and that is measurable to the company itself. And then because, I was thinking we have the link to the Sustainable Development Goals from the UN, and that this is one of the goals we are embracing. And so, this is also part of a global movement, and so good that it is, of search for social justice that is only possible if we, indeed, do not close ourselves and give opportunity to all, of having the same possibilities to reach the same places, and as such, have the same conditions.”

You mentioned legislation in other countries, does that legislation and regulation link to that last point when you mentioned the Sustainable Development Goals?

- “We knew this Diversity topic was important. Now, clearly, when there is a law, it makes the topic show on tables, show because, well, not so much for the fines, but for the fact that it is on top of the agenda and people do not want not to include because it may bring penalties on the brand, even if it is a smaller company, it may hinder its development. I think the law always helps. In any case, I think we can change and that is important. I think that, then, that needs to be monitored and structured, because if it just because of legislation we incur in a lot of risk. What I have been noticing in the last four years of this work that we are doing with Nova is feeling that people really have an opportunity even with their condition. If they do not have an opportunity, let’s work to understand what opportunities may exist. As in everything, not everyone will have the same possibilities. There are people

that we thought would have capabilities and they do not. We also have to be brave to say that, when they do not, then what can that person do, or is he or she not able at all. It has to be a serious work with the families, with the institutions, with the companies, so that we map it. But it also needs to be done with honesty so that we do not give up on the first chance. It is easier, people that, apparently, have no problem. The situation has to be created. Legislation helps in a first stage for the levelling of opportunities, but I think it needs to be accompanied by other movements and structure, otherwise it disappears with time.”

In that movement, company C and other companies in the same sector have a crucial role. What has been your impression in regard to participation in forums and other channels, and do you think that participation helps in moving other sectors and industries in line with inclusive hiring?

- “I think that yes, ourselves and companies from the same area can have a very relevant role, if we want to have it (...). A shoe company would have other concerns. (...) I think there is still a lot of work to do, so it is important that companies are mobilized in that way. They can, in fact, pull the market towards these topics. I think there is still a long way to be pursued, and de-construct prejudice, and that is something that is not done in a year or two, it is a whole process, and we also have to de-construct what was built for many years in which for many years, these people were, sometimes even by their own families, told that they would not be able to do anything ever. And so, as a reflexion on the education situation, in which we only have approximately 5% of people reaching university level, it says a lot about what there is behind. That is why education is so important and there are many things to do until we reach the labour market. It is necessary to de-construct years and years of a

wrong belief regarding these people's capabilities, and for that there needs to be public investment and universities. But also from the private sector. There needs to be an ecosystem that is all driving towards the same direction and entities that can bridge with various sectors."

Besides what you just mentioned, what are the biggest challenges of inclusive hiring?

Para além do que acabou de mencionar, quais são os maiores desafios do recrutamento inclusivo?

- "This de-construction I mentioned. I think companies that really want to do this, it is connect, in fact, to their values, what is their core in terms of values, their core values, their own mission, if they really have it interlinked... I think here we can have a help that can be very important, we know that companies are increasingly measured, obviously, on financial data but clearly non financial reports, where companies are measured for their social and environmental impact, that can be a big important push towards these topics because if they perform badly in these pillars, it will not just be the measure around good financial results, but how it got there. How did it treat people, how their relationship with society and the planet is. I think there yes, the secret is there more than in the law. Legislation can come but when we talk about reporting, when there is a need to show data, the more factual it is and if there are clear penalties for those who do not comply, if it is audited and demanded by the country itself or Europe for access to funds with which companies are financed, then yes, then is when it will help in the change of mindset."

The next question regards this communication of results, not only practices because that we find in job postings, LinkedIn, etc., but results. What is the importance of communication of those results

for company C and how do those results influence financial results, as you mentioned, and in what channels do you do it?

- “We do something that is very interesting, and that is good, because we have been going through this for a few years now. Because in the sector, we are the only company, and won for the seventh year in a row, a recognition by Dow Jones Sustainability, and so, obviously, if that happens is because we send a lot of indicators. These are the practices that go into it, precisely, all of this goes in, and we have scores in various points to be able to make it happen. And deep down, when I mention “seven years ago”, we have been looking at this for seven years and it is, indeed, a worry and we guarantee that what we say is what we do. Last year we thought we could do even more, and we have now underway a journey towards sustainability, both social and environmental, particularly in the environmental because we, not being in a sector... But we can have some initiatives that can contribute to the carbon footprint and we decided to associate ourselves to the 2050 goal, to have a contribution towards the zero carbon footprint. So we will have that additional point. I know we are not talking about that, but just to frame it. Last year we felt it was important to make it more clear what is our social and environmental impact. So, even on social projects, well, we do these projects and let’s be much stricter on that, how many people have they impacted. We used to do it already, but let’s do it in a detailed way. How does that connect to our values and how does it impact society. We already had everything happening in reporting, if you go and look into our annual reports, where clearly we have all this (...). But, internally, we still want to be more assertive and demanding with ourselves, fine-tune the details.”

According to this internal and external context, and following what we talked about that company

C still wants to do, how do you see the future of inclusive hiring?

- “I see it with a lot of hope, and given company C works with a lot of clients, when I see with hope for company C, I see it with hope for the portuguese market. Basically that is what I am referring to. I see it with that hope. I think there is still a lot of work to do, we ourselves have our own way to improve. This participation that is so active, the work with the ICF, to participate in so many foruns gives us a wider perception and credibility near the client, and the possibility to really bring more value to the table, and to have a very interesting sharing of knowledge, in order to feel secure in the topic. And that this path is done in partnership, as it is in other situations. What we aim for is that it is a true partnership and that we walk besides the client. In this situation, it has to be even more like that.”

Company D – Interview on May 4, 2022

We would like to understand what was the reason for signing the Commitment to Inclusion?

- “It is very much tied to what has been our journey in the last few years in the area of inclusion, and here in particular the inclusion of disabled people. This is, company D started hiring roughly 20 years ago. All this regarding the importance of equality and diversity are values that are in our policy already, in fact, in the corporate culture of the company, and we thought, we were actually challenged by the ICF, and decided, as such, that it made sense considering the measures we have and also what we want currently and what we aim for in the future, and it would be a way to reinforce commitments, and communicate the topic again, in a different way. And the fact that we have people who are specialists right? Because there is where we always have some expectations, who is on the other side, these are people that grab tendencies, the way of approaching the topic, but they are also people

that can help us acquiring more competencies and also more information to improve our practices internally. So it was basically a mix, it is a topic that is important to us and on which we have a solid path already. And it is a new group, associated to a university, and the academic context is also very important. And here we can balance out and have some internal benefits as well in what regards improving our processes.”

And in that context, what is inclusive hiring to you?

- “The way you are phrasing it is too objective and sometimes for things to start in a company, there are certain topics that start in a more intuitive way, let’s say. This is, when I mention 20 years ago, I believe it is tied to that, those who know company D, company D is a family company. Although it is a large company, and currently a large employer in the country, it is a family company, (...) whose project lies on extremely human values. It is very much the way of working, of dealing with a person, of proximity. It is natural that, when it is like that, it is much easier to be in a company where recruitment itself considers a lot of criteria. We think of hiring, we think of hiring people that will perform a given job, and that will have a given path, naturally, ones in one way, others in another way, but we design the whole thing that is a plan on what type of person we want to hire and how we are going to hire them. One of the ways is through a set of partnerships that may be developed and, in this set of partnerships, we are very close with the IEFPP and also with a lot of local associations with which all stores that work with the brand of company D (...) also establish relationships. So, when we look at this eco-system, we have got an IEFPP, we have various people using the IEFPP, and through which are integrated and on various levels. Unemployed people, people who have difficulties in being integrated and vulnerable people in relation to the labour market, as it is the case for the disabled person, or people looking for their

first job. This is, the IEF, if we notice, ends up being a mechanism that offers companies a set of people with various characteristics and that are able to enter the labour market. Then companies can either go about it in one of two ways, either on that line of thought “I want that type of person”, or they are much more receptive according to their values under which they want people, they want to evaluate talent, and the possibility of betting on those talents. This to summarize what? If I try to answer the question in an objective way, for me, inclusive hiring, or at least the way company D has been developing it, is tied to looking at the person, any person who comes to company D is analysed and integrated according to their motivation, professional experience, and also what the person aims for in the context of their job. But then there are many factors that will condition it. This is, the relations that company D has with local entities, and here either IEF or the various non-for-profits that work, for example, with vulnerable publics as it is the case for disability. And that is, for us, another way to employ disabled people. This is, we work with several institutions that look for us. In all truthfulness, most often it is not even a very proactive work on our side, we are constantly asked like many large companies. It comes from organisations that work with various publics, refugees, migrants, disabled people, that want to establish a partnership for integration. And of course, it makes sense in that it fits our values. We do not have a model-worker. So, we want to employ people and value their competencies and what they can bring to our organisation. Sometimes with more difficulties than others, because we are aware that a disabled person, from the get-go, in certain jobs and, also, according to the type of disability, it may need to exist an adaptation, not only from the working station obviously, but of the job itself. So, I would say it lies on a very global model, our hiring model, and a global model that looks at the person, and to what can be developed in the company. (...) I have a hard time talking about inclusive hiring and not

looking back. When I mention the 20 years, having a founder, being a company with very human values, a very human project, very close, because I think this is also very distinctive. And this also defines whether we are a company looking for the model-worker (...). Of course we also have excellence indicators and we look for it, but the fact that we are a company that looks at people also allows that we develop several initiatives to be able to attain a certain goal. Well, for us, inclusive hiring is a very wide thing. Not only in regard to disability, but also in terms of employing vulnerable publics, in the context of work, and that is also our contribution. The fact that we are a large company, with various regions, we can help balancing some asymmetries in inequalities in the country. I think this is also important when looking at inclusive hiring, being aware that with our contribution we can help or we can promote a bigger social cohesion and balancing some indicators, or at least mitigate, with our contribution. If we all did it we would probably work in a more balanced planet, and it is also a way to actively contribute towards the territories where we operate.”

What is the value in inclusive hiring, if any?

- “I was not here 16 years ago, but one aspect that is highlighted from that time, and it is still like that today, and I think it is a privilege to be able to witness it, has to do with the impact near the team. This is, okay, we are a people company, obviously, with each one of us with their own characteristics and also limitations or incapacabilities, but the truth is that the integration of a disabled person in the team always brings a huge benefit in regard to team cohesion. It shows, literally, at least when we undertake our social climate evaluations, (...) it often shows a correlation because that is one of the indicators. And we even have a question regarding the integration of disabled people, one or two, or at least we had it, in which we tried to understand what was the feedback from the people, and it is always very

positive. Not only because the company promotes that integration, but then the welcoming is very much the team's responsibility. And the team becomes much more united, because it wants to help the person, or at least make it easier so that there is a good performance at the job. A lot of times, the team itself ends up facilitating in what concerns schedules, more complicated tasks, that the person is actually capable to do, but there is a wrong assumption he or she is not, because of having a given characteristic he or she may not be able to perform at that job, the team itself unites much more to try to help. I think that is very positive. Additionally, there is still the client side. (...) he or she expresses through various channels a compliment towards company D for being an inclusive company, and I think that is very interesting, that the client himself has a civic awareness that in fact these are able persons, that need to work, and that there are employers who do it and that should be recognized. For me the two big advantages are the internal recognition from the teams and the employees, and the second from the clients that look at it as a distinguishing aspect of companies' social responsibility."

I wanted to ask if, after integration, there is any sort of follow-up, an established process for people with disabilities, whether it is ad-hoc, if it stops in integration, if then the person with a disability has the same follow-up as other employees, talk a little about this process.

- "It varies. It really depends on the way the person is integrated in the company. (...) So, what was defined was that each store would have to have 2 to 3 people with disabilities. That is why that for us, thanks to that positive discrimination measure at the time, thankfully end up today not scared with the 2019 legislation. Because then this is a journey. I think that those who start in the area of inclusive hiring need to be aware that things are not done in one day and there are various improvements to be made. This to say that at the moment

we count on the support of the IEFPP. And when we have the support of the IEFPP, there may be a need for a plan. Then there are various measures, even in regard to integration, that at the moment we count on the support of local entities. Some are not quite local, they may be national, in which, let's assume, if I recruit a person through an organisation, a plan is made (...) in which the journey of the person will be designed. For example, now I can mention it, maybe it is not the best example but it is in the future, we are now handling an integration of an autistic person, so, in a store in Lisbon, in which the whole process was undertaken, There is a protocol that was established by us, centrally, and with the store and with this association. That association presents to us a plan that undergoes different stages, different steps, a first one of identification of the job, what the person will be doing, and then, what he or she should do during a given period, then when we see the person is acquainted and has a routine, he or she acquires new responsibilities, and then on. This is, this plan is very personalized given, as well, the disability the person has, and the needed resources. For example, in this case, this autistic person is a person who will have the support of a specialized technician. Maybe, for other disabilities it is not necessary. But, maybe initially, it is also "negotiated" that the association will provide with a technician for x amount of time to improve the integration and welcoming, both in the store, in the function, in the team. This is to say that it really depends on the picture, the characteristics of the person, in general, and the job he or she will perform (...). But then, according to his or her characteristics, or disability, it has to be adapted. This is to say that we always have a plan, but it may vary, as we also have integrations that take longer than others. For example, this autism integration, we have a one year plan, so we are talking about a more complex situation. We have various people who are integrated and may come through a more common channel. I am remembering an employee who is death-mute from a Lisbon store,

whose plan was much faster, just that matter of getting used to the function, the person incorporates it in their routine, and so there is a moment when they become more autonomous. But also, there it is, we cannot compare different profiles or different illness characteristics.”

As you mentioned, you have a solid work, recognized in Portugal, so I wanted to ask, through which channels do you communicate this work, if you do, and what is the importance of that communication to you?

- “Company D leaped in what concerns communication of this sort of actions in the last few years. And probably, if you search for information and human resource practices you will not find a lot of communication because we did not communicate. We had a very low-profile attitude, very much in line with what were the company guidelines. A few years ago (...) there was a bigger investment, a big change of mentality, also internal, but also in communication strategy. The way we communicate and the biggest priority was always internal. This is, communicating internally what was done, even because it was a way to, and I will use a debatable expression, raising initiatives, communicating internally to show what is being done but also being able to multiply these initiatives. This is, imagine, we have a store (...) integrating someone or being able to get a partnership with a local organisation. To also guarantee that (...) in Evora, due to the communication and positive feedback, they also feel influenced to do more partnerships, more integrations. So communication also had this effect. To be able to show a simple process, show positive feedback from the teams (...) and so this also brings very important value to the brand in the local community where it is. The client cherishes, recognizes, because there is one more partnership with an organisation, an institution that works with disabled people, or with a

job center, or a local authority. And so, these positive effects, if communicated, are inspiring of other partnerships in other stores. Because one thing is to communicate internally, through our internal social media, our newsletters, and other channels. Another is to have the store itself communicating first-hand the positive effects of this sort of communication. So our communication starts there, internally. Externally, I would say that one of the biggest bets currently is this set of partnerships, the fact that we signed the protocol with the ICF, was again a moment when company D communicated, I do not recall if we communicated externally, we do not have the habit of doing so. Yes we did, I think we did communicate the protocol (...). But this to say, in this matter, the goal is never the communication, unless for internal communication. Our end-goal is the integration of that person and guaranteeing their journey is going to go well. Of course, it may not happen. The way we look at inclusive hiring is not charity. It may be motivated and have a driver on social responsibility, and for that we have been developing our equality and diversity policy, but the end goal is to develop talent. And recognize the person and develop talent. That there is a professional path at the company. But we like the person and want them to do well. In fact because that ends up being inspiring for other stores. So our goal is never communication. Unless when, there it is, there is a protocol, a prize, or a recognition that will help us to communicate some initiatives. At least in what concerns inclusive hiring.”

According to this internal context that we talked about and the external context that we also talked about, how do you see the future of inclusive hiring for company D?

- “I do not know if company D, but at least myself, because sometimes if you talk to different people, they will have different ways of looking at it. At least me, as a person who works in this area with other people, the way we look at it is very positive. This is, of course we

have to consider that there is... We already have a journey, as I mentioned a few times, a solid path, a path that has given us a lot to learn and at the moment we believe it is good to reinforce some of our measures. For that reason and also because we signed the protocol with the ICF, because it made sense. Moreover because, as I said, in our case the worry was not the law, the one that came in 2019, but the truth is behind a law there is a whole set of directives, informations, and tendencies. And so, being associated to a network can also be very positive for us to have this information first-hand. Indeed because we are not specialists in this area. Now, in regard to the future, I think that society was never as aware as it is currently, on this topic, at least, the topic of inclusion has a prominent spot in what are the Sustainable Development Goals. And we can see, at least I can, working in this sustainability area, that I have never seen so many companies talking about equality and inclusion in the last few years. And so, I think that, for us, a company with a journey in these two areas, it is interesting to see a great movement from other companies, and it ends up pressuring us to improve our initiatives. This is, up to a certain point we were almost, I will not say unique because it is not true, but there weren't many more initiatives, and maybe there were even moments where we didn't end up investing as much because what we had was already very positive, at that moment, although it is a topic that is approached in a more targeted way in the SDGs, that mark a tendency of what is the strategy and challenges in sustainability, which makes it that for us, in the future, either via integration, either via new partnerships with local entities or even via these networks in the academic world, I think it is very positive because it will allow us, as well, to improve our internal measures, and be able to increasingly not forget the main goal, the one from 20 years ago, looking at the person. Of course, as a positive consequence we have the number of people we are able to integrate, logic, and I think that also shows the results of our strategy right?

Because we can have a policy, we can have a strategy, we can have internal KPIs, but then if we do not have integrated people it means something is not right. Because we have our goal, we want to value the person and we want people with disabilities, so I see the future in a very positive way. The topic is very talked about in the company, it has helped breaking some preconceptions and this change of internal mentality, which also exists, and independently of being a company with some initiatives, of course this topic is not consensual, and we have the responsibility of also bring awareness to teams, internally, for the importance of the topic. And I believe that this more visibility, currently, has allowed us to put it back on the agenda, put the topic back on the agenda. This is, now we are not expanding as 20 years ago (...) but this visibility that the topic has gained in line with international and national directives allows us to put the topic back on the agenda and innovate, because that is what is also important, not to do what we did 20 years ago, do different things, more important things, more global things, treat the topic in a way that is fresher, that is not only via integration.”

El Corte Inglés – Interview on May 2, 2022

What was your motivation to sign the Commitment to Inclusion by the ICF?

- “It was very natural from our side. Maybe here we will be a non-typical case from those you will talk to. It is because we really have had this practice for 20 years now. We just started communicating our actions after 2017. In 2017 we received the certification of Entidade Empregadora Inclusiva which is the certification that distinguishes a whole set of practices regarding diversity and inclusion and, from then on, we were almost obliged to make public what our practices were so for us it was – there was already knowledge that

we acquired with practice and it was just making it public everything that has been our learning in the past 20 years. The truth is, 20 years ago no one talked about this right? No one talked about hiring people with disabilities, more, there were no people with disabilities working, even. So for us, when coming to Portugal, we really had a big need to, according to our size, open up a structure where we would need hundreds of employees with very different profiles because we have supermarket, restaurants, sales, administrative areas, logistics, and warehouses, so we went to all possible sources to open up such a structure. And there, 20 years ago, we had our first contact with institutions which have been, really, our partners and who are really who know these realities and who help us with the professional integration of these people.”

What does the Commitment to Inclusion, and all the initiatives that you mentioned mean, to date?

So, there is solid journey, and after this solid journey?

- “At the moment, and when someone poses that question, *I have a very simple answer that summarizes what this 20 years’ journey has been. We do it because it is the right thing to do. In our vision in these matters, it could not be any other way.*”

What does El Corte Ingles understand by inclusive hiring?

- “I think that, here, it matters to make an important distinction, because usually there are two concepts that show up side-by-side and people tend to confuse them, which are diversity and inclusion. They are different things. Diversity is an observation really, it exists, we are all different from one another right? Inclusion is the way we enjoy that richness, inherent to diversity, and apply it. As I usually say, although it is not my

expression but I adopted it years ago, “one thing is to go to a party, another is to be invited for the dance”. It is not enough to go to the party, we can have a very diverse collective, people with disabilities, people of different ethnicities, etc., and not be truly inclusive. This is, inclusion is about the ability to adjust, to adapt what needs to be adapted so that everyone is standing on the same foot. It is not giving to all, in the same way, but to take into consideration the differences in each one of us. And that has been our approach in this topic.”

How do you invite to the party? How do you practice that inclusive hiring?

- “After 20 years, we have with all our partners a very agile relation, this is, for us they are the sources of recruitment because we know that these candidates will not come in a traditional way, they do not reply to an ad or send a spontaneous application, they come through our social partners. And after 20 years, they already come very targeted, we have partners that, when presenting candidates, send us candidates that come very targeted. When a candidate is presented, they can already identify “this candidate is a candidate, for example, for Supercor A, B, or C”, or “it is a candidate for a call center area”. It is very easy but this took 20 years to build. They come very targeted. It is very rare that I interview a candidate that comes through a partner that is absolutely not in touch with what is our profile, what are the candidates we want to integrate. Sometimes something funny happens. They are able to identify the person, the profile, and arrive with a “I have a Corte Ingles profile, I know you will like it, I just cannot identify the function”. And I say “do not worry about it, because that is the main thing, the rest, we teach it”. Now, they identify in terms of profile, the attitude of the candidate, the motivation, the availability, so all that is

requirements that for us are crucial and much more important than any experience the candidate may have.”

I will retract because I said “How do you invite to the party?” but it should be, how do you invite to dance?

- “But I will reply, this was to the party, it is how they arrive. Now, to the dance, it is having the ability to, in all phases of the process, recruitment, selection, training, integration, follow-up, to have the ability to adapt. If we are talking about a deaf person, for example, I have to secure, beforehand, that I have an interpreter for the interview, for example, as an example. When going into training, the person has to have an interpreter to help out because it is a moment when it is very important that the information comes through in a clear way, very objective, because we are talking about training and integration.”

Do you do any training or integration with employees with no disability?

- “The integration we do is on that setting, with the reasonable adaptations that may be needed. If a person of short stature is there, I have to secure that during the training he or she can reach the station, so the table needs to be lowered, etc. It is about thinking of the process with a lot of anticipation so that we can gradually adapt what needs adaptation. Then, we are talking about sensitizing teams, naturally. At the moment, most of our teams have received, in their settings, disabled people. The need for sensitizing is not as urgent as those who are starting the process now, because it is common to enter El Corte Inglés and see colleagues with disabilities and of completely different origins that are integrated and

working. So, what needed adaptation was adapted, the so-called reasonable adaptations, and that are, sometimes, enough."

Going back to the start, you mentioned that this was the right thing to do, that was the simple answer. Going into it that topic, I wanted to ask whether you find value in inclusive hiring? If so, in what way?

- "Of course, here we are directly directed towards what we see as advantages for the company in this whole process. Now, speaking in a raw manner, obviously there is a reflection to our external image, although our policy has been this one for 20 years now, but the truth is that we never made public our way of being. Doing it, we are aware that we improve our external image. This externally-wise. Internally, of course that employee' perception increase their level of participation, for a more active one, more positive. Because the opportunity they get to interact with disabled colleagues has really allowed for the participation of the employees in very specific situations, either in training, or awareness initiatives. And, at the same time, this opens up discussion channels. It is going to be foundational so that they think of matters related to, for example, their citizenship. What should we do to be better citizens? Let's start to be better sons and daughters, to be better parents, to be better colleagues, as a person, not as a citizen. On the other hand, when interacting in the team with people with disabilities, we feel that it leads to relativity of the problems. Relativity, they start to do it with a lot of matters. And it opens up, once again, path for more positive attitudes. The presence of disabled people in working teams is going to make the global vision, the collective vision, to gain importance in relation to a more individualistic view. There is a notion of the whole and of the team which is very different.

These are, we think, the main advantages of having seen the relation and interaction between people with disabilities or people who are, in some way, different.”

On the other side, I can imagine there are challenges. I would like you to talk about the challenges in inclusive hiring, which you have faced in the last 20 years of experience.

- “It is the fact that you have to adapt, that the whole process needs to be adapted, because those who say they do the exact same process because that is being inclusive, in my opinion, have never done anything. So that is it, in summary, it is not an easier, nor faster, nor always the same process when compared to the so-called “regular” hiring and selection process. And it starts on the source of the candidate. The source is different, so the time it takes is longer. There are phases that do not exist regular hiring and selection as, for example, the evaluation of the working station which is one of the most important phases in this process in which, in the location, with the person, the candidate and our responsible employee in health and safety, we confirm that the working station will or will not need adaptation. This is, try the real working conditions during a period so that we confirm whether there is any adaptation that is needed. So, here we evaluation the station which results in some adaptation or none. Sometimes we may only be looking at adaptations to schedules, for example, days-off. One person, for physical characteristics, for his or her health context, “I do not endure a full day”, so 8 hours. We have the flexibility of being able to think of a part-time. Or because the person takes medication at night, the morning schedule is not convenient, he or she does not feel well. We do it in a way that is compatible with the medication so that he or she feels good at work. These are things that you need to be flexible in order to be able to adapt and you need to want to adapt.”

Besides initial adaptations to the working station, and others that I imagine may arise in the recruitment process, after integration, when the person is working already, is there any sort of follow-up, different from the regular follow-up of an employee with no disability, or is there no follow-up? I would like you to talk a little about this post-hiring process.

- “In any integration situation it is always defined a tutor. A tutor is a colleague from the area that the person will integrate and that has responsibility, in a formal manner, of in the first few months do that follow-up, show the person around, formally become their tutor during that period. This is widespread, in any hiring situation. When we speak about disabled people and our social partners, the relationship does not exhaust itself in hiring, it continues parallel to what is our follow-up, and what is our evaluation, our follow-up. It is parallel and very natural. They take note of what is happening due to that parallel follow-up but it does not exhaust itself and even after, we have a lot of people who are on a permanent contract already, they did their journey on term-contracts and then they became permanent, and they kept that connection nonetheless. Lighter, of course, sometimes at a distance, but it is always there. Because at any moment we may need it again, because people may suffer a setback, some nuance in their lives that makes them more fragile, and we know we can always count on our partner, the one who was our hiring source, because that relationship exists always.”

Going over to communication, which you mentioned you started doing more actively in 2017, I wanted to ask what is the importance of that communication?

- “Given we are associates to the Carta Portuguesa para a Diversidade, we actually have it written in our commitment to share our good practices. So we have that commitment and that obligation. But even if it wasn’t like that, we believe that sharing these actions, and given we began this process longer ago, we can in a way motivate others, other companies that have not started, and I am regularly contacted to talk to other companies about what have been our practices and we are always willing to talk. So in the sense of inspiring others, demystify fears, because I think many of the things that are still not done haven’t got to do with prejudice or any negative matter. I think it has to do with the unknown, with the unknown, with the lack of contact with these more vulnerable publics. And that leads to fear. So in a very peaceful, calm, natural way, to contribute to demystify all those fears because we have been through them and had to move forward and a lot of what we know was acquired with practice. There are no books, there is no written material, and way less 20 years ago, there was literally nothing, and we had to move forward any way, and learn with what were our mistakes and our learning was built based on that.”

You mentioned the way you share with other companies. Besides that sharing, how do you communicate on these inclusive hiring practices? What are the angles through which you communicate on inclusive hiring? In practice, how do you do it?

- “Yearly, we do an institutional video to communicate in December in celebration of the Disabled Person. Usually, we make a video with employees testimonies, the ones who want to participate, of course. On the one hand. On the other hand, we are involved in my paralel work either with the Carta, and with the ICF, so we participate actively in all those events. Then, monthly, we also have, associated to all comemorative days in line with diversity and

inclusion, we have internal events where we enjoy the opportunity to communicate, communicate, bring awareness, bring awareness. This May still, where diversity is commemorated, we will have the diversity talks. We will launch the first edition this year, in May, on the 25th, where we invited 13 of our main partners and we will have a gathering and conversation. So we develop like this, enjoying monthly dates in which people will be more open to talk about certain topics because those topics are celebrated, we always marry those with events that we do internally but that we then communicate externally via our social media, via our intranet as well. But mostly, we are talked about without being present than the contrary. Which is a very good sign.”

You have been promoting awareness in the teams, and have been for 20 years, so it seems quite ingrained. I wanted to ask, in connection to the way you communicate, how does senior management and leadership at El Corte Ingles feel in relation to this topic?

- “In reality, we have the process here in Lisbon way more advanced than in the North, it is a fact. So, we started here in Lisbon because it was the first store that opened in Portugal, and then Gaia had a different opening process. But at the moment we have two people up North carrying on these topics. Nothing would be possible, obviously, if we did not have Directors of Human Resources, Store Management, strongly behind these topics, and that signs off on everything that we have been doing, our ideas, initiatives, because that is the baseline. All this work is based on three pillars, and one of them is sitting in this culture. It has to come from top to bottom. At the baseline we can only intervene with teams and middle management when we have, on a senior management level, full alignment on these topics. That goes without saying. By the way, I have mentioned three pillars. One of them

is this one, the second is the close relation we have with the community we are involved in through our partner entities and the return we get with our projects with vulnerable publics, among which the disabled people, but also from us, a permanent restlessness and permanent attention to the context around us because we act accordingly. Here is one or two examples. Following COVID, and the pandemic where we were isolated for two years, a world of opportunities arose if we think of physically disabled people and what happened. There was the development of online commerce, not only here at El Corte Ingles, but world-wide. It allowed, regarding strengthening the teams of remote customer service, to hire people who move on a wheelchair or with reduced mobility. Why? Right now, they are perfectly adapted. They work from home, whenever they want they come, but it is very comfortable. Mentioning this, not to mention specific projects that we also had for people that, in a second, became unemployed when restaurants closed. A lot of restaurant businesses did not re-open, as we know, and we have people with consolidated experience on that level, in restaurants, that from one moment to another, 50 year-old people who became unemployed. So we also organized re-integrations and capacitation projects for older publics, concretely on our restaurant business. Because there were a lot of restaurant businesses that did not re-open. So that restlessness and the attentiveness and now with the matters regarding refugees, we are working with refugees as well, we need to be aware at all times, because everything is constantly changing. It only makes sense that way. We need to be open to that change and flexible to adapt what needs to be adapted.”

Following that line of thought, according to your external context, and El Corte Ingles’ internal context, how do you see the future of inclusive hiring?

- “We cannot not refer to the quota legislation for the private sector that will be enforced in a few months, regarding hiring people with disability. I think it will, and it is, and since two years ago it has been, moving quite a lot, and a lot of companies are working on this matter, we know it, because there will be a law with associated fines for those who do not comply with it so that is, in my perspective, positive. If it was not achieved in another way, let it be like this. So this, in February, when the law is enforced, naturally we will not be able to disconnect from the associated legal matter. For us it is of no importance, we have complied with the quota for a while, well above the quota. It is not an issue. We want a future where this alignment that we have is with what are the Sustainable Development Goals and work at our level. What is valid for us, when I talk of our example, cannot be valid for a bank, when talking about disabled people. We are lucky and have a big advantage in having at our disposal the ability of hiring very diverse profiles, because we have supermarkets, we have restaurants, we have administrative areas, we have logistics, we have sales, we have nearly any area where it is possible to hire for. So that, for us is a big advantage, because it allows us to hire in almost any context, even when we enter matters regarding intellectual disability, cognitive disability, so it allows us and we have those contexts with us as well. But the future is that one, being able to pay attention daily, attention to the big changes that we are able to observe, and in this moment in such a short time, and being able to pay attention and see in what way are we able to contribute given our context, our reality. We are a store, we have to keep being profitable, so that we keep these projects going. Basically, that is it.”

Farfetch – Interview on April 29, 2022

Starting with the Inclusive Community Forum, we wanted to understand the reasoning behind signing the Commitment to Inclusion from the ICF.

- “Inclusion of people from minority groups is a worry for Farfetch and so it made perfect sense to partner with the Inclusive Community Forum in that way, not only as a partner in the referral of diverse profiles, but also as the ones who could help us in this process and give us some mentorship for us to be able to include people more easily, in this case, people with disability or incapacity.”

Where does that motivation, embodied in the Commitment to Inclusion, come from at Farfetch?

- “It comes from a commitment our CEO undertook on the commitment we have for 2030 where there is a worry, and there it is, being redundant, with this commitment with what is sustainability, what is inclusion, with what are the values that we envisage for the next few years. This vision that we have towards contributing to a better world reflects in this commitment we have for 2030 and with all these principles of circular economy, sustainability, inclusion of people, in english ‘under represented groups’, in portuguese, translating, minority groups or non-represented groups, and trying at the same time to represent who our consumer is, our brands. We want to make society feel represented in our company.”

What is your understanding of inclusive hiring, of inclusion of minority groups?

- “What we want, and what our vision is for inclusive hiring, is to eliminate all bias (...) eliminate this from the recruitment process. Guaranteeing that both our recruiters and teams

who participate in the hiring process recognize their own bias and, so, mitigate it, trying to undertake a set of initiatives we have internally to eliminate these bias from the hiring process, which entails knowing them and owning them. And then, what we also want to do is to include all people in the hiring process and let talent win. So, the moment where we want some type of positive discrimination to happen is at the beginning of the pipeline, when we present the candidates to the hiring manager and then we say “Here is a pipeline of candidates that represents the market” and here we include candidates of all kinds of diversity, the matter of age, the matter of gender, sexual orientation, disabled people, people from other ethnicities, and then we conduct a regular recruitment process. Everytime it is necessary, we adapt it – if we have a person with intellectual disability, or for instance, hearing disability, we allow for a sign language interpreter or a software that allows for captions like Google Meet. When we have a person with intellectual disability, we adapt the questions and the process to the competencies of that person. If we have a person with physical disability, with a dysarthria, very common in cerebral palsy, one of the possible adaptations is extra interview time. This is, we have to adapt our recruitment process to the candidate that is in front of us. But what we want is a recruitment process that includes everyone and is not discriminatory in either negative or positive ways.”

To level it.

- “Yes, that would be the ideal world, I am not sure how long it will take us to get there, but I believe we will.”

On that note, what value does Farfetch find in inclusive recruitment, in inclusion?

- “What we believe in, and what science has been proving, is that having diverse profiles working in our teams brings return. So there is, effectively, a financial gain when bringing diverse talent. We believe that this inclusion movement will bring, in general, more satisfaction to work. When we associate inclusion to higher satisfaction at work, we will have, for sure, an increase in productivity. I think it is a little bit like a “snow ball effect”. A thing brings the other and consecutively until we reach the point where people feel good at Farfetch. For us, it is a goal that people feel very good at work and so, having teams where people can be themselves with no fear of judgement, with no fear of being excluded, it is our goal. And this matter of including people of diverse profiles, and I am sorry to insist and not say disability, because for us, that’s it, this inclusive hiring is way beyond people with disabilities or incapacabilities, for us, to promote this inclusion is going to make us feel better, necessarily, and allow us to be ourselves at our work.”

And in fact, inclusive hiring is not just on disability. At the ICF that is the main focus, but it goes beyond that.

- “One of the things we believe in is that disability is just another characteristic, such as having dark hair, wearing glasses, sexual orientation, ethnicity or religion and other characteristics. If we look deeply into it, we are all very different from one another. We all have characteristics that make us unique. And that is a little of what we defend. We all have characteristics that make us unique and only have to respect and accept the unique characteristics of each and everyone of us, being disability, gender, sexual orientation, whatever it is, we need to accept these differences, respect these differences, and make everyone feel included in the same way.”

What does that inclusive hiring, that brings to Farfetch and employees what you mentioned, what does it bring to other stakeholders – for example, the industry, the community where you move, if it brings something at all?

- “You have disabled people buying clothes, luxury or another kind. You have the LGBT community buying luxury clothes, or non-luxury clothes. You have people from other ethnicities buying luxury products and non-luxury products. The whole market can be our client so it makes sense that we represent this market and have people in the company that show the perspective of all these different markets. A person living in China will provide with a completely different input from a person living in Brasil, from one who is disabled, from one who was educated on one religion. And this diversity, this is what we hope to bring, to represent our teams to better serve our clients or potential clients. And at the same time to use our visibility to give visibility to little designers, small designers, that would probably not have this visibility should they not have a partnership with a company like Farfetch or another one that shows them to the market.”

Within the industry or the channels where you move, besides the ICF and having created this partnership, are there any other industry initiatives, forums where you talk, do you try to move the industry forward in this sense?

- “In all honesty, moving the industry, I think we are not there yet. We are going through a journey, and we are still on small steps, we are still initiating some initiatives. I think we are still influencing internally all our teams so that people understand the importance of diversity and inclusion. This is very clear for our senior leaders and all executives, this

concern is very clear and it is manifested in their objectives and it is a worry they have been highlighting along the years. But it is still a work underway internally and we still have a long way ahead so we are still not on the point of influencing the rest of the industry. Of course that the little initiatives as giving visibility to smaller creators ends up generating, initiating a movement. Of course that when we commit to sustainability and circular economy we are creating a movement in another direction, and make brands have to worry about production, with sustainability. So, I believe that all of this together creates movement. But regarding inclusion of people with disability in specific, we are still on our first steps. We have various initiatives worldwide and we try, globally, to participate in this movement, but we are still on our first steps. I do not think we are influencing yet, as other companies are.”

Where did those objectives that are already in senior management and senior leadership?

- “From top to bottom. It came from the leadership. This worry came from the leadership. And it is very visible.”

It comes from the mission, from what was defined for 2030?

- “Exactly. It is something that is available. You can see it on our website. If you go to Farfetch Group Careers you have a part saying “Diversity and Inclusion” and there you have “Positively Inclusive” which is the commitment that I was talking about, commitment 2030. It talks about various angles, “Positively Cleaner”, “Positively Conscious”, “Positively Circular”, and “Positively Inclusive”, and then you have our 2030 objectives

and everything described. It talks, also, about the visibility about our “Farfetch People Communities”, our ERG, “Employee Resource Groups”.”

What are the biggest challenges that you identify in inclusive hiring, that Farfetch identifies in inclusion?

- “There are challenges, in fact there are. Our biggest challenge is this one: we search for extremely differentiated profiles in all areas, particularly in technological areas the profiles we are searching for are extremely differentiated and, further, they have to have a good level of english, and this is hard to find in a normal market. When we talk about people with disability, this becomes even harder. There aren’t many differentiated profiles that respond to our needs and gather what we are looking for. So, sometimes, I feel that the challenge is in this initial forcing, saying to the hiring manager or even the recruiter managing the process: “take this person please to the technical interview. Try to assess if the technical profile is what we are looking for”. For example, through the CV that person will automatically be eliminated. And here we are trying to make a difference because they are extremely differentiated profiles. Sometimes we look for someone in specific that knows about iOS, someone who knows about this or that. As I said, it is already hard to find in profiles of people with no disability.”

Additionally to the career page and, eventually, annual report, how do you communicate your practices on inclusive hiring or these “Positively...” practices?

- “On LinkedIn we make a lot of posts. Then, we have partnerships with certain institutions that support minority groups and we try to share our offers in thos institutions, either in

Portugal or abroad, the USA, in England, and other countries, we try to share our offers in specific communities.”

There is an evolution in the communication you make on practices of inclusive hiring? Do you notice an evolution in any way?

- “Yes I do, I notice we communicate more. We still have a long way to go, but we communicate more, both in our website and on LinkedIn mainly, we already communicate this will for inclusive hiring. Although, as I said, we still have a long way ahead, there are still better ways to communicate what we are studying. But for example, we already have the Equal Opportunities Statement that we post on every job posting, and we try that all job descriptions have an x level of inclusivity. We use programmes that allow us to identify non discriminatory words, either for women, people with disabilities, or other things. We are worried in what concerns employer branding to communicate this will of being more inclusive.”

Besides communicating on recruitment or initial stages of job postings, do you consider communication on results or communication regarding the value that you ascribe to this type of recruitment exists at Farfetch? For example, in an annual report or sustainability report?

- “Internally, in our annual report, in the communication that we make, we have a field destined exclusively to this matter of inclusive hiring, but it is internal. Externally, the only thing we have that effectively communicates on this commitment is the Gender Pay Gap report but it is only for the UK because it is mandatory in the UK. We do not have, in terms of value, any communication. But as I said, we do, internally.”

And would you see any value in having that communication – maybe not now, but in the future – would you see any value in starting to communicate that type of information externally? The initiatives you have, the value that we talked about in regard to the company performance...

- “We do communicate a few things. I was saying that internally yes and externally no but we do communicate a few things. Can we improve this communication? Yes we can. Can we communicate further? Yes. But we do communicate a few things. Of course that this matter of why inclusive hiring is important to us is already very widely communicated by consultancy companies and it is important to us to show it to our teams that may not be as aware that this is important, but externally I do not see as much need to communicate on the importance. The value that we ascribe to inclusive hiring is evident on our 2030 goals. The more detailed part I would say does not make as much sense. We have consultancy companies with a lot of studies to show why it is important and what is the value it brings to the company.”

According to your internal and external context, how do you see the future of inclusive hiring at Farfetch?

- “I would like it if in the future we were not talking of inclusive hiring. This is, that anyone could apply and would have the necessary adaptations and that this process with less bias would exist to guarantee that all people have equal opportunities. What I see in the short-term, and medium-term, short-medium term, is an increasing worry in the pipeline of candidates, in the number of candidates from minority groups so that we increase in a way their possibility of going, and I also see in the future a worry from us in understanding and

analysing where the candidates are failing in process so that we understand if our processes are bias-free as we believe they are or if we have to change anything in the hiring process. These are the steps that I see us taking in the short-medium term.”

Do you see your collaboration with the ICF as an important step towards these goals? How?

- “Yes, I do. I think that the partnership we developed with Argo, resulting from the signing of the Commitment to Inclusion, brings us a lot of candidates with a good profile or potential for integration. I think the ICF could even become more important on benchmarking, in Portugal of course. I think that the ICF could, and for us it would be an advantage, understand better what other institutions are making so that we discuss whether that is the way we want to follow or not. There are paths from some institutions or companies that we do not want to follow. We do not want to place a person working for our company just for the quota. It is not our path, it is not our philosophy, it is not the way we want to embrace inclusion. But to understand what other companies are doing, sometimes for this purpose, to understand that that is not our path, our path is another one, or else identify ourselves with other companies and understand what other companies are doing.”

After the recruitment process, do you follow-up on employees with disability, in particular this minority group – maybe it is case-by-case, but is there any sort of follow-up or different conditions during their stay at Farfetch?

- “First, we try throughout the hiring process to understand what are the necessary adaptations for that person, that is point number one. Point number two, what are the

adaptations that we will have to make to the work station after the person joins us. Then, we did and do trainings for managers that will handle this person, and to the team that will work directly with him or her, on a daily basis. Then we did adapt some processes, for example, in regard to meetings, meetings are all via Meet due to captions and we always try that at the end of the meeting there is a summary to guarantee the information arrived in one piece, and this was advantageous to other people as well. And then a follow-up is done by myself, and we are talking about ad-hoc situations for now, we still have nothing structured and standardized, but a follow-up was done on the manager and on the person for three months, with a regular follow-up. To do a follow-up and understand if everything went well, if some adaptations were needed. Today it is more sporadic, I understood with time that nothing else was needed, I understood that the adaptation was done correctly. One thing that we also did during onboarding – we have a structure one-week onboarding. We insisted on having a sign language interpreter to support the onboarding all week and guarantee a good onboarding experience.”

Jerónimo Martins – Interview on May 9, 2022

Starting with the Inclusive Community Forum, what was the motivation to sign the Commitment to Inclusion?

- “(...) Signing with the ICF had to do with the fact that Jerónimo Martins is a responsible employer, a large scale employer, has a social conscious, and knows that in this specific area it is ahead of its time and ahead of what are the practices because we understand it as flag of Jerónimo Martins under its strategy. And it also wants to communicate externally on those goals so that others can do exactly the same. So, it is giving its example, so that in

regard to social impact, companies, and well, society at large, institutions, different stakeholders in society, take a positioning on this area of social inclusion. And take a positioning that in fact, in the short to medium term, makes us be able to build a more equitable society with better results on integration of people with disabilities. And that is it. Now, under the point of view of what ICF defends and the goals ICF defends, we are active contributors to those objectives and those principles, we share our experiences and our good practices, and we partake of those same objectives, and so we understand that the signing of the Commitment to Inclusion has as a goal that Jerónimo Martins fights externally and supports in a clear manner the objectives that are established for the community at large, and that was certainly why we adhered. To make our commitment to inclusion clear externally also, and our commitment to this set of people of good will that were able to achieve something spectacular which was to place different stakeholders on a table, different perspectives on the topic, around a table, and that is an enormous gain, and with that being able to create foundations for more people to get interested in the topic and that we can move society.”

What does Jerónimo Martins understand for inclusive hiring?

- “If we wished to use one word to describe inclusive hiring, it would be, mainly, adapted hiring. That is it. You cannot achieve equity or do social inclusion without adapting. That is why we reject the word equality. Equality does not lead to inclusion. By giving everyone the same thing, we do not achieve a truly fair and equitable result in what each and everyone of us needs. We have to start from the principle that inclusive hiring, inclusive hiring starts from the principle that different people have different needs but the goals for employability,

the goals for professional development, and the goals for development and retention of talent are the exact same, but the ways to get there have to be different and adjusted to each person. So if I could say it very clearly, I would eliminate the word “inclusive” to call it “adapted” hiring. And the world would be so much better if each one of us, in our differences and personal circumstances would have a process that would be adapted to each of us. That would truly be something, I think absolutely an utopian idea and impossible to apply, and so it would be wonderful that that was the case because we are all different. Inclusive hiring starts precisely with that difference. What happens is that maybe 90%, 99% of us is well enough and can be integrated in terms of employability in what is a more standard recruitment. Inclusive hiring starts from adapting, from creating conditions, practical conditions, adjusted conditions, not from the idea that one size fits all, but the idea of catering to what matters to that person, to give him or her the ideal conditions so that he or she can best develop his or her talent, always socially conscious that these are people that are outside of the labour market. That is crucial. We are not working for people in the labour market, we are not working for people under equal circumstances in the labour market. And that promotes the need to make necessary adaptations and create the environment to allow each person to develop their talent, and develop it with success and be able to grab an opportunity in the labour market.”

How do you practice that inclusive hiring? How do you practice that vision?

- “How do we, through the Programa Incluir undertake that adaptation? So, fundamentally, we have a hiring team, which is a technical team specialized in recruiting and adapting work stations for people with disabilities. What does this mean? It is almost as if we had an

institution within the organisation. We internalized competencies and that makes it that our interviews are not just interviews where you evaluate the candidate's motivation and professional experience that many of them do not have, which is what we do with any candidate on a so-called regular recruitment process, but here we also undertake a functional assessment, in which this team will understand, according to the person's profile, what are his or her competencies, his or her capabilities. And here we will talk about, for example assessing the fine motor skills, whether they can lift weights, for example, if they can read well, if they can read validity notes, if they can, for example, write, interpreting the person. And with all this, everything very much adapted to the function to which we are recruiting for, obviously, a functional assessment for store operations will never be the same one for a job at the headquarters, for example in marketing or accounting. This is always adapted to the vacancy. And with this, we can understand, then, whether that person has a profile that will be adequate to that vacancy for which we are recruiting for. And understand if yes, they have that profile, within their capabilities, and whether it will be necessary to do any adaptation to the work station. What else do we do here? We focus on capabilities, competencies the person has, and we try to understand, ok, within the inherent tasks for any given role, what quantity, what are the tasks that person can develop, and then we do another important thing. We adapt the goals, as well. So, a goal for this employee cannot be the same as a goal for an employee with no disability. With this, we want to evaluate the person according to pre-defined goals that are, in themselves, adapted as well. So here there is also an effort from our team and we are working on that, adapting the evaluation of this employee to guarantee that afterwards, both in their career progress, and development, they are not affected by an evaluation on parameters that they cannot deliver on. Versatility is an example that we give a lot. If one of our people is great at ten tasks out of eleven, but

they cannot be versatile, that cannot be a parameter for evaluation. And with that we are not affecting them negatively, we are taking it out of the equation, giving them equity. They are being assessed on what they can do through the goals that were established at the beginning.

What value do you find in inclusive hiring? In recruiting someone with a disability?

- “I think it is a question that would take us to many conversations. In itself it is a topic, to think on the impact, the action that arises. But I think there are several effects. From the start, there is a direct effect and immediate one in the life of that person, the life of that family. And that is crucial because, in fact, what is achieved is that, the person has all of a sudden access to a next level, a level that was sealed, a citizenship. Which is, all of a sudden I am a citizen who works and because I work I have the right to acquire goods and services and I am no longer in a situation of potential poverty or social exclusion, dependency on others, and so, there is a process for autonomisation, even when not physical, financial and economic, and an increase in self-esteem, motivation, and willingness to live, life purpose, and so there are various effects in the life of that person, there is a huge before and after. That is the direct and immediate effect, in that person, in that family. And that is crucial. Then there is an effect in the company. Teams, people with whom that person has a relationship with, they are highly impacted, highly and strongly impacted, and so they become more tolerant, more open, more cohesive, more collaborative, and many times, the testimony is of profound gratefulness for having had the opportunity of developing someone in their path. And actually they already do. We are not asking, and I think the training we are structuring is a training that assumes that if I am talking to leaders, those

people are already used to form and develop different people. We are just trying to bring awareness. That is happening. Because maybe in that situation in particular the demand is way bigger. Or the awareness on that development is bigger. And so they are also more grateful. The challenge is bigger, and people are more grateful. But a good leader has to be conscious of everyday, working with his team, working for different people, and so he has to have had the training and support on inclusion of people. That is one topic. Then, within these people who are impacted, teams, clients, people circulating in the stores, or teams in the offices or stores, independent of that, then there is the group of leaders. Knowing how to experience a more challenging leadership where people are maybe not what we would ideally like them to be, which is mimic ourselves. And that is not the truth, first because that ideal environment does not exist. And then because that difference makes for inclusion and creates the conditions so that we go towards the next level on human development and even development of work and efficiency, and of process transformation. It is about having different views on one thing. And so, mentioning that the leaders, as a particularly impacted group, the ones who have to make decisions on whether the person stays or does not stay. In which conditions, which roles. And they are truly the deciders on that life in particular. They are leaders, and those leaders are profoundly impacted. Then there is also another impacted group which is the impact in society right? The impact on the neighbour, the friend, the uncle, that person, the friend who was at an institution and that all of a sudden thinks that “if he is working then I am going to take the blanket off my knees, I am at home highly protected by my family, and will adventure in the labour market as well”. And so, there is, all of a sudden, a snow-ball effect in society. Sometimes that effect is not very evident because it is person-by-person and a lot of times we don’t know about that impact. That is why it would be so important for someone to bring us and study ever more that

impact, to understand why the big transformations in society are slow. And that plenty of times we are not patient enough, nor do we have the capability of waiting for those results. But here, in reality, the planting is underway but the seeds are cultivated very slowly a lot of times, way after the planting. But still, that effect in society is highly visible and it manifests and we are conscious that we are creating a movement more and more. Today someone was explaining to me that in Alentejo everything is still yet to discover, people have never heard about this in their lives. So we are talking about a small country but at different speeds, so the way we are impacting the community also happens depending on what is the conscious that community already has. Because in many cases it is already facilitated because that conscious is high already, in others it is not. In other you have to do a slower more profound process, let's say, of changing minds.

- “Just to share an example. Last Friday some women that are going to open a restaurant here in Telheiras passed by the center and, inspired by Centro Incluir in Telheiras, came to ask whether they had candidates for them to hire. People with disabilities for the restaurant. And so, this goes directly to the example that was given. This impact in the community, the fact that a client of ours goes through a till and is served by a person with a disability, we are not only increasing our tolerance, but converting people to the idea that people with disabilities do have a right to equal opportunities as everyone else, as it also inspires them, in their work, to hire people with disabilities.”

In relation to communication and reporting, what is the importance it has and has been gaining? And is the strategy? Some examples on reporting and communication regarding inclusion practices. Another topic would be the future of inclusion for Jerónimo Martins.

- “Communication and reporting are highly important. Impact is measured through indicators. And these indicators are crucial considering we are talking about social innovation projects and not what is usual. These are new projects, different projects, projects that imply, many times, correcting against what was our initial planning. We are always piloting. And so, it is crucial to build indicators. And then it is essential that that communication, external or internal, that the reporting of those indicators happens. Our strategic focus is on the communication strategy, how it impacts different target groups and, namely, employees, future employees. And, for example, we have been strategically focusing but developing operationally, also, an action plan to impact candidates from institutions, so that we have increasing critical mass of people willing to grab this opportunity, so that our selection range is wider, and because we have vacancies across the country. Reporting because we have to measure success and impact. Also external reporting, namely through participation in sustainability indexes, not just general ones, because as a listed company we are in several ones, but also on special indexes as the Bloomberg Gender Equality, or for example, the Global Visibility Index.”

To add something here. In relation to quotas, is it a topic?

- “Not for us, not at all, we had this before quotas were established. We do not remember the legislation on a daily basis. We do it because it is, indeed, in our mission. So we do not remember the law. But we understand it. We understand the law as a way to pressure those who do not have this in their strategic goals, it makes them have it. Jerónimo Martins, under an official and institutional point of view, agrees to the quotas as a way to increase the number of people, to accelerate that hiring. Internally, we do not move for quotas. They are

not an issue, we are even well above them, and we go beyond them in our actions. But we understand. Obviously, the quota legislation has a role as an accelerator and of placing strategy where there was not one, for companies that did not have it. Those who did not have this in their plans have to have it, even if just not to pay the established fines. For us, we take the differentiation path and what is the value added of inclusive hiring, and the conscious of Responsible Employer, this is, that everyone deserves an opportunity to work. As such, that is the principle we follow and so we will not sit back and I believe we will always keep going, I would say, it is a part of how Jerónimo Martins conducts business. This is, its business model. It is a part of being an employer of excellence, opening up opportunities for all, with no exception, so that they can have an opportunity in the labour market, and, so, work that inclusive recruitment. So I think this, today, is a part of how we do business, this ethical business. I would say this is how we look at this topic.”

Vieira de Almeida – Interview on May 9, 2022

Starting with the Inclusive Community Forum, what led you to sign the Commitment to Inclusion?

What was your motivation behind this topic?

- “So, the commitment to diversity and inclusion has been facing increasing investment and focus at the firm, since a few years ago now, and this is very aligned with our commitment to the SDG sustainability criteria. For VdA, diversity and inclusion have always had a big reflexion in its strategic plan so we have been developing some action plans and concrete projects that aim at contributing to deepen these topics, as it is the example of the plan for equality and diversity designed in light of the reality at the firm. We also have a strategy for equality and non-discrimination with goals and objectives that we aim to develop in

three years. In the last few years, more specifically, VdA has developed specific programmes directed at diversity and inclusion as it is the case for the inclusive hiring programme, the inclusive internship programme for disabled people, more exclusively, and also the deepening of policies related to parenthood and the executive programme, Women on Boards, that I don't know if you are aware of, and another project I would like to mention here would be the collaboration with the Girl Move Academy and with other associations that promote the topic of diversity and inclusion in both the private and public sectors. In this context, and after what I said, signing the Commitment with the ICF, as well as integrating goals and initiatives in these topics is, deep down, consolidating VdA's contribution to the SDG's and towards a more just and egalitarian society."

What does VdA understand by inclusive hiring? By inclusion?

- "Basically, it is a recruitment that is open to all people and where there is no exclusion of people with disabilities, people of other races, people of other genders, a totally open recruitment."

And do you find value in that recruitment, that inclusion? If so, what kind of value do you find?

What does it bring to VdA?

- "The fact that it is a recruitment open to all makes it as though we are able to have a huge diversity of people, and not only people but also competencies, skills, talent, which will make Vieira de Almeida and Vieira de Almeida's projects much richer and valuable, for the simple fact that there is such a big diversity. Skills, what I mentioned, skills, ideas, competencies."

I wanted to understand if that inclusion culture, is it a culture that is well established at Vieira de Almeida or is it in an initial stage still?

- “I think there is still a lot to do, big challenges ahead. We have had disabled people doing an internship with us. Also, we have offices in other networks in Angola and Mozambique so we are used to having people of other races, we have more women than man at the office, so in terms of gender we are also a little different, but I think there is still a lot of prejudice particularly around disability, mainly. And I think that prejudice happens because there is a huge lack of knowledge on disability and a big lack of experience of people in dealing with it. So I think we have a long way to go. Because most people will still tend to think “ok, if a disabled person walks in, maybe this person does not have the required skills to work in this role, or they will miss work more often”. So there is a lot of de-construction, I mean, I think all companies end up going through this, but I think there is still a path that we have to walk on, and maybe through training. We have some initiatives planned out to combat those thoughts.

Following up on that, I wanted to ask what other challenges do you see in inclusion or inclusive hiring?

- “Apart from what I mentioned, prejudice, I think there is a huge lack of capacitation and awareness of the teams, and so all that awareness needs to be done so that they can welcome these people in a fair manner (...).”

Although you are at an initial stage, it is noticeable that Vieira de Almeida participates in many

forums and tries to be active, at least externally. I wanted to understand your view on the importance of those forums and how do you communicate, in general, this topic, both externally and internally?

- “We integrate the diversity and inclusion strategy in the various documents in the firm. It is something we are doing but haven’t finished yet so, we need to conclude that. For example, to incorporate in our corporate communications plan the commitment to promoting equality and inclusion, for example, in the portal, on Instagram, and on LinkedIn, social media, and internal newsletters. The communication of the plan for equality and diversity, where there is also the principles and values defined by VdA, as well as the action plan, the integration of the training plan from the academy VdA, so through capacity actions. And here we could also have the unconscious bias training, which is something we also believe to have a huge impact. We also think, and given we have been doing impact talks with people with direct experience in these topics, and sharing of good practices something we have been doing for a while. On the other hand, we thought of doing the inclusive talks, this is, to invite people with a disability who are inspiring and overcame obstacles to find the best version of themselves. And we also have, in the office, the Vasco Vieira de Almeida Foundation, which offers various initiatives for volunteering for their employees and so we also thought of an offering of corporate volunteering in institutions linked to disability.”

And in that way, within the external and internal contexts, and under this context of development, how do you see the future of inclusion and inclusive hiring at VdA or for VdA?

- “It is something that we have been talking about it since the beginning. There is still much to do and I think that a first step would be to review all our job ads on LinkedIn because those who go to LinkedIn see a job ad from us, I will not say it is not inclusive, but well, I think we can make it more inclusive, there it is. So I think we need to review our job ads. Also, we need to review our interview scripts, as well as hiring and welcoming of people to make them even more inclusive processes. We have also been developing a closer contact to some institutions and associations supporting the person with a disability which becomes very important because they offer a wide range of services that aim at integrating these people at work. So I would say, in regard to the future, this is what we have planned, besides everything else that we talked about, namely on communication, what we want to communicate, and all that.”