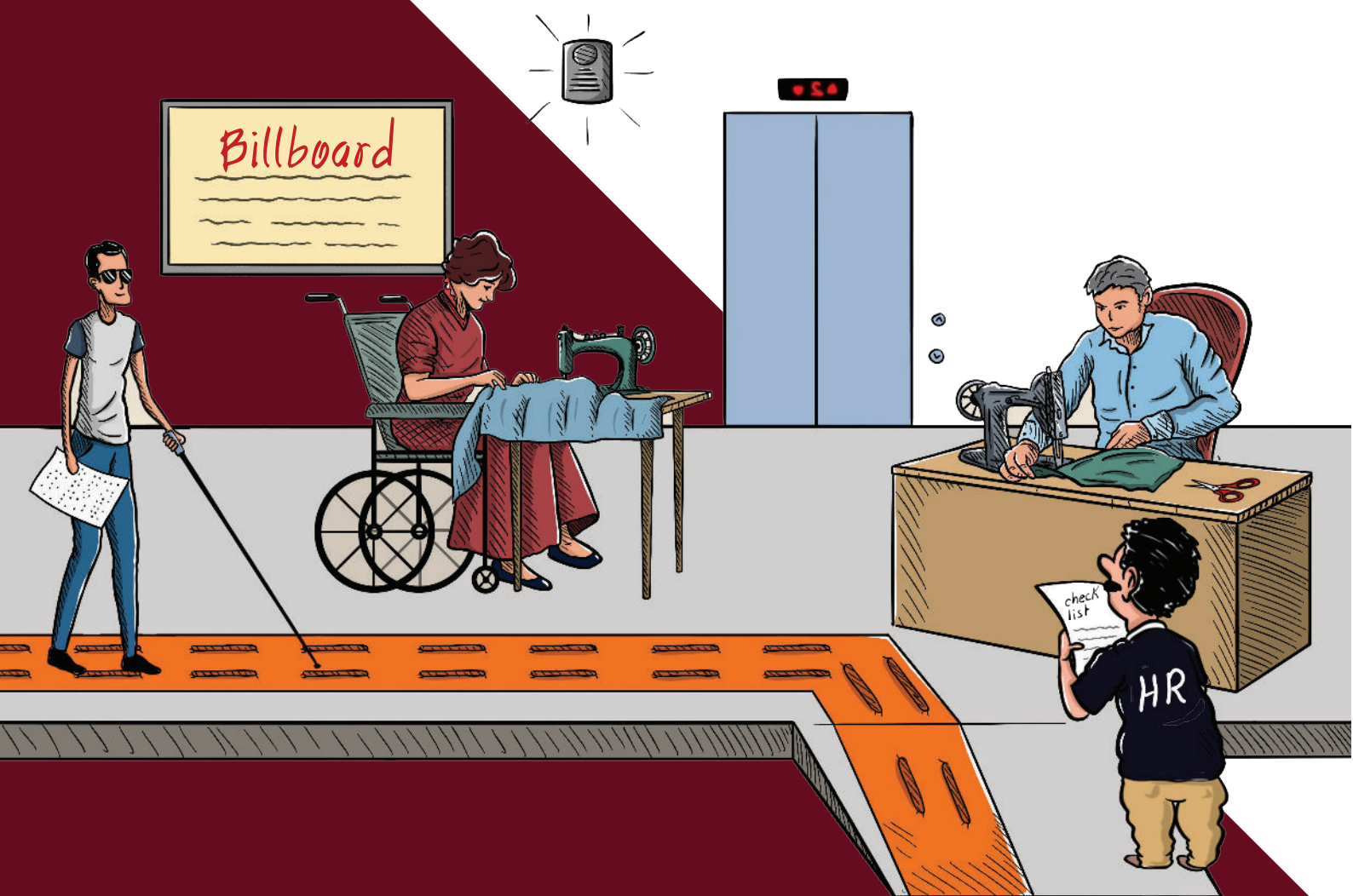




▶ Instructional Guide

Guidelines for Enhancing the Employment of People with Disabilities in the Jordanian Garments Sector



First published 2024

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Introduction:

The garment sector is considered one of the leading sectors in Jordan, and it has experienced continuous growth over the past years contributing to the creation of numerous job opportunities. Approximately 75% of the workforce consists of migrant labor, while Jordanian workers make up the remaining 25%. Women represent 75% of the productive workforce in the sector .¹

The “Better Work” program is a partnership between the International Labour Organization (ILO) and the International Finance Corporation which cooperates directly with garment factories to improve working conditions and enforce labor regulations. The partnership has played a significant role in increasing factories’ compliance with core ILO labor standards and national Jordanian legislation. This has led to a substantial improvement in working conditions in the sector along with an increase in productivity and profits. In addition to direct engagement with factories, the “Better Work” program collaborates with governments to align Jordanian labor laws with ILO standards and to build the capacity of labor inspectors to enforce compliance. ² As Better Work Jordan enters its fourth phase, the programme aims to consolidate and expand on its achievements while simultaneously equipping the tripartite constituents in Jordan to take a leading role in maintaining and advancing these achievements. Using this approach, Better Work Jordan aspires to ensure that the programme’s impact on working conditions in the garment industry is sustainable. ³

Despite these efforts, institutional constraints continue to limit the enforcement of Jordanian labor laws and ILO guidelines. An assessment conducted in 2022 by the ILO revealed that individuals with disabilities still face numerous challenges in the workplace ⁴ Many people with disabilities possess unique skills that contribute to productivity and efficiency, and not providing accommodating services for employees with disabilities to thrive and effectively contribute to the company’s production will hinder productivity growth and company profits. If factories do not recognize the importance of providing a suitable working environment with appropriate services for employees with disabilities, productivity will continue to be suboptimal. Improving the working conditions for people with disabilities enhances the factories’ reputation in the market, increasing their attractiveness to customers and partners. This, in turn, provides a marketing advantage for products which leads to increased demand and profits.

► Objective of the Guide:



The primary goal of this guide is to promote a responsive and inclusive work environment for employing people with disabilities in garment factories. These guidelines promote an inclusive environment for Persons with disabilities by empowering employers to recognize the value and potential of individuals with disabilities, ensure fair treatment, and facilitate the development and implementation of reasonable accommodations necessary for integrating Persons with disabilities into the production process.

► Target Audience:



The purpose of these guidelines is to provide best practices to factory owners for employing people with disabilities at the institutional and technical level. These guidelines highlight the benefits of promoting the roles of Persons with disabilities and improving their working conditions in factories:

Institutional Level:

The guidelines include a set of tools that support factory owners, managers, human resources staff, and decision-makers at the institutional level. They provide recommendations for formulating comprehensive strategies and policies that enhance the creation of a supportive environment for individuals with disabilities within the factories.

Technical Level:

The guidelines support supervisors, team leaders, and individuals responsible for the daily operations of garment factories at the technical level. They provide practical, implementable guidance and recommendations on how to create a responsive work environment for people with disabilities free from obstacles. This includes physical adjustments such as ramps and accessible facilities, as well as guidance on promoting a culture of diversity and inclusivity within the factories.

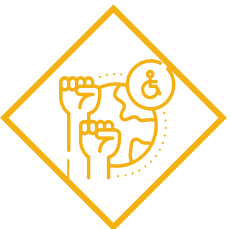
► Methodology:



Phenix Center based this guide on a review of past studies and qualitative data collected in the field from current Persons with disabilities employed in the garment sector. The guidelines contained in this report are based on a review of sector best practices from past labor reports and studies⁵ on Persons with disabilities working in the garment sector. Phenix Center compliments this review by employing a participatory approach to collect data from the perspectives of current employees in the sector. Methodology included 10 key information interviews (KIIs) with relevant stakeholders, 3 focus group discussions (FGDs) with disabled workers in factories, and 3 FDGs with factory owners.

The Phenix Center adopts a human rights-based approach that advocates for an integrated set of human rights including: the right to work, a decent living, and the rights of persons with disabilities (Persons with disabilities) based on internationally accepted labor standards. This approach focuses on broadening the scope of research to include taking actionable steps to advance international human rights standards and advocating the respect, protection, and fulfillment of these rights.

► Intersectionality of Disability with Other Discriminatory Factors:



Disability is the basis for many forms of discrimination and labor rights violations. However, various factors affecting individuals' rights, such as migration status, gender, social class, and disability, must be considered. These factors intersect and exacerbate other forms of discrimination on the basis of gender, race, or age. For example, the experience of a person facing discrimination varies significantly if they belong to multiple marginalized groups. Many workers in the garment sector are women or migrant workers, which present additional complexities where Persons with disabilities from these backgrounds face compounded challenges in their working conditions on account of both their disability and other patterns of discrimination towards their nationality or gender.



► Results of the 2022 Assessment of People with Disabilities in the Garment Sector:

A study of Workers with Disabilities in Jordan's Garment Sector conducted by the Phenix Center in collaboration with the Better Work Jordan (BWJ) program, a part of the International Labour Organization (ILO), highlighted that while most factories comply with legal quotas for employing people with disabilities, improvements in factory infrastructure are needed. The study included 10 KIIs and FGDs covering site accessibility and physical mobility around tools and machines. The study emphasized the importance of transport accessibility for workers with disabilities for them to be successfully

integrated into the workforce. The study also identified challenges such as lack of information, inadequate support systems, and the need for a rights-focused approach to overcome barriers to employment for people with disabilities. On the other hand, some factories adhered to labor standards, such as enforcing the required ratio of employing disabled individuals. One of the study's principal recommendations was providing guidelines for the employment of people with disabilities in the garment sector to enhance their representation and working conditions. This guideline report will address this recommendation.

► Definition of Disability:

functions. Long-term impairment is deemed to exist if it is not expected to disappear within a period of at least 24 months from the start of treatment or rehabilitation.

The Persons with Disabilities Jordan Employment System No. 25 from 2021 defines individuals with disabilities as those experiencing long-term impairments in physical, sensory, intellectual, mental, or neural functions, affecting their ability to carry out daily activities independently. Long-term impairment, in this context, is considered when it is not expected to disappear within a minimum period of 24 months from the beginning of treatment or rehabilitation.

Descriptions of various disabilities include, but are not limited to:

According to the United Nations Convention on the Rights of Persons with Disabilities, established in 2006, the term «persons with disabilities» includes individuals who experience long-term impairments, whether physical, intellectual, mental, or sensory, preventing them from fully and effectively participating in society on an equal basis with others. Physical and behavioral barriers are considered factors that hinder their ability to engage in essential life activities independently and equally.

In the context of the Persons with Disabilities Jordan Law from 2017, a person with a disability is defined as an individual suffering ⁶ from long-term impairments in physical, sensory, intellectual, mental, or neural



The modern concept of disability focuses on how physical and behavioral barriers prevent the full participation of Persons with disabilities in society on an equitable basis.

1. Physical Disabilities:

This condition affects the body's limbs (upper and lower) and reduces the ability to move and perform daily activities normally. These disabilities vary from partial impairment to complete impairment, affecting individuals differently based on the type and severity of the disability. This category includes impairments in motor functions related to movement and mobility (such as walking, climbing stairs, standing, maintaining or changing positions) and body movements (reaching for things, bending, kneeling, using upper limbs for gripping or manipulating objects), or physical growth delays or growth deficiencies like short stature.

2. Sensory Disabilities:

This condition affects one of the five senses (sight, hearing, smell, taste, touch) and reduces the ability to receive stimuli correctly. Sensory disabilities range from partial to complete impairment and impact individuals differently based on the type and severity of the disability. This category includes visual and hearing impairments:

- ▶ Visual Impairment encompasses blind individuals and those with visual impairments.
- ▶ Hearing Impairment encompasses deaf individuals and those with hearing impairments who communicate through sign language or lip reading.

3. Intellectual Disabilities:

This condition affects the brain, reducing the ability to comprehend, learn, think, and behave normally. Intellectual disabilities range from mild to severe and affect individuals differently based on the type and severity of the disability. This includes individuals with difficulties in understanding new or complex information, learning new skills, and applying them, impacting three areas determining the extent to which an individual can manage daily tasks:

- ▶ Conceptual Domain: Language skills, reading, writing, arithmetic, reasoning, knowledge, and memory.
- ▶ Social Domain: Empathy, social judgment, interpersonal communication skills, and similar abilities.
- ▶ Practical Domain: Self-care, work responsibilities, handling money, leisure, and task organization.

4. Psychosocial Disorders:

This is a distinct category different from types of disabilities, defined as mental, behavioral, and neurodevelopmental disorders according to the ICD-11 classification of the World Health Organization. This classification includes various mental, behavioral, and developmental disorders such as gender identity disorder, attention deficit disorder, autism spectrum disorders, eating disorders, major depressive disorder, obsessive-compulsive disorder, schizophrenia, post-traumatic stress disorder, and others.

► Current Trends in Disability Employment Legislation:

Jordan's disability employment legislation has seen tangible development in recent years with efforts to align local laws with international standards for integrating Persons with disabilities into the labor market and improving their working conditions. This section outlines international conventions, legislations, laws, and local systems that have protected Persons with disabilities' s right to work. These legal frameworks emphasize several fundamental principles regarding diversity and inclusivity, eliminating all forms of discrimination against Persons with disabilities, and applying the principles of justice and equal opportunities to all workers.

Convention on the Rights of Persons with Disabilities:

This international treaty for human rights was adopted by the United Nations General Assembly in 2006 and came into effect in 2008. The convention aims to enhance, protect, and guarantee the full enjoyment of all fundamental freedoms for all Persons with disabilities. Jordan ratified the international Convention on the Rights of Persons with disabilities on March 2008 ,31 expressing its commitment to implementing its provisions.⁷

The convention emphasizes the following principles:

- **Equality and Non-discrimination:** The convention asserts the right of Persons with disabilities to equality and non-discrimination in various areas.
- **Promotion of Independence:** The convention promotes the right of Persons with disabilities to live independently and participate in society.
- **Basic Freedoms:** The convention ensures fundamental rights such as freedom of expression, freedom of movement, and freedom of assembly.
- **Enhancing Participation:** The convention encourages the participation of Persons with disabilities in decisions related to their lives and futures.
- **Access to Services:** The convention encourages full access to public services, healthcare, education, and employment.



1. The Jordanian Constitution

The sixth article of the Jordanian constitution adopts the principle of equality and non-discrimination among all Jordanians in rights and duties before the law, including Persons with disabilities who enjoy all rights and bear the same duties without any discrimination. The third paragraph of the same article emphasizes that the state guarantees work and education within its capabilities, ensures tranquility, and provides equal opportunities for all Jordanians. Furthermore, paragraph (5) of the same article states that «the law protects maternity, childhood, and old age, nurtures the young and Persons with disabilities, and safeguards them from harm and exploitation. The Jordanian Constitution promotes the participation and integration of Persons with disabilities in various aspects of life, as emphasized in the recent constitutional amendments of 2022⁸. The Constitution underscores the principles of enhancing participation and integration, promoting justice and equal opportunities, ensuring equality and non-discrimination, and fostering participation in different aspects of life.

2. The Law on the Rights of Persons with Disabilities:

In May 2017, the «Law on the Rights of Persons with Disabilities⁹» was published in the official gazette. For the first time, the law explicitly prohibits discrimination against Persons with disabilities, affirming principles aligned with the «Convention on the Rights of Persons with Disabilities,» which Jordan ratified in 2008.

Article (4) of Law No. (20), considering applicable legislation, states: «Relevant entities shall, within their competence, provide Persons with disabilities with their established rights according to the provisions of this law in the following areas: (a) Health, (b) Education and Higher Education, (c) Vocational Training and Employment, (d) Social Protection and Institutional Care, (e) Environmental Facilities, (f) Customs and Tax Exemptions, (g) Public and Political Life, and (h) Sports and Recreational Areas¹⁰.

Moreover, the law, in paragraph (h) of Article (25), requires public and private sector institutions and companies with a workforce of no less than 50 employees to employ at least one person with disabilities. If the number of employees exceeds 50, they must employ them at a rate of not less than %4 of the total workforce, provided that the nature of the work in the institution allows for it.

3. The Labour Law

Article 13 of Law No. 8 of 1996, reaffirms the provisions of Article 25 of the Law on the Rights of Persons with Disabilities,¹¹ obligating employers to employ a percentage of workers with disabilities as specified in the effective Law on the Rights of Persons with Disabilities.

Employers are required to submit a statement to the ministry specifying the jobs occupied by Persons with disabilities and the salary of each. The Jordanian Labour Law also stipulates specific penalties for employers who fail to comply with the regulations and conditions related to the employment of workers with disabilities.

4. Persons with Disabilities Employment System

In May 2021, the Persons with Disabilities Employment System was issued, outlining the obligations and tasks of relevant parties in providing employment opportunities for Persons with disabilities in sectors covered by labor law.¹² The system ensures a suitable work environment for their needs and facilitates arrangements that must be provided in the workplace. It enforces minimum hiring requirements laid out by the Rights of Persons with Disabilities Law: any establishment with more than 50 employees must employ %4 of them as Persons with disabilities. Similarly, if the number of employees is more than 25 and less than 50, the system requires the employment of at least one person with disabilities. This system

also requires Ministry of Labour inspectors to verify the any form of discrimination based on disability and the institution's commitment to providing reasonable facilitative arrangements, accessibility, or easy forms for employees with disabilities.

Employers are obliged to consider the educational qualifications and work experience of a person with disabilities when hiring, determining their salary without any discrimination based on disability. The system aims to cover legal provisions related to employing persons with disabilities and facilitative arrangements in the workplace, contributing to enabling the presence of Persons with disabilities in the job market. Labour inspectors have the authority to monitor legal provisions for providing facilitative arrangements in the workplace.

The Persons with Disabilities Employment System seeks to enhance employment opportunities and inclusivity.

Employers must disclose information about their disabled employees and submit reports to the Ministry of Labour, subject to periodic examination. The system also requires employers to notify the Ministry of Labour about disabled employees, facilitating recruitment through the national electronic employment system. The system emphasizes the following principles:

- ▶ **Non-discrimination based on disability:** employers must not discriminate against Persons with disabilities in employment and provide equal opportunities.
- ▶ **Suitable qualifications and wages:** employers must consider the qualifications and experiences of disabled workers and set appropriate wages without discrimination.

- ▶ **Disclosure and reporting:** employers must disclose information about their disabled employees and submit periodic reports to the Ministry of Labour.
- ▶ **Monitoring and inspection:** the relevant authorities have the power to monitor and ensure the implementation of the law.

5. The Flexible Work System

The Flexible Work System was introduced in 2017, and it includes employees with disabilities as one of the categories covered by the law.¹³ The Flexible Work System can contribute to encouraging the employment of people with disabilities in factories through several methods:

- ▶ **Flexibility in Working Hours:** The system enables employees with disabilities to choose working hours that suit their needs and abilities, allowing them to organize their daily schedules based on the nature of their disabilities.
- ▶ **Remote Work Opportunities:** For jobs that can be performed remotely, individuals with disabilities can work from home or other suitable locations instead of commuting to the factory.
- ▶ **Specialized Employment:** The Flexible Work System allows factories to hire people with disabilities who specialize in certain areas that meet the factory's needs, such as fashion design, graphic design, or management. These individuals may prefer working within flexible working hours.

6. Collective Bargaining Agreement for the Ready-Made Garment Sector in Jordan:

In 2013, a collective bargaining agreement was signed between the Jordan Garments, Accessories, and Textiles Exporters' Association (JGATE) and The General Trade Union of workers in Textile Garment & Workers (JTGCU).

The agreement aims to improve workers' labor and living conditions by establishing mechanisms for resolving labor disputes. It covers all workers and employers in the garment industry without discrimination, in accordance with Jordanian labor law.

The agreement explicitly prohibits job advertisements and application forms from including «exemption from disability» as a condition for employment. It requires factories to hire people with disabilities according to the specified percentage in applicable

laws. The agreement ensures that no one is excluded from work or training due to disability and that disability is not a reason for terminating employment, considering the provisions of Article 21 of the Labor Law. Additionally, factories are obligated to create an accessible and disability-friendly workspace to enable Persons with disabilities to exercise their fundamental rights and freedoms in the work environment.

Sectoral Agreement is regularly developed, the most recent one was signed in 2022 and revisited in 2023. the convention stipulates that employers must provide training for Persons with disabilities in collaboration with the JTGCU on the rights and responsibilities of workers and employers at the factory level. Additionally, the JTGCU will develop and implement vocational programs to enable workers to join the workforce. It will also plan and execute widespread awareness and educational campaigns aimed at dispelling negative stereotypes and misleading attitudes to Persons with disabilities.

Companies should not limit their hiring practices of Persons with disabilities to only meet basic legal requirements. Factory management should not view compliance as a legal necessity, but rather, as an economic necessity for increasing productivity.

► Guidelines at the Organizational Level

The general directives and key concepts that should be included in the policy and vision of the institution regarding the employment of people with disabilities. These principles target the overall framework for employing people with disabilities in the factory.

Comprehensive Policies for Employing People with Disabilities

It is essential that policies in garment factories ensure the following rights for employing Persons with disabilities:



Empowering people with disabilities to access job opportunities and participate effectively in production processes can be achieved through several paths as follows:

Responsive Infrastructure for Disabilities:

There must be an appropriate infrastructure that allows people with disabilities to access the factory site. The guide proposes a four-step process to determine the most suitable form of reasonable accommodations as follows:

1. Analyze the job and identify its purpose and essential functions.
2. Consult with people with disabilities to determine the specific constraints related to the job and how to overcome these constraints with reasonable facilitative arrangements.
3. Consider the individual needs of each prospective employee and implement accommodations suitable for both the employee and the employer. Employees are the best source of information on how best to manage their disability in the workplace, and their experience should be the principal source of guidance for implementing appropriate accessibility measures.

This structure may include adjustments to physical structures and the provision of suitable transportation. Here are some guidelines regarding features of disability-responsive infrastructure.

First: External Buildings:

▶ **Main Entrances:** Entrances should be equipped in the following manner:

1. Entrances should allow wheelchair passage and obstacle-free walking.
2. Threshold heights at entrances should not exceed 2 cm.
3. If there are doors directly opening onto stairs, there should be sufficient space in front of the door, not less than 180 cm.

▶ **Appropriate Transport:** Providing suitable transportation for employees with disabilities to and from the factory site, such as equipped buses with a movable ramp or platform for physically disabled employees to easily enter and exit the bus safely.

- ▶ **Parking Spaces for Disabilities:** Provide a pedestrian pathway when disembarking from transportation towards the facility, along with a path for the visually impaired.
- ▶ Floorings should be slip-resistant.
- ▶ There should be ramps at sidewalks and entrances, and all entrances should be wide, surrounded by handrails with a rough surface.
- ▶ Entrances have sufficient lighting.



Second: Building Interior:

▶ Elevators: all elevators or lifts shall be equipped as follows:

1. There is sufficient space in front of the elevator, not less than (150×150) cm.
2. The elevator door has wide openings to allow easy access for people with disabilities using wheelchairs.
3. The depth of the elevator cart is suitable for people with disabilities using wheelchairs (not less than 140 cm), and its width is at least (110 cm).
4. The side and back walls of the elevator are equipped with horizontal handrails to assist people with disabilities who use walking aids, such as crutches.
5. Inside the elevator, there are special handrails or grips at an appropriate height.
6. -The control panel with buttons inside the elevator is placed horizontally at a suitable height.
7. The control buttons (operation buttons) are easy to use and illuminated.
8. The elevator is equipped with alarms in the event of emergencies.
9. The elevator gives audible signals indicating the arrival of the elevator to assist visually impaired individuals.

10. There is a -6second delay before elevator doors close.

▶ Wide Corridors:

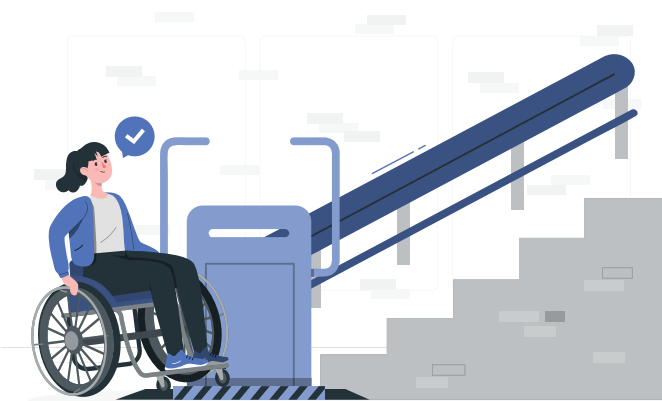
1. Corridors should be wide and free from obstacles to allow persons in wheelchairs easy access.
2. Corridor floors should be level and slip-resistant.

▶ Suitable Doors Design: Internal doors at facility corners should be wide (at least 90 cm), and handles should be mounted at a height not exceeding 80 cm.

▶ Special Toilets: Toilets should be equipped with the following specifications:

1. Washbasins should have a shallow depth to facilitate leg space for wheelchair users.
2. locks that can be opened from the outside in emergencies.

▶ Clear Guidance Signs: Install clear signs and directions suitable for all types of disabilities to indicate accessible pathways and facilities for persons with disability. For example, use non-reflective light signals for the hearing impaired and auditory signals for the visually impaired, also security and safety written materials should be in Braille.



- ▶ Ramps: Ramps should have slightly rough surfaces and handrails on both sides
- ▶ Suitable workplace: Working areas should follow the guidelines:
 1. Facilities are well-lit with no glare or obstructively bright surfaces.
 2. Facilities are equipped with a ventilation system.
 3. The noise level in the work area is not above a dangerous threshold and acceptable to all employees.
 4. If there are two or more steps inside the building, each step is separated by a horizontal distance to facilitate the use of wheelchairs.
 5. Work areas are not crowded, there is sufficient space between machines, and employees may safely walk through their work environment free from obstruction.
- ▶ Facilities include a suitable break room.
- ▶ Accessible technology: Factories have computers and software with alternative input technologies and screen readers, such as lined writing devices for the blind and computers that use touch and vibrations.



► Comprehensive employment policies:

Factory management should have clear employment policies where hiring is based on skills and competencies rather than disability so that they give equal opportunities to all regardless of disability. Below are some general guidelines for the Human Resources Department to consider in the process of hiring people with disabilities:

“The Labor Bureau and the government need to work together to find people with disabilities who are qualified for factory jobs, and connect them with employers while also making modifications within the factory to improve accessibility.”

President of the Garment Exporters Association

Pre-Hiring Preparations:

- Appoint a responsible manager in the Human Resources Department who ensures appropriate accommodations for employees with disabilities are met, and that their job responsibilities are compatible with their disability.
- Review all interview forms and train interviewers on what may and may not ask during the interview.
- Eliminate all job application questions that may be related a disability such as:
 1. “Please list any conditions or diseases for which you have been treated in the past 3 years”.
 2. “Have you ever been hospitalized?” If so, what is the reason?”
 3. “Is there any health-related reason why you may not be able to do the job you are applying for?”
- Manager should “never assume that a person with a disability needs help. Instead, just ask what accommodations do you need to succeed.”
- Do not design job advertisements to target or exclude certain groups of people. A job advertisement that says: “People with visual impairment can work in this department, while deaf people cannot” should be reframed to include all people with the support and flexibility to accommodate disabilities.
- Adopt a policy to attract people with disabilities who possess valuable skills. Companies must invest in training, grants, employment fairs, and employment partners. These programs will build confidence that factories care about qualified Persons with disabilities
- Maintain a list of Persons with disabilities interested in joining the factory, including those who applied but were not accepted, with the aim of hiring those persons when a vacancy becomes available.
- Send candidates in advance some insight into the types of questions they will be asked in an interview, and which tests they will be asked to take. In this manner, applicants can inform employers ahead of time to make any modifications in the recruitment process to accommodate their needs.
- Communicate clearly with applicants about any accessibility issues in the interview and conduct the interview at an alternative location if necessary.
- Inform applicants in advance of the emergency evacuation plan and procedures in a manner compatible with various types of disabilities.



A proposed example of a job classification that takes into account people with disabilities:

Customer Service Representative Job Description:

Work responsibilities:

- ▶ Providing customer account information in a timely manner and writing customer information over the phone.
- ▶ Providing products and services to customers over the phone.
- ▶ Make phone calls to customers to collect missing or unclear information for incoming orders.
- ▶ Identifying problems facing customers.
- ▶ Determine the appropriate actions to be taken to resolve customer inquiries or complaints.
- ▶ Respond in writing regarding the status of customer inquiries or complaints.
- ▶ Create written documentation for customer contacts for internal and external use.
- ▶ Perform database entry and generate reports using a computer and/or CRT.

Required knowledge, skills and abilities:

- ▶ Knowledge of the company's products, services, operations, and policies.
- ▶ The ability to receive and understand spoken information from others.
- ▶ The ability to communicate information orally to others.
- ▶ Ability to read and understand company policies and procedures.
- ▶ Ability to communicate information in writing in a clear and concise manner.
- ▶ Ability to apply company policies and procedures to a customer problem and respond with a logical answer.
- ▶ Ability to interact effectively and courteously with customers, vendors, and company employees, especially angry customers.
- ▶ Ability to perform basic arithmetic operations (e.g. addition, subtraction, multiplication, division)
- ▶ Ability to work independently with minimal supervision.
- ▶ Ability to organize, prioritize, and complete multiple tasks simultaneously in a fast-paced environment

Job interviews:

- ▶ When planning interviews, remember that “access” refers to how facilities and communications are managed, as well as the design of buildings. This includes roads, entrances, floors, elevators, signals, speakers, platforms, kitchens, and restrooms, as well as additional time, interpreters, communications support, use of Braille, easy-to-read versions of documents, and additional aids for different types of disabilities.
- ▶ Contact the information technology department at the factory to implement available tools in accessibility technology to address all types of disabilities. Regularly ask Persons with disabilities to test and provide guidance on current accessibility technologies.
- ▶ Ensure that reception staff and security personnel are aware of the arrival of candidates with disabilities and provide them with copies of this guide to communicate ‘best practices’ for making the workplace accessible.
- ▶ It is preferable to focus on the job tasks the applicant will perform, and the extent to which the applicant is able to perform them. For example, the interviewer may ask the one-armed applicant to describe or demonstrate how he or she would present small index cards if such filing were required for the job, even if no other applicants were asked to do so. However, the interviewer cannot ask how the applicant lost his arm. You can also ask about the quality and quantity of work completed, attendance record, or other job-related problems that are not directly related to the disability.
- ▶ If an applicant has a known disability that does not interfere with or prevent the performance of a work-related function, the interviewer cannot ask the applicant to describe or demonstrate how he or she performs the job unless all applicants in the job category are required to do so. For example, an interviewer may not ask an applicant in a wheelchair to describe or explain how he or she will answer customer telephone calls at the console unless all job applicants are asked to demonstrate this as well.
- ▶ Explain the hiring process step-by-step to each candidate, so they can help you anticipate and remove obstacles. For example, suggest an alternative to a telephone interview for someone with speech difficulties.
- ▶ Avoid using an overly sympathetic or insulting tone and do not stare or draw undue attention to the candidate’s disability. Allow candidates to speak freely and do not interrupt their conversation. Speak directly to the candidate with a disability even if they are accompanied by an interpreter, coach, support assistant, or personal assistant. “Treat the candidate as the primary source of information.”
- ▶ Do not assume the presence or absence of a disability, as many people have invisible disabilities.
- ▶ Communicate with candidates who were not accepted and provide detailed feedback that helps them increase their chances of getting a job.
- ▶ Review interviews on a regular basis to understand what can contribute, and what can prevent, Persons with disabilities from being employed in the factory.
- ▶ Offer the same wages and benefits to successful candidates with disabilities that are offered to their peers without disabilities.
- ▶ Make the job offer, communications and employment contract available in a format accessible to all types of disabilities.
- ▶ Train the HR department on how to efficiently provide the most requested adjustments in consultation with the candidate during the interview stage. These modifications include, but are not limited to:

1. Additional time to complete interview tests.
2. Make interview rooms accessible to people with mobility disabilities.
3. Moving the interview office to the ground floor.
4. Providing specialized assistive devices and software.
5. Providing job coaches, sign language interpreters, or personal assistants.
4. Screen reader devices are devices used to read text on the screen aloud for people with visual impairment. Includes 'Be My Eyes' and other devices that help improve access to information.
5. Smart Wearable Technology Devices are devices you can wear on your body such as smart watches, smart glasses, smart bracelets, and smart straps that help provide portable technology support to people with disabilities.
6. Alternative input devices include optical mice, large keyboards, touch controllers, and smart pens that enable people to interact with the computer in different ways that suit their needs.

These low-cost assistive devices and programs enable Persons with disabilities to access technology and information easily:

1. Jaws (Job Access with Speech) is a screen reading program that helps blind people access content on computers and the Internet. It converts text into audible speech for the user and allows him to interact with the computer using the keyboard.
2. Dragon NaturallySpeaking is a voice recognition program that allows people with physical disabilities to control the computer and create text content using voice commands. This technology is useful for people who have difficulty using the keyboard.
3. Braille keyboard is a keyboard used mainly by people with visual impairment. The panel has special braille-embossed buttons that allow users to easily enter text and commands without visually seeing the keys.

Recruitment tests:

Employers should design employment tests based on two principal guidelines. First, interview tests that require a person with a disability to perform a task on the basis of their disability must be job-related tasks. This requirement applies to testing job knowledge, skills, and physical mobility. Second, employment tests should reflect the individual's skills and abilities rather than their sensory impairment, manual skills, or speaking skills unless these are job-related skills. In this manner, the test will reflect an individual's ability rather than focusing on their weaknesses.

“The perception of employers must shift so that they see the possibilities that can arise when working with people with disabilities. We should also work to build employment networks for people with disabilities.” - An International Buyer

HR managers must realize that they must provide different accommodations to people with disabilities in order to ensure they are treated fairly. This is why they make the necessary adjustments at each stage of the recruitment process.



A suggested example of a disability-friendly job test classification system:

- ▶ The test was rated based on estimates of effects on the psychometric properties of the test (characteristics that are measured and evaluated using psychological tests or questionnaires). This type of classification system can help an employer ensure consistent treatment of individuals with disabilities who apply for job openings in different positions by moving from one level to another, as follows:

Level 1: There is no tangible psychological effect

- ▶ Provide individual (rather than group) administration of the exam to allow one or more of the following:
 1. Additional instructions and training for applicants.
 2. A rest period after each test (if any).
- ▶ Assist with carrying and installing the test booklet and/or turning pages.
- ▶ Record test answers.
- ▶ Providing suitable pencil/machines, etc. for the practical examination.
- ▶ Adapt the physical environment (e.g., table height, lighting, etc.)
- ▶ Move the testing session to an accessible location (e.g., wheelchair) or distraction-free.
- ▶ Replace written test session instructions with oral instructions.
- ▶ Enlarge the test print font.
- ▶ Providing an interpreter to sign the test instructions.
- ▶ Extending the time limit for strength tests.

Level II - possible psychological impact

- ▶ Simplifying the test language.
- ▶ Extending the time limit for rapid tests.
- ▶ Administer the test in Braille, via a reader, or on a computer.
- ▶ Replace the written test with the oral test or vice versa.

Level 3 - Significant psychological impact

- ▶ Waiving one or more tests.
- ▶ Evaluate the applicant's ability to perform the essential tasks of the job through alternative methods such as:
- ▶ Structured interviews/previous work experiences/education level/training courses/job offer/consultation with healthcare provider at the factory.

Documentation:

- ▶ Document employment applications including all those considered or viewed and applicants' responses to each question discussed, including the reasons given for any rejection related to the workplace.
- ▶ Cases where someone with a disability requests an accommodation and this request is denied so that the applicant is no longer able to participate in the hiring process or deemed ineligible for the position should be recorded. This data will be useful in the future so hiring management can revise future application processing procedures to ensure fair treatment of all applicants.
- ▶ Notify the relevant manager immediately when a new employee is hired who requires specific accommodations so that all necessary arrangements are made before the new employee begins working.
- ▶ Have employment contracts include all agreed-upon accommodations to meet the needs of an employee's disability. This contract should be copied and shared with both the employee as well as the Human Resources Department so that the employee does not have to renegotiate their accommodations with any new manager.
- ▶ Medical and personal information about an employee's disability is to be kept strictly confidential and may only be shared in select circumstances with the workers' consent.
- ▶ Encourage candidates to provide feedback about their experience in your recruitment process, including any accommodations which reflect positively on the factory's productivity or reputation.

Human resource management in factories should not be based on assumptions about individuals' capabilities based on their disability. Instead, "focus on what skills, interests, and desires the individual possesses."

- Rezan Al-Kurdi, Supreme Council for the Rights of Persons with Disabilities

► Specific guidelines for the recruitment process according to the type of disability:

The recruitment process for people with mobility disabilities

- A wheelchair is a personal space for a person with a disability. Do not touch or move crutches, canes, walking limbs, or push a wheelchair without the user's consent.
- Some wheelchair users may choose to transfer themselves from the wheelchair to an office chair for the interview.
- Don't assume ramps solve all problems as they may be too steep or slippery. Check with the applicant if they still face accessibility issues.
- Ensure that parking arrangements are adequate with parking allocated to those who need to park close to the doors.

The recruitment process for people with visual impairment.

- Stay away from preconceived assumptions about what people with visual impairment can and cannot do. Always ask the question: "How can we enable this person to fulfill this role, based on their skills and aspirations and based on the availability of a wide range of effective tools and assistive devices?"
- Clearly introduce yourself and anyone else present, indicating their location in the room. Look at the candidate and give him your full attention.
- Before offering to help guide a candidate back and forth to and from the interview, ask them how you can help.
- Tell the candidate if you decide to pause the interview, for example if you need to refer to your notes.

- Provide any written communication in the manner most appropriate for the candidate with a visual impairment.
- Make use of appropriate accessibility technology such as "Seeing AI" – an app that helps people with low vision or blind people. It can read handwritten notes or paper money out loud for the visually impaired.

Recruitment process for people who are deaf or hard of hearing:

- Ask the candidate in advance to tell you how to communicate best for them and identify any assistance they may need in the interview, for example, a sign language interpreter.
- A candidate who is deaf may speak to you but may not hear your voice.
- Print out the interview questions and give them to the candidate in advance or before the interview begins so they can familiarize themselves with key words and phrases. This will reduce the chance of misunderstanding and improve communication.
- Provide pens and paper in case the candidate wants to write something down.
- Reserve a well-lit, quiet room so the candidate can pick up as much visual and auditory cues as possible for candidates who have hearing loss.
- If the candidate is lip-reading, speak clearly and at a reasonable pace. Do not cover your mouth, and don't speak until you have the candidate's attention.
- Do not shout. Rather, raise your voice gently if necessary.

- ▶ If you don't understand what the candidate is telling you, don't pretend you do. Apologize and ask him to repeat what he said.
- ▶ If the candidate can't understand what you're saying, consider typing it out or using free speech recognition apps (such as Siri for Apple, Otter, or Live Transcribe) that convert speech to text. Although the quality of speech recognition technology like this varies from language to language, it still creates clearer communication.

There are many free apps that offer speech and text recognition services. Here are some examples:

1. Google Assistant is one of the best free speech recognition apps. Users can use it to search online, perform tasks on a smartphone, send text messages, and perform voice commands.
2. Microsoft Dictate provides speech recognition for Microsoft Office programs such as Word, Outlook, and PowerPoint. Users can use it to convert their speech into text within these applications.
3. SpeechTexter is an online application that allows users to convert their speech into text in multiple languages. It can be used to create text documents, send emails, and more.
4. Voice Notes is an app available on multiple platforms and allows users to record voice notes and convert them to text. It can be used in meetings and to quickly jot down ideas.

Related tips for text translation and speech recognition applications:

- ▶ Be aware that text translation is similar to simultaneous translation, which is used by people who are deaf or hard of hearing to access spoken content in text.
- ▶ Text translation converts speech into text during a talk or interview and can be displayed on a screen or viewed on individual phones and tablets.
- ▶ Make sure the technology used for text translation or speech recognition applications is working well before the interview.
- ▶ Conduct a short test or exercise to ensure that both you and the candidate are comfortable with the chosen means of communication.

Related guidelines for sign language interpreters:

- ▶ Ask the candidate if he has a preferred translator.
- ▶ If you have a translator, inform the candidate to ensure they can meet the candidate's requirements.
- ▶ Conduct an informal exercise before the interview to ensure the effectiveness of the chosen communication methods, especially if you are using technology or translators for the first time.
- ▶ You can book simultaneous translation services online.
- ▶ If there are no qualified translators available, be prepared for the candidate to provide volunteer translators to the interview from a family member or friend.

The recruitment process for people with intellectual disabilities

- ▶ Invite the candidate to quickly look around where he or she will be working while you explain the job's responsibilities.
- ▶ Avoid using complicated jargon and keep your language simple. Explain the meanings of any abbreviations before using them.
- ▶ Consider presenting questions that require simple answers, and always check that the candidate understands you after asking each question.
- ▶ Since interviews are often difficult for some candidates, consider offering trial job opportunities that give candidates who may not perform their best in interviews the opportunity to show that they can actually do the job.
- ▶ Encourage the candidate to succeed at the interview by making it clear that you are willing to make reasonable adjustments once they start working. These adjustments can include providing additional support during training.

The hiring process for neurodiverse people

- ▶ The term "neurodiversity" is often used to describe a wide range of people who have neurological conditions such as autism and ADHD.

- ▶ Although we should avoid stereotypes and generalizations, people with neurological disabilities may have varying degrees of difficulty understanding others' verbal and nonverbal behavior, motivations, expectations, and may find social interaction confusing.
- ▶ Try to keep sentences simple, using more direct and specific language. Be clear and concise. Many people will prefer closed questions rather than open ones.
- ▶ Avoid asking about any behavior that does not affect the person's ability to perform the job.
- ▶ Refrain from correcting the candidate or speaking on his behalf. Listen attentively, maintain an encouraging tone rather than correcting the candidate.
- ▶ Wait silently while the candidate speaks and never try to complete his sentences.
- ▶ Speak the way you normally speak. Avoid speaking slowly or too simply unless you know the candidate's vocabulary is limited.
- ▶ Be aware that telephone interviews places people with speech difficulties at a disadvantaged position where they cannot fully demonstrate their skills and abilities.
- ▶ If you cannot understand what the candidate is trying to say, ask them to repeat it, or to answer in writing.
- ▶ If the candidate's pronunciation is difficult to understand, summarize your understanding of what was said into the main points and question them to make sure you have understood correctly.

The Human Resources Department alone cannot bear the responsibility of providing all the tools and a work environment that is inclusive and responsive to people with disabilities. Relevant performance standards are also required to be prepared by IT, Property and Facilities Management, Procurement, Occupational Health and Safety, and other relevant departments.

► Developing specialized training programs:

Providing customized training and qualification programs aimed at empowering people with disabilities with the necessary skills and knowledge to perform their jobs efficiently and effectively. These training programs should develop technical skills as well as providing individual support to Persons with disabilities during training processes to ensure that they are learning and contributing to the factory's production process.

Here are some examples of the types of training programs that can be provided:

Assistive technology training:

Will provide training courses for people with disabilities on how to use assistive devices and software such as screen readers, voice controls, and alternative input devices. This can increase their access to technology, which leads to speed and proficiency in work and reflects positively on increased productivity.

Vocational training programs:

Will improve the understanding and knowledge of people with disabilities in their respective professions. These programs will introduce them to concepts of safety and quality in addition to other work procedures in the garment sector.

Specialized vocational training:

Will develop professional skills for specific jobs in the factory. For example, training in operating special equipment or developing production skills in tailoring or cutting.

Professional development:

Support will provide continuing professional development opportunities for workers with disabilities, such as moving to higher positions or learning new skills that increase opportunities for advancement at work.

Internship is one of the tools that factory owners can use to enhance the employment of people with disabilities, by providing training for specific tasks to job applicants with disabilities, which enhances the competencies required to obtain employment after the end of the specified period of training.

▶ Develop a sustainable communication policy:

Factories must develop permanent mechanisms to communicate with people with disabilities and collect their comments and suggestions to improve the work environment and meet their requirements effectively.

Some examples of these mechanisms:

- ▶ **Regular meetings:** Organizing periodic meetings with representatives of Persons with disabilities to collect their opinions and feedback about their experience in the workplace.
- ▶ **Formation of special committees:** Formation of special communication committees that include workers with disabilities and members of management to discuss employment issues and adaptation in the workplace and provide recommendations to improve working conditions for people with disabilities.
- ▶ **Disability-responsive information transmission systems:** Using communication systems in a way that suits the requirements of all types of disabilities, and this includes all policies, procedures, and instructions within the factory.
- ▶ **Open communication channels:** Providing open communication channels such as a suggestion box or hotline that people with disabilities can use to report any issue or challenge they face in the workplace.
- ▶ **Periodic reports:** Issuing periodic reports summarizing the participation of people with disabilities, their suggestions, and the actions taken to improve the work environment.
- ▶ **Organizing communication events:** Organizing periodic communication events such as forums or social activities that bring together factory employees and enhance communication and interaction.

Involving employees and experts with disabilities is a necessity when formulating recruitment strategies, developing policies and evaluating the factory work environment.

▶ Developing monitoring and evaluation policies:

A set of rules and procedures related to employing and following up on any cases of discrimination or violation of the rights of people with disabilities in the workplace. These policies aim to ensure compliance with legislation relating to Persons with disabilities and ensure their fair treatment. and that is through:

- ▶ Internal reporting system: Establish an internal system that allows employees to report any discrimination or violation of employment policies related to Persons with disabilities. This system must include procedures for confidential reporting and to protect whistleblowers from retaliation.
- ▶ Documenting and monitoring complaints: Documenting all complaints and observations related to discrimination, conducting investigations, and taking necessary actions.
- ▶ Investigation procedures: Defining clear procedures for investigating reports and handling reported cases fairly and effectively.
- ▶ Encouraging reporting: Encouraging and motivating employees to report any discrimination or violation, and providing support to whistleblowers.

Inclusive factories for persons with disabilities provide a safe and healthy work environment, on an equal basis with others, including protection from harassment, violence, and harassment, through clear complaints policies.

► Technical guidelines

This section lays out a framework for guiding daily operations, tasks, and activities within a factory. This framework contains technical measures and steps which must be implemented in order to promote the hiring of Persons with disabilities as well as their working conditions.

Facilitating the implementation of reasonable accommodation

“Reasonable accommodation” is defined as “the modifications and requirements necessary at all stages of work to ensure that workers with disabilities enjoy all human rights and fundamental freedoms on an equal basis with others, including tools, equipment and the work environment.”

Types of modifications or adaptations:

Behavioral modifications

Refer to changes in the behavior and practices of individuals within the factory, and challenging prevailing assumptions about people with disabilities. For example, transforming biased perspectives like: “Deaf people cannot work in teams” to more inclusive attitudes such as: “What could this deaf person do if all the requirements were met and all the barriers were removed?”

“The problem facing people with disabilities is how different social conditions and contexts perceive their disability and disadvantage them because of their disability. This is the true disability that they suffer from.”

Representative of the garment sector in the Jordan Chamber of Industry

Physical modifications

Relate to how efforts and resources within the plant are organized and directed to support the employment of Persons with disabilities. These modifications may include:

- **Creating a disability-responsive architecture environment:** building accessibility, signage, lighting, etc.
- **Adapting production tools:** Providing customized work equipment and tools to suit the requirements of workers with disabilities and facilitate the efficient performance of tasks.
- **Changing policies and procedures** by developing comprehensive employment policies and modifying job descriptions to accommodate the requirements of people with disabilities.
- **Inclusion of persons with disabilities in training and workshops.**
- **Using human assistants:** trainers, translators, personal assistants, and others.
- **Remove barriers** that can arise as a result of online recruitment policies by enabling access to assistive devices and specialized software.
- **Investing in employment projects** to benefit from the talent pool of people with disabilities, for example, cooperating with civil society organizations to reach those who possess the skills and competence of people with disabilities, and marketing in the media the best practices that the factory uses in this context.

- ▶ **Adopting best practices in the process of handing out salaries and promotions, grievances, penalties, and termination of employment, and the basic rule in making amendments in this context, requires providing all documents and processes in accessible formats, removing any obstacles to Persons with disabilities in reading and understanding the legal consequences, and neutralizing disability in issuing decisions. From management, except if it is the reason for a complaint, penalty, or leaving work.** ¹⁴

“A sign language interpreter must be available in the factory so we can communicate clearly with our supervisors. If any problem arises between us and our speaking colleagues, we cannot speak for ourselves and explain our perspective. In situations like this, we feel misunderstood or wronged without any way of explaining the situation.”

- ▶ The person with a disability is, first and foremost, the main reference for understanding what accommodations must be made for them to succeed in their position.

Reasonable accommodations are simply intended to ensure that everyone is treated fairly (equality of opportunity) so that people with disabilities are given the same opportunities as all workers.

The examples below describe cost-effective methods of providing accommodations to employees with disabilities:

- ▶ Enable a person with a visual disability to access the job application online by providing application forms in an accessible format.
- ▶ Allow a job candidate with a hearing or speaking disability to skip the telephone interview.
- ▶ Move the workplace of a candidate with a mobility disability from an upper floor to an accessible ground floor.
- ▶ Allow candidates to use assistants and/or technological communication tools during the recruitment process so that they can demonstrate their true abilities and potential, and then continue to use these tools in the workplace if required.
- ▶ Clearer lines of communication must be established to bridge the gap between the needs of Persons with disabilities and factory management. For instance, job advertisements should be distributed in writing, posted on a factory bulletin board, or sent via text message to employees' phones.

People with disabilities face challenges receiving information, and their disabilities may prevent from getting updated with new developments or changes in work schedules. For example, one worker described how their hearing disability affected workplace communication: “More than once we come to work and are surprised that it is an official holiday, and the factory is closed! I suggest using a screen alongside speakers for announcements.”

- A worker with a hearing disability in a factory

▶ Reasonable accommodation according to the type of disability

Motor disabilities

- ▶ Conduct an accessibility audit of all obstacles in the factory floorplan in order to make factory working conditions suitable for motor-disabled workers. Employees with motor disabilities should be consulted when implementing new workplace accommodations.
- ▶ Adhere to relevant local accessibility standards and emergency evacuation procedures to ensure that spaces are safe for Persons with disabilities .
- ▶ Install proper bathrooms with facilities that can accommodate somebody in a wheelchair. Measures should include a low sink, wide bathroom stalls, as well as a toilet with a low seat and adjacent metal handlebars.
- ▶ Install elevators with sufficient space for a wheelchair, a foldable seat for people using crutches, as well as low control panels so that they are easily accessible those in a wheelchair and those of short stature.
- ▶ Install lifting platforms for people with mobility disabilities so employees with wheelchairs can access different levels of the factory in confined areas where an elevator cannot be installed.
- ▶ Do not place tripping hazards, extensions, or other equipment in walkways to keep floors and passageways clear for wheelchair users.
- ▶ Arrange the factory floor so that necessary equipment and inputs for a disabled employee to perform their task are in one location. This increases their productivity by reducing the need for them to constantly walk and carry heavy equipment to complete their tasks.

- ▶ Provide transportation to help people with physical disabilities access the workplace. Alternatively, the employer may allocate parking space close to the factory for employees with mobility disabilities to easily access the workplace.

Sensory disabilities (visual, auditory)

- ▶ There are many types of visual impairment, such as partial vision impairment, total vision impairment, impaired field of vision, and color blindness. Therefore, difficulties in communication will vary depending on the type of visual impairment and the degree of impairment. Some people with visual impairment are able to read using magnifying lenses or a reading magnification tool on the computer (partial vision impairment), while others (total vision impairment) are able to reach through braille letters or by listening and speaking (sound and language). The guidelines below detail hiring practices for people with sensory disabilities as well as methods of establishing effective communication:
- ▶ Convert information, data, pictures, drawings, and other works into braille, electronic, or audio format so people with sensory disabilities may understand its contents.
- ▶ Hearing disabilities often masks the true abilities and competence of those who are deaf or hard of hearing. Consequently, managers and co-workers must be patient when communicating and collaborating with people affected by this class of disability.
- ▶ Provide services to deaf/ hard-of-hearing employees in sign language.

- ▶ Train managers and employees how to communicate important phrases in sign language, such as the correct signs for safety matters. Using sign language or distributing written messages for daily communications will improve mutual understanding with Persons with disabilities as well as feelings of isolation in the workplace.
- ▶ Communicate all work rules, safety precautions, and how to respond to emergency situations.
- ▶ People with hearing or speech disabilities often experience challenges communicating with co-workers which causes feelings of isolation, difficulties in building good relationships with colleagues in the workplace and makes understanding instructions more challenging.
- ▶ Mounting clear, written signs on doors and walls to provide directions around the factory. These signs should be in the form of two parallel lines that are clearly visible: the first at a height of (85-100) cm and the second (140-160) cm from the floor level.
- ▶ Installing tiles, strips, and clear, prominently displayed ground markings so people with visual disabilities can move safely on the factory floor. Dangerous areas should be marked with warnings points, and directions of movement should be indicated by long lines and arrows.
- ▶ Equipping elevators with low control panels, as well as having all control buttons printed in Braille and illuminated so people with visual impairments can see them. A speaking audio system should also be installed to announce the floor level for the hearing impaired.
- ▶ Printing all documents in large font with braille so that visually impaired employees the visually impaired can still read them without assistance or text-enlargement tools. The standard font size for printing large letters is 18-point font or greater.

- ▶ Installing a voice system for those with visual impairments to request assistance in emergency situations.
- ▶ Developing the company's website in accordance with the guidelines for accessing web content set by the World Wide Web (W3C). It is a set of recommendations that make access to online content easier especially for people with visual, audio, or speech disabilities. Observing these guidelines makes web content easier to use for users in general.

Intellectual disabilities

People with intellectual disabilities suffer from varying degrees of decreased mental skills classified as moderate to severe. Although intellectual disability is primarily caused by a decline in intellectual functioning typically measured by standard intelligence tests (IQ), the impact it has on a person's life depends more on the amount of support they require. People with intellectual disabilities may find it difficult to understand complex instructions, work procedures, job descriptions, or sudden changes in the workplace. Those with mental disabilities may learn better and acquire more skills through demonstrations and repeated practice of the tasks they must perform rather than receiving abstract instructions or guidance.

It should also be noted that the degree of mental disability is not linked to the performance of the person with a mental disability and their ability to work. The following criteria should also be considered when evaluating performance:

- ▶ Their mental and physical ability to endure the work.
- ▶ Their ability to focus on tasks.
- ▶ Their ability to independently manage personal and work-related tasks.
- ▶ Their ability to communicate with colleagues in the workplace.

The following guidelines below will facilitate understanding between workers with an intellectual disability and their co-workers/ managers:

- ▶ Training should focus on trainee-led methods of teaching. Co-workers/ trainers are encouraged to repeat their instructions more than once and demonstrate the task in front of the trainee with a mental disability. Trainees should also practice performing tasks under supervision so mistakes or misunderstandings may be clearly identified and addressed.
- ▶ Employers should assign a specific person to be responsible for training new employees with a mental disability because multiple people giving complicated instructions at the same time may cause confusion for a person with a mental disability.
- ▶ Employers should assign a specific person to monitor an employee with a mental disability to ensure they are safe on the factory floor and do inadvertently enter a dangerous area.
- ▶ People with mental disabilities usually face difficulty understanding numbers, letters, and determining time. Therefore, employers should consider using special tools for communicating with employees with mental disabilities such as a counter or using pictures instead of letters.
- ▶ Visual explanations and pictures are more effective methods of providing instruction to people with mental disabilities than written instructions.

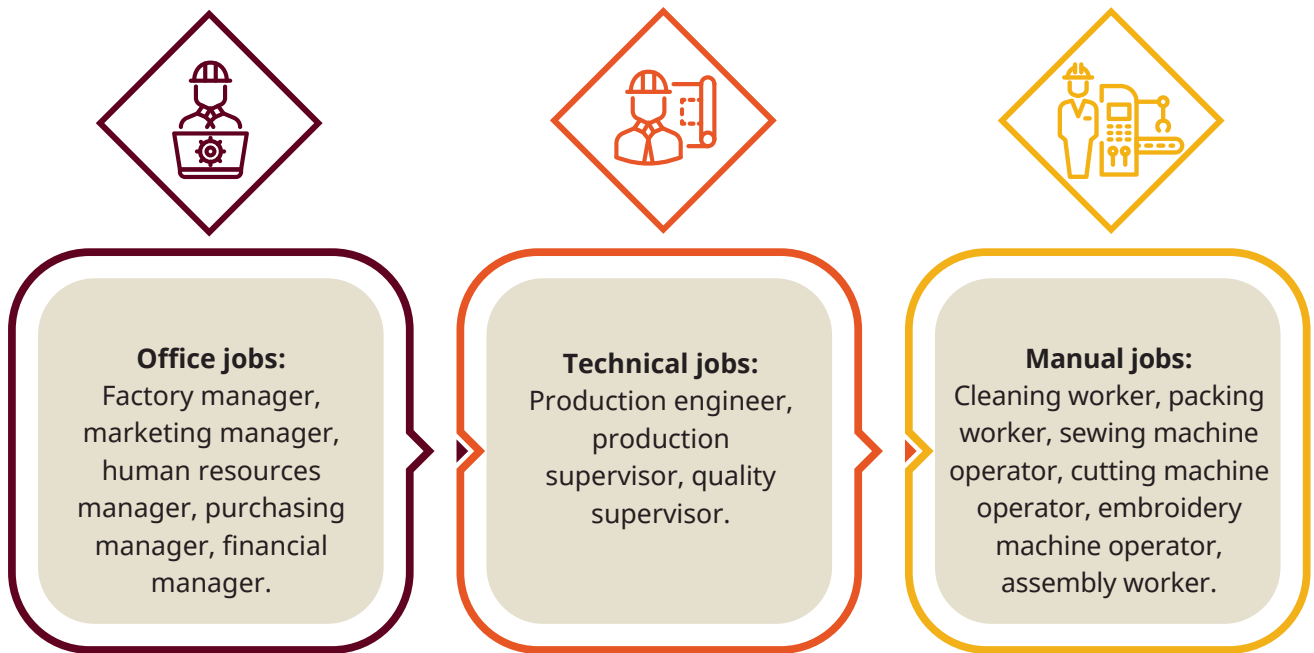
- ▶ People with mental disabilities may struggle with perceiving time which could cause them to continue working during breaks. Employers should notify their employees of this challenge so other co-workers can alert the person with a mental disability to stop working in the event they continue to work during their break.
- ▶ When giving work instructions to people with mental disabilities:
 1. **Be specific:** instructions should target specific topics and not be vague or general.
 2. **Be accurate:** information must be accurate from the first time, as it is difficult to change the understanding of a person with an intellectual disability.
 3. **Be repetitive:** explain the information more than once using similar methods to avoid confusion.

Neurological disabilities

The needs of people with neurological disabilities will vary greatly from person to person when communicating with colleagues. These needs are highly individualized and do not resemble accommodations for other forms of disabilities. It is good-practice to frequently follow-up with employees with neurological disabilities in order to understand their unique circumstances. Providing flexible working hours, additional time to complete tasks, or modifying work responsibilities are effective methods for accommodating people with neurological disabilities.

Reasonable accommodation according to job type

Textile factory jobs may be divided into three broad sections:



The table below details some examples of the appropriate accommodations for Persons with disabilities employed in each category of jobs. Recommendations - non exhaustive - are given by the type of disability across all three categories:

Motor disabilities

Office Jobs	<ul style="list-style-type: none"> ▶ Providing height-adjustable desks and office chairs designed to support comfortable sitting. ▶ Using modified computers to support motion control.
Technical Jobs	<ul style="list-style-type: none"> ▶ Providing special equipment that enables the control of technical tools. ▶ Allocate suitable work spaces to facilitate access.
Manual Jobs	<ul style="list-style-type: none"> ▶ providing equipment that can be used easily with the ability to control tools. ▶ Hire assistants to help with tasks that require muscle strength.

Disabilities in the Upper Extremities

Office Jobs	<ul style="list-style-type: none"> ▶ Using modified computers that allow control by unaffected upper extremities. ▶ Providing special keyboards.
Technical Jobs	<ul style="list-style-type: none"> ▶ Providing technical equipment and tools that support control of unaffected upper extremities. ▶ Allocate suitable work spaces.
Manual Jobs	<ul style="list-style-type: none"> ▶ Providing specialized equipment that facilitates operations on unaffected upper muscles

Hearing disabilities

Office Jobs	<ul style="list-style-type: none"> ▶ Providing computers with text enlargement and text-to-speech technologies. ▶ Hire a sign language interpreter if necessary.
Technical Jobs	<ul style="list-style-type: none"> ▶ Use illustrations and pictures to guide technical processes.
Manual Jobs	<ul style="list-style-type: none"> ▶ using directional boards and visual cues for direction.

Visual impairments

Office Jobs	<ul style="list-style-type: none"> ▶ providing large, high-definition screens. ▶ Using text enlargement techniques and screen readers. ▶ Provide good lighting. ▶ Computer keyboard with Braille reader
Technical Jobs	<ul style="list-style-type: none"> ▶ providing equipment for enlarging drawings and models. ▶ Use prominent signs for direction.
Manual Jobs	<ul style="list-style-type: none"> ▶ use of equipment to facilitate visual perception and control of tools.

Intellectual disabilities

Office Jobs	▶ Providing specialized training for people with intellectual disabilities to ensure they understand office tasks.
	▶ Providing additional support and assistance in organizing work and appointments.
Technical Jobs	▶ Provide precise guidance and training to people in technical operations.
	▶ Providing visual explanations or educational models to assist them in understanding and implementation.
Manual Jobs	▶ Providing simple, hands-on training based on people learning by doing tasks.
	▶ Providing a work coach if necessary.

Neurological disabilities

Office Jobs	▶ Provide a quiet place for work and meetings.
	▶ Providing clear timelines and simplified directions.
	▶ Providing psychological support if necessary.
Technical Jobs	▶ Provide written instructions for tasks and objectives.
	▶ providing psychological support to technical job employees.
	▶ Flexible working hours.
Manual Jobs	▶ providing visual or audio communication as needed.
	▶ Providing training courses on communication within the workplace.
	▶ Providing psychological support to employees in cases of psychological stress.

Speech difficulties

Office Jobs	▶ Providing assistive technology applications or software to convert speech into written text
Technical Jobs	▶ Using visual or illustrative means of communication when performing technical work
	▶ Hire a sign language interpreter if necessary.
Manual Jobs	▶ Provide written notes or clear pictures for all steps in manually operating machinery.

▶ Appropriate Communication with People with Disabilities

People with disabilities face discrimination towards their rights and freedoms granted to all human beings. The practices of employing Persons with disabilities intersect these human rights issues, and a unique language has been developed to talk about human rights issues within this context.¹⁵

These language conventions should be adopted in all areas of working with Persons with disabilities.

Guidelines for communicating with employees with disabilities include:

- ▶ **Using positive body language**, maintaining positive eye contact, speaking kindly, and avoiding expressions that could be interpreted as mocking their condition.
- ▶ **Using non-verbal communication** such as sign language and visual cues to communicate with people with auditory disabilities.
- ▶ **Tailoring communication** to be clear and simple when talking to Persons with disabilities who have higher difficulty understanding new information.
- ▶ **Listening and affirming** a person's needs expressions with positivity and understanding.
- ▶ **Granting more time and patience**, persons with disabilities may need additional time to express their ideas or perform tasks.
- ▶ **Offering to help when needed**, but respecting the person's refusal if they wish to do the task themselves.
- ▶ **Treating people with disabilities** with the same respect and equality as you treat others.



► Occupational Health and Safety Procedures

Occupational health and safety procedures contribute to protecting individuals from injuries and accidents in the workplace. This applies in particular to people with disabilities who may be more at risk if their needs are not considered. When workers with disabilities feel that they are in a safe environment, they can perform their work effectively and productively.

- Collaborate with each person with a disability to understand their specific requirements in terms of health and safety in the workplace.
- Establish a mental health and well-being program in the workplace. It addresses workplace conditions, stress management, work-life balance, and promoting a positive and inclusive work culture.
- Allocate equipment that accommodates the needs of Persons with disabilities in a safe and inclusive manner. Specific guidelines include:
 1. Safety procedures booklet and emergency procedures are available to Persons with disabilities and written in Braille.
 2. Emergency exits are clear and accessible.
 3. The location of the cabinets and shelves is accessible to people with disabilities.
 4. The workplace provides appropriate protective equipment for work, such as face masks, gloves, head protectors, overalls and aprons, and hearing protection.
 5. All furniture and machines comply with all safety conditions.
 6. The height of chairs and desks is adjustable using handles.
 7. The surface level of machines or desks is low and suitable for people with disabilities.
- Provide special training to individuals with disabilities on how to safely handle equipment, materials, and procedures.
- Provide appropriate training for workers in the use of first aid.
- Provide guidance on identifying potential risks and how to avoid and deal with them.
- Provide effective means of communication for people with disabilities to report any risks within the factory.
- Monitor and evaluate the safety of operations and ensure that health and safety procedures meet the individual needs of Persons with disabilities.
- Carrying out periodic maintenance of machines, equipment, lighting, electricity, and repairs in a timely manner.
- Providing flexible work arrangements to help people with special needs.
- Providing an appropriate mechanism for people with disabilities to complain about violence or harassment in the workplace.
- Providing a free hotline for people with disabilities to report instances of discrimination or violence against them.
- Providing a website for submitting complaints in Braille.

▶ Promoting a Culture of Diversity and Inclusion

A set of procedures and measures must be taken that aim to encourage diversity and inclusion in the workplace so that Persons with disabilities can participate effectively and benefit from work opportunities in the same way that any other person can do so within the principle of “equal opportunities.” The guidelines below are best-practices for fostering a culture of diversity and inclusion:

- ▶ Universal design of the work environment. This is an approach that integrates the requirements and respect for the rights of all people, including Persons with disabilities, in all aspects of factory work. Universal design creates an inclusive and fair work environment that allows all workers to fully and safely benefit from all their rights. For example, providing accessibility measures for meeting unique needs of employees.
- ▶ Educating employees in the factory about the importance of communicating with people with disabilities effectively and without discrimination. This can include training on how to interact with and support co-workers with disabilities.
- ▶ Providing equal employment opportunities and providing specialized training programs to develop their skills.
- ▶ Establishing internal, anti-discrimination procedures while also monitoring the internal compliance with these procedures.
- ▶ Encouraging the formation of employee groups that focus on disability inclusion. These groups can provide support, raise awareness, and participate in initiatives to build a more inclusive workplace for people with disabilities.
- ▶ Implementing flexible work arrangements to accommodate the diverse needs of employees with disabilities. This may include options such as flexible hours, remote work, or part-time schedules.
- ▶ Learning from people with disabilities and sharing workplace experiences to enhance awareness of diversity and inclusion issues.
- ▶ Cooperating with organizations representing the interests and needs of Persons with disabilities.
- ▶ Creating effective for promoting a culture of diversity and inclusion. Senior executives or leaders within the plant should take responsibility for overseeing various departments in the plant to ensure that access and inclusion are integrated into all aspects of the business.
- ▶ Promoting inclusive marketing practices by studying and analyzing cases of other companies’ success in including people with disabilities in their marketing and advertising strategies. Look for examples that show how people with disabilities have been represented in a positive and inspiring way.¹⁶
- ▶ Encouraging the participation of employees and factory workers in initiatives and events related to diversity and inclusion. For example, celebrate the International Day of Persons with Disabilities at the factory and highlight the success stories from people with disabilities.

► Benefits and Advantages of Employing Persons with Disabilities



Higher employee retention rate

Studies have shown that employee turnover is a major cost facing factories, and that the job turnover rate for Persons with disabilities is lower than for employees without disabilities. Factories can reduce the inefficiencies of employee turnover, having to retrain new employees, and incomplete workflows from employee shortage by investing in Persons with disabilities by hiring and training them for potentially lower turnover rates and higher efficiency in the long-term.

Serving a Wide Range of Individuals

Workplace accommodations for Persons with disabilities benefit other individuals and employees by creating a more comfortable and accessible environment. For example, installing a ramp in the factory helps customers with strollers, people using a wheelchair, and elderly people. Moreover, the presence of employees with disabilities in the factory leads to the design of products and services that can cater to the needs of consumers with disabilities. This leads to a general improvement in the design of factory services and products.

Most of the workers with disabilities in one garment factory indicated that they had worked for several years in the factory, some for more than 12 years. Part of the reason they stayed there was that the workers could advance their careers in the factory. Most of them reported that they felt “comfortable” in their work, which increases their productivity.

Many studies have proven that the average cost of disability accommodations does not exceed 350 Jordanian dinars. For example, Arabic-English screen readers do not exceed 100 Jordanian dinars. Floor or wall signals for blind people and beacons for deaf people may be produced locally at a cheaper price. The cost of installing handlebars next to toilets does not exceed 200 Jordanian dinars.

Improving the Factory' Local and Global Reputation

Factories that employ Persons with disabilities and invest in making their factories and products accessible to Persons with disabilities will expand their customer-base, appeal to more potential clients, and elevate their reputation. Additionally, experience has shown successful companies can use their employment of Persons with disabilities to gain a competitive advantage for receiving investment.

The ILO's Global Business and Disability Network brings companies together to promote the inclusion of people with disabilities. All member companies of this network have highlighted the benefits companies gain when they employ Persons with disabilities, such as exchanging knowledge and good practices among companies, corporate networks, and the ILO.

Factories that invest in hiring Persons with disabilities may receive economic benefits in the long-term by meeting certain government standards. The Ministry of Labor has launched the so-called "golden list" of garment sector factories that benefit from reduced taxes due to compliance with certain standards, including the employment of workers with disabilities.

Improving Employee Satisfaction

Inclusive employment practices foster a positive work environment in which all employees feel valued, respected and included. This promotes higher levels of employee engagement, job satisfaction and loyalty, leading to increased productivity and increased quality of work output.

Experience has proven that applying the principles of decent work for all male and female workers with disabilities and people without disabilities leads to increased employee satisfaction, enthusiasm to work, and improved productivity. All of these benefits will improve factory performance in the long-term.

Access to Skilled Workers from among People with Disabilities

Promoting inclusion and diversity within the factory contributes to enhancing the diversity of experiences and skills. Persons with disabilities can make valuable contributions in production and operations management. If appropriate facilitation arrangements are provided. Which leads to enhanced quality, efficiency and increased productivity.

► Positive Practices Outside the Garment Sector

A set of procedures and measures must be taken that aim to encourage diversity and inclusion in the workplace so that Persons with disabilities can participate effectively and benefit from work opportunities in the same way that any other person can do so within the principle of “equal opportunities.” The guidelines below are best-practices for fostering a culture of diversity and inclusion:

- Orange Company prepared 13 of the factory showrooms for people with mobility disabilities, provided simultaneous interpretation service in the factory showrooms for people with hearing disabilities, and gave people with disabilities better job opportunities in the factory. They supported the Qaderoon campaign which was a media campaign aimed at changing negative stereotypes about Persons with disabilities by amplifying their voices and success stories. This improved the factory's reputation and customer appeal.
- Zain was the first telecommunications company in the world to support its website with a virtual translator feature for the deaf using 3D avatar technology, and it prepared all its facilities in coordination with the Supreme Council for the Rights of Persons with Disabilities. It won first place in an international award for developing the “Emergency Line for the Deaf” initiative, which is the result of a partnership between the Supreme Council for the Affairs of Persons with Disabilities and the Command and Control Center of the Public Security Directorate and Zain Telecom Company, which provides direct communication service for the deaf with the responsible authorities in sign language.
- Around %10 of Al-Oqab Nuts Factory's employees are Persons with disabilities. Several of their workers with disabilities in the factory received the Ideal Employee Award for their outstanding performance and discipline. This has enhanced the factory's exports as well as their local and global reputation.
- The Jordan Islamic Bank has installed ATMs with braille instructions and appropriate height specifications in order to accommodate customers with visual, mobility, and physical disabilities. Additionally, they provide banking services with a sign language interpreter to better serve customers with hearing disabilities

“It is essential to focus on success stories and positive practices within all facilities that promote the rights of persons with disabilities.”

- People of Determination Association for People with Disabilities

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⁶ The term «suffering» is strongly opposed by disability organizations. It is not recommended to be used when referring to persons with disabilities.

⁷ The United Nations, Convention on the Rights of Persons with Disabilities, 2008.

⁸ The constitutional amendments of 2022 in Jordan, paragraph (5) of Article (6):

⁹ Law on the Rights of Persons with Disabilities No. (2017 ,(20S

¹⁰ The Higher Council for the Rights of Persons with Disabilities, First Annual Report on Monitoring the Conditions and Rights of Persons with Disabilities for the year 2019 ,2018.

¹¹ The Jordanian Labor Law No. 8 of 1996

¹² The Disabled Persons Employment System No. 35 of 2021

¹³ The Flexible Work System 2017

See Chapter Eight of the “Forty Guide” issued by the Supreme

¹⁴ Council for the Rights of Persons with Disabilities
https://hcd.gov.jo/EBV4.0/Root_Storage/AR/%D%8AF%D%84%D98%A%D84%9_%D%8A%7D%84%9D%8A%3D%8B%1D%8A%8D%8B9%D%88%9D0_86%9.pdf

¹⁵ Check out the “Say and Don’t Say” guide issued by the Supreme Council for the Rights of Persons with Disabilities.https://hcd.gov.jo/ebv4.0/root_storage/ar/eb_list_page/%D%8AF%D%84%D8%9A%D84%9_%D%82%9D84%9_%D%88%9D%84%9D%8A7_%D%8AA%D%82%9D84%9_.pdf

¹⁶ Look at the success stories of employing people with disabilities published on the website of the Ministry of Labor and the Supreme Council for the Rights of Persons with Disabilities



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