FSP Group Project

Connecting Persons with Disabilities with Gainful Employment

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Employment Initiative, Jobs for Persons with Disabilities, Career Support for Persons with Disabilities, Job Search, Persons with Disabilities, Inclusive Workforce, Social Cause.

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i. List of Abbreviations

AHP   Analytical Hierarchical Process

CART   Computer Aided Real Time Transcription

COPD   Chronic Obstructive Pulmonary Disease

CSR   Corporate Social Responsibility

GDP   Gross Domestic Product

ILO   International Labour Organization

MOU   Memorandum of Understanding

NCPEDP   National Centre for Promotion of Employment for Disabled People

NGO   Non-Governmental Organization

NFP   Not-For-Profit

PWD   Persons With Disabilities

SEO   Search Engine Optimization

UN   United Nations

USP   Unique Selling Point

WHO   World Health Organization

ii. List of Figures & Tables

1. Executive Summary

EmployBody is a not-for-profit organization that aims to improve inclusivity and diversity in the workplace by connecting employers with persons with disabilities during the recruitment and hiring processes. Our focus is on breaking the chain of discrimination in the employment of persons with disabilities in Pune, India. The organization's mission is to connect candidates who have disabilities with inclusive and diverse employers so as to help them find jobs suited to their skill sets and interests. We believe that individuals with disabilities should not be discriminated against based on their disabilities, but rather considered for their skills and potential contributions to the workforce. We offer a personalized and secure portal accessible to persons with disabilities, employers, NGOs, and other relevant partners to manage candidate profiles and the recruitment process. The digital output would include job listings tailored to potential employees, as well as resources and support services such as assistive technology training for employees, disability awareness training and information on accommodations and workplace rights for employers. The website will also offer networking opportunities for persons with disability and job seekers to connect with other professionals in their field.

Our unique selling point is offering employers and employees the option to use the Analytical Hierarchical Process (AHP), a rigorous and objective decision-making tool, to ensure the highest compatibility between potential employee and job opportunities. Our platform allows employers to post job opportunities that are open to all individuals, and our AHP system matches potential employees- who are persons with disabilities- with job opportunities based on their skills, experience, and other relevant criteria.

Through our platform, we hope to break the social stigma surrounding the employment of persons with disabilities and facilitate a more inclusive and diverse workforce in India. We aim to promote inclusive hiring practices and provide opportunities for differently-abled individuals to gain meaningful employment and provide them with an equal opportunity to earn and positively contribute to society. EmployBody is committed to promoting inclusivity, diversity, and equality in the workplace. Our mission is to create a supportive ecosystem that fosters the growth and development of persons with disabilities by connecting them with employers who share our values.

2. Introduction

2.1 Our Motivation

The motivation behind EmployBody, a Not-for-Profit organization that facilitates gainful employment to persons with disabilities, stems from the need to ensure that everyone has an equal opportunity to participate in the workforce and contribute to society. EmployBody is helping to advance the UN's 2030 agenda of "leaving no one behind" (United Nations, 2015). This UN 2030 goal aims at ending all forms of discrimination in society by eradicating inequalities and prejudices that hinder the growth and development of certain groups of people and undermine their true potential. Our main goal is to break the stigma that "differently-abled" individuals are equally as qualified for gainful employment as able-bodied persons with the same skills, education, and experience, and to promote inclusivity, diversity and equality in the workplace.

"Persons with disabilities" or "differently-abled" persons include individuals with a wide spectrum of impairments. Data collected during the 2001 India census showed that of the differently-abled population, 48.5% were visually impaired, 27.9% had mobility impairments, 7.5% had speech impairments and 5.8% had hearing impairments (Government of India, 2007). Unfortunately, there are several stigmas and misconceptions surrounding hiring persons with disabilities that can prevent them from getting hired or limit their job opportunities.

One of the most common stigmas is the assumption that persons with disabilities are limited in their abilities and cannot perform certain tasks. Oftentimes, all abilities of persons with disabilities are questioned even though they can perform many responsibilities.. Each category of impairment has its own set of strengths as well as challenges, but individuals can be blacklisted in the hiring process simply due to the label "person with a disability". By advertising job opportunities

specifically to individuals with disabilities, EmployBody can help to break down the barriers that prevent these individuals from accessing gainful employment, allowing them to realise their potential. Furthermore, by promoting inclusivity and diversity in the workplace, EmployBody can set an example for others to follow, ultimately helping to create a more equitable society for all.

As one of the co-founders of EmployBody, my (RR) personal motivation stems from the experience of working with differently-abled children at a special school for three years. During this time, I had the opportunity to witness the immense potential and talents of these children, who, despite facing various challenges, exhibited resilience and a desire to learn. Each child had their own unique abilities, and all they needed were the right teachers and support to help them tap into their potential. It was a truly eye-opening experience that helped me understand the full spectrum of what it means to be "disabled". I taught children who excelled in math but struggled with communication, and others who painted the most beautiful pictures but found it challenging to learn English and math. It was disheartening to learn that many of these children struggle to find employment due to societal biases and the lack of initiative by employers to provide accommodations if needed. This experience motivated me to be the change in society and to serve as a facilitator to ensure that these children are given the opportunity to showcase their potential. There is a huge untapped talent pool of persons with disabilities who are often overlooked by employers due to various biases and prejudices. This is the core of what EmployBody stems from.

2.2 Our Mission & Vision

Our mission at EmployBody is to connect persons with disabilities with meaningful employment opportunities that match their skills, education, experience, and interests. Through our platform, we aim to empower persons with disabilities by providing them with the resources and support they need to achieve their career goals, through a job search portal where persons with disability will be able create a work profile, upload their resumes and apply for positions online. Employers will also be able to access information regarding various candidates to then select the most suitable individual. We are dedicated to enabling a workforce where workers with disabilities are valued and have the opportunity for career advancement. We strive to be the leading platform for connecting persons with disabilities with employers who share similar values of inclusivity, diversity, and equality.

Our vision is to facilitate an inclusive society where individuals with disabilities have equal access to employment opportunities and can achieve their full potential in the workforce. We envision a world where people with disabilities are valued for their skills and contributions, and where employers recognize the benefits of a diverse and inclusive workforce. The goal is to create job opportunities and a work culture that is welcoming and supportive of persons with disabilities, and to foster an environment where both employees and employers can learn, grow and thrive together. Through our efforts, we hope to break down barriers and change the way society views disability, paving the way for a more equitable and just future for all.

Our Mission and Vision have been developed through understanding that historically, persons with disabilities have been limited to certain jobs not because of a lack of technical skills, but due to social stigma. Just as any employer assesses their candidate based on their skills and limitations to

determine their suitability for a specific role, EmployBody wishes to do the same. We want to create a platform where persons with disabilities are evaluated objectively for their skills and are accommodated for the disabilities they possess. The AHP process involves breaking down the decision-making criteria into a hierarchical structure, with the most important criteria at the top and the less important criteria at the bottom. By offering AHP to evaluate the compatibility of workers and employers, EmployBody can ensure that job opportunities are matched to the skills and abilities of each candidate. This can result in more successful job placements and improved job satisfaction for both the employee and the employer.

Using AHP can also help to reduce the potential for bias in the hiring process. By breaking down the decision-making criteria into a hierarchical structure and evaluating each criterion objectively, the process becomes more transparent and fairer.

2.3 Our Values

At EmployBody, we are committed to facilitating a culture of inclusivity and diversity that empowers persons with disabilities to find and maintain meaningful employment. We hold the following values at the core of our mission:

1. **Recognition**: At EmployBody, we believe that individuals with disabilities are skilled and capable of contributing to the workforce. We recognize and celebrate the unique abilities of each person with a disability and strive to promote inclusive hiring practices that recognize and value their skills and potential. We aim to break down the societal barriers that prevent persons with disabilities from being recognized as skilled and trained

individuals, and to create a workforce where everyone's abilities and potential are valued and appreciated.

2. **<u>Inclusivity</u>**: We believe in creating an inclusive work environment that values diversity, fosters equality, and respects differences. We strive to create a culture where everyone feels valued and included, regardless of their background, race, gender, religion, age, or disability. We are committed to providing equal opportunities for all and promoting a workplace that is free from discrimination and bias.

3. **<u>Empathy</u>**: We approach our work with empathy, understanding that persons with disabilities face unique challenges in the workforce. We strive to create a supportive environment that fosters belief and understanding.

4. **<u>Collaboration:</u>** We believe that achieving our mission requires collaboration with employers, disability advocates, and other partners. We work to build strong partnerships that help us achieve our goals. We recognize that diversity is a strength and that everyone has unique experiences and perspectives that can contribute to our success

5. **<u>Innovation:</u>** We are committed to using the latest technology and innovative strategies to connect persons with disabilities with employment opportunities. We are constantly seeking new and creative ways to address the challenges faced by persons with disabilities in the workplace and throughout their careers.

6. **<u>Integrity:</u>** We hold ourselves to the highest ethical standards for all interactions with stakeholders. We are transparent, honest, and accountable for our actions.

7. **<u>Respect:</u>** We believe in treating everyone with respect and dignity, regardless of their disability status. We strive to create a culture of respect where all individuals feel valued and appreciated.

2.4 Our Proposed Employment Initiative

EmployBody is a web-based, not-for-profit organization that connects persons with disabilities who are seeking employment with potential employers.

The digital platform will feature a job search engine that allows job seekers to search for job opportunities using various filters such as job type, location, and keywords describing responsibilities, required experience etc. Job seekers will have to create profiles on the platform that include their work experience, skills, education, and any accommodations they may require. These profiles will be searchable by potential employers and will help match job seekers with suitable job opportunities. Employers will post job opportunities and manage applications from job seekers on the platform. They will be able to filter applications based on criteria such as education, experience, and skills, and communicate with job seekers directly through the platform. Besides the job search application, the platform will also provide additional resources and other functions such as direct messaging, resume building, video profiles, sensitivity training and job application status.

The digital platform will offer an Analytical Hierarchical Process tool to employers and employees that will streamline the job search process suitable to an individual's needs and make it more successful and efficient for both persons with disabilities and employers. To ensure the success of the platform, we plan on partnering with relevant NGOs, disability advocacy organizations and other employment agencies. and have them register their interest in types of employment opportunities. We will also gather feedback from users and continuously improve the platform based on their needs and suggestions.

Our digital platform will be a personalized and secured portal for persons with disabilities seeking employment, employers, NGOs, and other partners to manage candidate profiles and the recruitment process. EmployBody is a comprehensive solution that leverages the power of technology to connect job seekers with disabilities to potential employers and help them find meaningful employment opportunities.

2.5 Our Classification of Disabilities

EmployBody recognizes that disability studies have been an ongoing area of research for many years and yet it has been difficult for academics and other researchers to unanimously agree on a specific criterion or means of classifying and defining disability. We understand that one of the biggest issues that comes with creating such a classification for persons with disability, is the ethical question of 'Who is eligible to be considered persons with disabilities?' and in turn eligible to receive social benefits in terms of government support, assistance, and accommodation (Berg & Cassells, 1992).

Yet, the classification of disabilities is regarded as an essential aspect of disability work and studies. Although the term "disability" is useful for acknowledging the existence of a diverse community of individuals with different abilities, it is just a broad and generalized term that does not adequately convey the nuances and complexities of different types of disabilities. For instance, the term "disability" may evoke a stereotype of a wheelchair user, but it does not encompass other types of disabilities such as cognitive or sensory disabilities. Furthermore, even within a specific type of disability, there can be significant variation in terms of severity, symptoms, and required support.

Further classification can help EmployBody better comprehensively understand the nature of an individual's disability and as a result the problems and issues that they might face. This in turn will aid us in developing more effective and targeted employment tools, customized for individuals with disabilities. Additionally, we will be able to also identify the barriers to accessibility that people with different types of disabilities face in their daily lives. This information can be used to design and implement more accessible environments, products, and services that meet the needs of persons with disabilities. Similarly, different types of disabilities may require different types of resources and support. By classifying disabilities, we can make sure that persons with disabilities are supported with the appropriate resources they need to participate fully in society and live independently.

As an organization, we are committed to promoting inclusivity and diversity and eliminating biases. To ensure consistency and adherence to globally recognized standards, we will utilize classification and terminology of disabilities that have been widely accepted by academic research papers and international organizations. The following are the classifications we will be implementing at EmployBody:

A paper by Adesina et al., 2021 studied the historical perspective of disability and its classification. This research classified disability into six inclusive categories:

1. <u>Mobility Disability</u>: It is a long-lasting condition that significantly restricts an individual's physical activities such as walking, climbing, lifting, reaching, etc.

2. <u>Visual Disability</u>: It is the impairment of an individual's vision which can be either partial or complete loss of sight. Medical conditions related to eyes such as retinal detachment, glaucoma, cataract, etc also fall under this category.

3. Auditory Disability: It is an impairment of an individual's hearing, that could have been acquired at birth or later on as well. This includes complete hearing loss or partial hearing loss and individuals who may need assistance devices to perform hearing. It also considered individuals who may not be able to speak or have any other auditory related issues.

4. Mental Disability: It is a condition that affects the normal functioning of the mind, primarily seen by behavioral changes. Mood disorders, anxiety, phobias, eating disorders, and schizophrenia are a few causes of this type of disability.

5. Intellectual Disability: It is the significantly lower intellectual capacity of an individual caused due to improper brain development.

6. Learning Disability: This is specific to an individual's nervous system affecting their learning process. It limits an individual's ability to interpret auditory and visual stimuli, and also access information stored in different parts of the brain.

Looking specifically at physical disabilities, The World Health Organization (WHO,2011) defines it as impairments that limit a person's physical functioning, mobility, dexterity, or stamina. Physical disabilities can be broadly categorized into several categories, including:

1. Mobility Impairments: These affect a person's ability to move, including conditions such as spinal cord injuries, amputations, cerebral palsy, and multiple sclerosis.

2. Sensory Impairments: These affect a person's sense of sight, hearing, touch, and other senses, including conditions such as deafness, blindness, and vision impairment.

3. Neurological Impairments: These affect a person's brain and nervous system, including conditions such as stroke, traumatic brain injury, and Parkinson's disease

4. Respiratory Impairments: These affect a person's ability to breathe, including conditions such as chronic obstructive pulmonary disease (COPD) and cystic fibrosis.

5. Cardiovascular Impairments: These affect a person's heart and blood vessels, including conditions such as heart disease and stroke.

6. Musculoskeletal Impairments: These affect a person's bones, muscles, and joints, including conditions such as arthritis and osteoporosis.

These categories are similar to those used in other countries, as physical disabilities are a universal issue, and the categorization is based on commonly used medical terminology. Information about the categorization of physical disabilities by the World Health Organization (WHO) can be found in WHO publications, including the International Classification of Functioning, Disability and Health (ICF) and the World Report on Disability (World Bank, 2011).

There are various metrics on which these categorizations can be made. One such classification by WHO in 2011 puts the challenges of physical disabilities into several categories, including:

1. Impairments in body structure or function: These include conditions such as amputations, congenital anomalies, spinal cord injuries, and osteoporosis.

2. Challenges in activities: These include challenges in a person's ability to perform daily activities, such as bathing, dressing, and eating.

3. Restrictions in participation: These refer to challenges in a person's ability to participate in society, including work, education, and leisure activities.

It's important to note that physical disabilities can vary widely in terms of their impact on a person's life and can also co-occur with other types of disabilities, such as intellectual or sensory

impairments. Additionally, physical disabilities can be caused by a variety of factors, including genetics, injury, disease, and aging.

2.6 Sensitivity towards persons with disabilities

Recognizing the abilities and potential of persons with disabilities is essential for professional and everyday interactions. The significance of disability awareness has grown in recent decades. It has facilitated in reducing society's conventional thinking, opening up numerous opportunities for everyone to participate in establishing a positive, inclusive society for all (Shigri, 2018). Additionally, employers will be able to create a more inclusive and enabling work environment for their employees who are persons with disabilities if they have a greater awareness of the many disabilities they may meet and learn how to deal with them in a sympathetic but practical manner. Hence, disability awareness and sensitivity training will provide employees with understanding about the potential of employees with disabilities, allowing them to make better decisions when developing an inclusive and diverse workforce. This resource will also be made available to all our users in our digital portal, which is mentioned in depth under section 2 (Product Description).

One such initiative to improve sensitivity towards persons with disabilities was undertaken by the National Disability Institute in the United States, which developed a guide (Figure 1) that provides information on inclusivity. It highlights the importance of effective communication with persons with disabilities. Positive language inspires people and makes them feel valued and respected. When writing or speaking about persons with disabilities, it is crucial to put the person first, generally calling them by name or including them as a part of a group, such as 'co-worker' (National Disability Institute, 2018).

Figure 1: Sensitive Language Recommendation

Affirmative Phrases	Negative Phrases
Person with an intellectual, cognitive, developmental disability	Retarded; mentally defective
Person who is blind; person who has low vision	The blind
Person with a disability	The disabled; handicapped
Person who is deaf*	The deaf; deaf and dumb
Person who is hard of hearing	Suffers a hearing loss
Person who has multiple sclerosis	Afflicted by MS
Person with cerebral palsy	CP victim
Person with epilepsy; person with seizure disorder	Epileptic
Person who uses a wheelchair	Confined or restricted to a wheelchair
Person who has muscular dystrophy	Stricken by MD
Person with a physical disability; person who is physically disabled	Crippled; lame; deformed
Unable to speak; uses synthetic speech	Dumb; mute

Source: National Disability Institute

3. Technical and Logistical Framework

3.1 Product Description

EmployBody's logistical framework is designed to create a seamless and efficient job search process for individuals with disabilities while providing employers with a diverse pool of qualified candidates. EmployBody is a web-based not-for-profit digital platform that connects persons with disabilities with potential employers. Our website will have several features that will allow persons with disabilities to search for job opportunities, create profiles, upload resumes, and apply for positions online and employers to post available job opportunities. Employers will also be able to access information regarding various candidates to then select the most suitable individual. The platform also offers an AHP tool to streamline the job search process suitable to an individual's needs and make it more efficient for both persons with disabilities and employers. The platform

is designed with accessibility in mind, providing features like screen reader compatibility, high-contrast mode, and keyboard navigation for individuals with disabilities.

EmployBody will provide the key features and functions of an online job search platform for potential employees and employers, including:

1. Job search: The distinguishing feature of our service is the ability to filter out jobs based on the type of disability and the use of the AHP tool for efficient job allocation based on skill set and preference compatibility. The platform provides a searchable database of job opportunities, allowing job seekers to search by keyword, location, industry, and other criteria.

2. Direct Messaging: The platform will also feature a messaging system that allows job seekers and employers to communicate with each other securely and directly. This messaging system will be designed with accessibility in mind, and will include features such as text-to-speech and voice recognition.

3. Resume Building: The resume builder feature will guide job seekers in creating an effective and professional resume that highlights their skills and experiences. The feature could provide a variety of templates and customization options to fit individual needs and preferences. It is an invaluable tool for persons with disabilities seeking employment, as it would provide them with the necessary tools to present their skills and experiences in the best possible light.

4. Job alerts and Tracker: Users can set up job alerts based on their search criteria, so they are notified when new jobs matching their preferences become available. The resume builder will be integrated with the job search feature, allowing job seekers to easily attach their

newly created resume to job applications. This feature would also help job seekers to keep track of the jobs they have.

5. <u>Company research</u>: The website will allow for each employer to post organizational profiles along with information that potential employees might search for before applying for a job. Such profiles will include a detailed job description that includes information about job responsibilities, qualifications, and any specific skills required for the position. Additionally, employers can provide information about their company culture and values, which will allow job seekers to determine if the organization aligns with their personal and professional values. To promote inclusivity, employers can also share information about the accommodations they provide for persons with disabilities, such as accessible facilities, assistive technology, or flexible work arrangements. This is different from the job listing employers will post, as it is not specific to any particular role, they have to offer rather gives more insight into the values and mission of the company.

6. <u>Networking:</u> The platform will offer networking features that will connect persons with disabilities with each other, as well as with potential employers, NGOs, and other organizations that share our vision of inclusivity and accessibility. This networking service will be a valuable resource for job seekers to expand their professional network, seek career advice, and connect with others who have similar experiences and aspirations. It will also provide employers with an opportunity to connect with a diverse talent pool and gain insights into the experiences and needs of persons with disabilities in the workplace.

7. <u>Sensitivity Training:</u> We recognizes the importance of creating an inclusive and welcoming workplace for persons with disabilities. To achieve this, we provide a sensitivity training resource on our portal that educates employers on how to create an inclusive environment.

The sensitivity training covers a range of topics, including understanding different types of disabilities, communicating with persons with disabilities, and creating accessible physical and digital spaces. Our goal is to equip employers with the knowledge and skills to create a welcoming and accessible workplace for all individuals

3.2 Future Scope of the Platform

At EmployBody, we are committed to promoting social change and removing the barriers that people with disabilities face in our society. To achieve this goal, we aspire to establish a collaborative environment where we partner with other organizations and institutions who share our vision of inclusivity and accessibility. In addition to our core services, we will offer the following resources over time to support and enable our collaborative efforts:

1. Data Exchange

   According to the Rights of Persons with Disabilities Act, 2016, a Special Employment Exchange refers to any office or place established and maintained by the government for the collection and furnishing of information regarding employment of persons with disabilities. As of December 2013, there were 40 "Special Employment Exchanges for physically handicapped" and 38 "Special Cells" in India. The total number of Employment Exchanges in the country is 978. However, the functioning of these exchanges for the benefit of people with disabilities leaves a lot to be desired; they have been found to be inefficient in catering to the needs of people with disabilities. (Sreekumar, 2014). EmployBody aims to tackle this issue by providing a more efficient and user-friendly

platform for the exchange of data related to the employment of persons with disabilities. Our website will serve as a revamped employment exchange, where organizations can easily find relevant information needed for the employment of people with disabilities. We will ensure that the database is regularly updated and accurate, with information about persons seeking employment, employers seeking to engage persons with disabilities, and vacancies available for persons with disabilities. By providing this service, we hope to bridge the gap between job seekers with disabilities and potential employers, and promote inclusive employment practices in the country.

2. Clearing Backlog Vacancies with the Government

In India, The Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995 mandated a 3% reservation in all government jobs and public sector undertakings for persons with disabilities. Despite efforts to improve the employment situation for persons with disabilities in India, there is a significant backlog of vacancies that remain unfulfilled. According to a report by the World Bank in 2006-2007, only 0.37% of all posts in Ministries and Departments and 0.44% of all posts in public sector companies were filled by persons with disabilities. These figures indicate a substantial gap in the representation of persons with disabilities in the workforce. Moreover, various estimates suggest that there are as many as 15,000 unfilled reserved vacancies for persons with disabilities in government jobs in India (World Bank, 2007). EmployBody will aim to resolve this issue to ensure that persons with disabilities have equal access to employment opportunities and to promote inclusivity in society. By

partnering with the government, we will be able to access information on the available vacancies in the public sector, this will also be incorporated into the platform and suitable candidates can apply for the same.

3. Anti-Bias Training:

EmployBody recognizes that addressing unconscious bias is crucial to creating an inclusive work environment for persons with disabilities. Thus, in addition to the database of job seekers and job openings, EmployBody will offer anti-bias training to employers. According to a study by Devine et al. (2012), anti-bias training can be effective in reducing implicit biases and improving intergroup relations. The study found that participants who received anti-bias training were more likely to challenge stereotypes and use less biased language. Similarly, a study by Carnes et al. (2012) found that diversity training can lead to increased diversity in hiring and promotion decisions. The study showed that departments that participated in diversity training had a higher percentage of women and underrepresented minorities in leadership positions compared to those that did not participate.

EmployBody's anti-bias training will focus on addressing implicit biases, such as those related to disability, and promoting inclusive behaviors. Firstly, the training will be tailored to the needs of the employer and will be delivered by qualified trainers. Secondly, EmployBody can provide online training modules that can be accessed by the hiring managers and decision-makers at their convenience, which can include interactive components and can be customized to address the specific needs of the organization.

Thirdly, EmployBody can organize workshops and seminars on anti-bias training for the organization, either delivered in-person or virtually, and involving guest speakers, interactive exercises, and discussions.

By providing anti-bias training for the hiring process of an organization, EmployBody can help to create a more inclusive and diverse workplace and ensure that the organization is making informed and ethical hiring decisions. Further, such training would help in creating a positive company culture and reducing instances of discrimination or harassment. It would promote a sense of respect and inclusivity among employees

3.3 Our Focus

As the definition of the term "disability" changes based on the context and the circumstance/s, this means that employers and institutions also have the liberty to interpret the definition to offer payments, jobs, and benefits. Although cognitive disabilities and mental illness are considered to be disabilities, these are difficult to diagnose and classify under the broader definition of the term. The symptoms of these conditions can overlap or be difficult to quantify, and different professionals may use different diagnostic criteria. There is a lot of ambiguity and difficulties in the classification of cognitive impairments simply because they are considered to be intangible when compared to physical disabilities, making it harder for many people to understand it. Although this is a very significant aspect when we work on improving the opportunities for persons with disabilities, due to these challenges EmployBody will primarily focus on the three broad physical impairments. We hope to expand further to cover employment for all aspects of disability in the future.

We will focus on potential employees with the following impairments:

1. <u>Auditory Disability</u>

2. <u>Visual Disability</u>

3. <u>Mobility Disability</u>

Keeping in mind all the various classifications, the term our organization will use henceforth will be 'persons with disabilities' in any and all cases.

3.4 Establishing EmployBody as a Not-for-Profit Organization

To become a Not-For-Profit organization, we will follow the procedure outlined below based on a more thorough review with a legal professional in order to ensure compliance with all applicable laws and regulations during the registration process.

1. Decide on the type of entity that EmployBody wants to register as - a trust, a society, or a section 8 company.

2. Create a governing document that outlines the objectives, rules, and regulations of EmployBody. This document will be called the trust deed, the memorandum of association, or the articles of association, depending on the type of entity chosen.

3. Confirming the authenticity of EmployBody as a name that complies with the naming guidelines specified by the relevant authority.

4. Register EmployBody with the appropriate authority, such as the Registrar of Trusts for a trust, the Registrar of Societies for a society, or the Registrar of Companies for a section 8 company.

5. Pay the prescribed registration fee along with the registration application.

6. Obtain the certificate of registration from the relevant authority, which confirms that EmployBody is now a not-for-profit organization.

7. Apply for tax exemptions under Section 12A and Section 80G of the Income Tax Act, 1961, which will enable EmployBody to receive tax benefits.

8. Ensure that EmployBody complies with ongoing requirements such as filing annual returns, maintaining proper books of accounts, and holding regular meetings of the governing body.

The decision to choose between a trust, a society or a section 8 company will be discussed with all partners and a legal representative at a later stage of EmployBody's development.

3.5 Value Addition Framework for Persons with Disabilities

In order for hiring people with disabilities to become the norm in businesses, hiring must be done for business reasons rather than out of pity or empathy. This framework is for employers to understand the benefits of partnering with EmployBody to provide employment for persons with disability. It highlights the numerous ways in which hiring people with disabilities may help an employer, the following is a list of our top prioritize:

1. <u>Human Capital</u>**:**

   - EmployBody can increase their talent pool by obtaining access to qualified workers.

   - Reduced attrition rates among employees with disabilities translate into cheaper hiring and training expenses.

2. <u>ROI:</u>

   - EmployBody can take advantage of government benefits for hiring people with disabilities.

   - Increases employee productivity by making them aware that their output and level of work quality will determine how well they are evaluated.

   - Lower training and hiring costs are a result of increased staff retention. Certain limitations can also function as innate abilities. For instance, hearing loss in a noisy setting.

3. <u>Diversity</u>:

   - Increase diversity in the workforce

   - Increases employee morale by projecting an image of an inclusive workplace

4. <u>Innovation</u>

   - Productivity can be raised by using technology advancements.

   - Encourage the formation of diverse, disability-inclusive teams to develop new goods and services.

5. <u>Social Responsibility</u>

   - Improved brand trust and customer loyalty Connect with a sizable market group to show your commitment to social responsibility

- Improves the company's reputation if it wants to be listed by the Global Reporting Initiative (GRI)

6. Marketing

- Given the popularity of CSR programs, the vast majority of consumers favor doing business with organizations that support the community. So, by employing people with impairments, businesses can frequently improve their brand in this way.

Figure 2: Business Case of Value Additional Framework for employing persons with disability


Source: International Labour Organization, 2014

3.6 Conceptual Framework for Employers to Improve Hiring and Inclusivity Practices

In line with EmployBody's mission to promote inclusivity and equity in the workplace for individuals with disabilities, we recognize that unconscious biases can impede our efforts. As such, we have developed a framework to guide our organization and potential employers in implementing best practices for hiring and inclusivity.

The framework is designed to help employers understand the challenges and accommodations needed for persons with disabilities in the workplace, and to encourage them to take proactive steps to address these issues. By providing a structured approach to addressing these challenges, the framework can help reduce the risk of unconscious biases creeping into the hiring process and ensure that all candidates are evaluated fairly based on their abilities.

Figure 3: Inclusivity Practice Framework
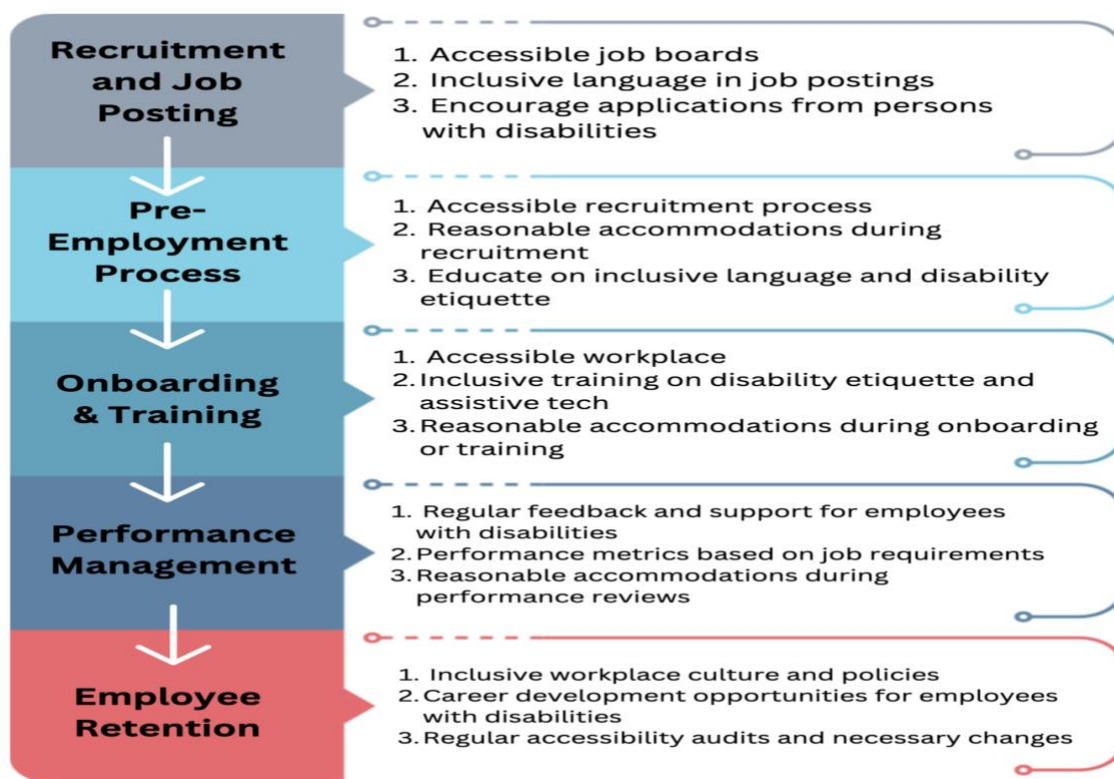
Source: Author's Own

4. Literature Review

4.1 Need for Employment of Persons with Disability

The lack of job opportunities for persons with disabilities can have a significant impact on their financial and economic dependence and overall stress levels. Persons with disabilities are more likely to be unemployed or underemployed, with higher poverty rates and a greater reliance on government assistance programs (Kaye, J., 2009). Furthermore, the cost of living with a disability can be significantly higher than for individuals without disabilities, including additional medical expenses and the cost of assistive devices. Without a steady income, persons with disabilities may struggle to meet these costs, leading to financial hardship and furthering their reliance on government assistance programs. Financial dependence on government assistance programs can lead to a cycle of poverty that is difficult to break, especially when persons with disabilities may have limited access to education, training, and other resources necessary to secure sustainable employment (Rimmer, J. H., et al., 2010).

Furthermore, joblessness and financial instability can lead to higher levels of stress, which can negatively impact physical and mental health, as well as overall quality of life (Wahl, Y., et al., 2010). Persons with disabilities who are employed have higher levels of self-esteem, better mental health outcomes, and improved quality of life compared to those who are unemployed (Cimera, Burgess, & Shelden, 2012; Waghorn, Chant, King, & Whiteford, 2005). The exclusion of persons with disabilities from disabilities can also have broader societal and economic consequences. Persons with disabilities are frequently totally shut out of the labor market, which also causes them to be shut out of social life (Barnes & Mercer, 2005). For this reason, in order to help persons with

disabilities integrate into society, more jobs must be created for them from both an individual and a social perspective.

Additionally, a lack of diversity and inclusion in the workplace can lead to missed opportunities for innovation, productivity, and growth, which can further hinder economic progress (Baldridge, D. C., et al., 2015) (see Section 3.2). A study by the National Bureau of Economic Research found that the exclusion of persons with disabilities from the labor market resulted in a loss of $1.8 trillion in economic output in the US alone (Houtenville & Kalargyrou, 2021) .

4.2 Advantages of employing persons with disabilities

Diversity is essential for the efficient and effective functioning of any workforce in this global economy. A positive trend observed is that organizations and multinational co-corporations have started focusing on persons with disabilities in their efforts to make their workforce more inclusive. Despite many fears and misconceptions regarding the challenges of employing and retaining persons with disabilities, numerous studies have found positive benefits and advantages to hiring persons with disabilities.

A systematic review conducted in 2018 by Lindsay et al., showed that hiring more individuals with a disability to ensure inclusivity and diversity in the workforce had a positive effect on profitability, customer loyalty and satisfaction, competitive advantage, innovation, work ethic, productivity, ability awareness, and inclusive work culture. Taking a specific example of the retail industry, supermarkets with a higher hiring of persons with disabilities resulted in higher sales, and hence a higher profit due to cost savings as a result of not having to re-hire and re-train new workers. An increase in sales is attributed to the improved company image as a result of hiring

people with various types of disabilities. Employee retention and turnover are also important aspects of profitability seen in such organizations. Turnover is a widespread problem in the retail industry, it is 20-30% lower at stores that employ persons with disabilities. They also noticed that the turnover of non-disabled employees at these locations was lower than the industry average. Employers rated employees with disabilities most favorably in terms of loyalty and punctuality, owing to their gratitude and lower turnover rates. As a result, they were more dedicated, productive, and reliable than individuals who were not with disability. Finally, the study found an improvement in customer diversity, employers noted an increase in the number of consumers with disabilities shopping at stores having staff with impairments to interact with them (Nguyen et al., 2017).

Promoting social inclusion can also increase sales. In the service industry or in direct consumer interaction, a direct beneficial effect may be shown by how clients perceive the quality of the services provided. The acquisition, long-term retention, and creation of new consumer groups are all significantly aided by the company's ability to represent the variety of society and its customers. Sales are influenced indirectly by increased innovation. It is simpler to respond to consumer requests because of the variety of the workforce and the resulting sensitization. Products and services that are new or modified can tap into untapped markets. Social inclusion presents a unique chance to bring a company's principles to light, which significantly aids in building a strong brand and advancing its reputation as a socially conscious business (Branco & Rodrigues, 2019).

Persons with disabilities provide great potential for corporate success as both consumers and workers, which firms have ignored. Bridging this potential gap through inclusive hiring practices may increase corporate performance and satisfy the public's rising need for socially

responsible behavior. The increased value that society and businesses might acquire due to rising wealth is a beneficial side effect of CSR initiatives ("shared value"). In light of this, CSR may be seen as an effective tool for product differentiation, opening doors to new markets, and erecting obstacles to entry in the social aspects market. However, it is crucial that CSR be viewed as a vital strategic focus and not just another business activity. CSR has the potential to produce a distinct and, most importantly, lasting competitive advantage (Miethlich & Oldenburg, 1970).

Additionally, taking into account and encouraging the employment of persons with disabilities opens up a larger pool of potential candidates, which can help to mitigate or avert a future scarcity of trained workers. Gaining awareness of persons with disabilities can open doors to new markets and client demographics. With this significant social commitment, the prospect of hiring a more inclusive workforce can also be seen as a strategy to create a distinctive and superior market position. Persons with disabilities employment as a human resource is a valuable addition and may be translated to other technology, goods, and markets. As a result, employing persons with disabilities as part of a value development strategy may contribute to the company's long-term performance and offer a lasting competitive advantage (Miethlich & Oldenburg, 2019)

4.3 Effectiveness of Existing Initiatives to Boost Employment of Persons with Disability

Disability remains one of the traits that separate people and groups from one another, subjecting them to prejudice and exclusion on the social, economic, and political levels (Klimczuk, 2013). Therefore, it is not unexpected that persons with disabilities have less job opportunities while having the same professional credentials as people without disabilities (Berthoud, 2008).

There are a few constitutional frameworks put in place to aid persons with disabilities in India. Article 41 of the Directive Principles of State Policy secures the right to work, to education in cases of unemployment, old age and disability. Additionally, the "Relief of Disabled and Unemployed" falls under the state list and hence is up to each state government responsibility to ensure that employment initiatives are implemented.

According to Segovia-San-Juan, Saavedra, and Fernández-de-Tejada (2017), some businesses frequently place orders in sheltered labor centers or provide other unique employment opportunities for persons with disabilities. Governmental rules are typically what motivate these initiatives. However, several Western nations have demonstrated that law alone is insufficient to generate occupations for persons with disabilities. Businesses rarely follow judicial orders and rules and do not cite government support (Wiggett-Barnard & Swartz, 2012; Vilchinsky & Findler, 2004; Satcher & Hendren, 1991).

For companies, disability is a sensitive element of the CSR strategy. However, obligation in the CSR strategy is not enough. The challenge is not only to make the approach of inclusion of persons with disabilities visible (Lysaght, 2010; Gilbride et al. 2003), but to also adapt the CSR strategy as concrete activities within the company itself. Especially when it comes to the corporate culture and work environment (Fasciglione, 2015; Lysaght, 2010; Gilbride et al., 2003). Promoting employment and inclusion of persons with disabilities could be an integral part of a company's social engagement (Monachino & Moreiram, 2014; Markel & Barclay, 2009) and is, therefore, an important social responsibility which needs to be addressed through CSR strategies (Kuznetsova, 2012).

4.4 The need to address the promotion of employment of persons with disabilities in the workforce

When hiring and employing persons with disabilities, there are still physical and psychological impediments (Hidegh & Csillag, 2013). Due to this, even today, persons with disabilities with the same professional credentials have less favorable career chances than those without impairments (Berthoud, 2008). For persons with disabilities, obtaining employment and advancing their careers are major hurdles (Barnes & Mercer, 2005). Even though it has been empirically demonstrated that hiring persons with disabilities has numerous advantages for businesses (such as increased employee loyalty, improved company image, diverse clientele, increased customer loyalty and satisfaction, innovation, productivity, work ethic, safety, inclusive work culture, etc.), companies still appear to be ignoring the potential of persons with disabilities (Lindsay et al., 2018). Even after employment, persons with disabilities often face other patterns of discrimination throughout their working experience. In the hiring process, a study showed that only 2% of applicants with a disability are shortlisted for the interview level. Further, these individuals are only preferred for temporary jobs to minimize risk for employers (Pal, 2020).

On a personal, entrepreneurial, national, and international level, the exclusion of disadvantaged populations from the value chain can be considered as a resource waste (Dyda, 2008). This is demonstrated by the significance of both supply and demand factors in addressing the unemployment and social inclusion challenges of persons with disabilities (Crisp et al., 2009). (Bennett, 2011). A possible conclusion could be that in order for businesses to accept responsibility for hiring persons with disabilities, there must be legal requirements and financial incentives (Gyri & Csai, 2014).

4.5 Trends of Employment of persons with disabilities in India

In order to facilitate the employment of persons with disabilities, it is essential to understand the current trends in employment and gauge the location and sector-wise split of their employment. Understanding the differential employment of persons with disabilities is more important than ever, especially after the national government has passed progressive disability legislation over the last two decades.

According to the 2001 Indian Census, 21.9 million people (2.1% of the population) were persons with disabilities, with the majority living in rural areas (75%), and being unemployed (65.5%). In rural areas, having a mental disability decreased the likelihood of employment, whereas being female and having a movement or sight impairment increased the likelihood of the same. In urban areas, being female and illiterate decreased the likelihood of employment, whereas having sight, mental, and physical impairments increased the likelihood of employment. The characteristics of persons with disabilities who were hired showed an extensive spectrum. 58.3% of all hired persons with disabilities worked as cultivators or agricultural laborers, 4.6% as domestic helpers, and 37.3% as others. This could account for the higher percentage of employed persons with disabilities in rural areas, probably because there is more agricultural work available there. In comparison to the overall job rate of 39.1%, the employment rates for men and women were 44.8% and 29.6%, respectively. Urban females had the lowest worker participation rate (29.4%), and the disparity between male and female worker participation rates was greater in urban settings compared to rural ones. (Naraharisetti & Castro, 2016)

Employment of people with disabilities in the public sector is 0.54%, followed by 0.28% in the private sector, and a mere 0.05% in multinational corporations. While employment of

persons with disabilities across all sectors is low, MNCs have the lowest participation of people with disabilities, despite the numerous international laws. There are three additional laws that affect the rights of persons with disabilities besides the "Persons with Disabilities Act of 1995." These laws include the Mental Health Act of 1987, the Rehabilitation Council of India Act of 1999, and the National Trust Act of 2000. This goes to show the issues in the implementation of such laws that are beneficial for a certain minority group.

Large investments are being made in the skilling industry, notably in India, by traditional government agencies like Rural and Urban Development and Labor and Employment. This has significantly increased the number of businesses and charity organizations entering this market. However, policymakers don't appear to be paying much attention to people with disabilities, so training groups tend to neglect it. As a result, people with disabilities continue to be unemployed and lack the necessary marketable skills (Roy, 2018).

The Disability Act of 1995 mandates a 3% reservation in all categories of government jobs. Despite the fact that it was announced more than a few years ago, its adaptation and implementation have left much to be desired. A study conducted by NCPEDP in 2022 studied around 70 million people in India who are affected by disability, and only one in a lakh were successful in gaining employment in the last 40 years. The study's aim was to understand the employment practices of corporations in India that are accommodating people with disabilities. The findings highlighted the dismal state of opportunities for these individuals. Of all the respondents, 30% of them did not hire any persons with disabilities at all, and those who did had only 0.4% of their employees fall under this category. The percentage of people with locomotor disabilities was found to be the highest among persons with disabilities employees, raising the

possibility that their disability did not impact, or was not perceived to impact, their job performance. The percentage of employees with mental impairments was found to be the lowest, confirming the prejudice that still governs employment practices in India. (NCPEDP, 2022)

4.6 Impact of the growing workforce in India

India is a big country with a population of over one billion people and a labor force of 500 million people. In recent years, India has been recognized as one of the world's fastest-growing economies, The World Bank reports that India's real GDP grew at an average rate of 7.5% per year between 2014 and 2019 (World Development Indicators, 2000). This growth was driven in part by increased production and output, which can be facilitated by a growing workforce. To be able to sustain this economic growth, India needs to be able to grow its workforce and generate more productive labor. A growing workforce means more people are available to work, which can lead to increased production and output. When more people are working, they can produce more goods and services, which in turn can boost economic growth. According to the International Labour Organization, India's labor force participation rate was 49.8% in 2020. By comparison, the LFPR in China was 68.6% in the same year (ILO, 2020). This suggests that there is room for India to expand its workforce and increase production and output. One way to achieve this expansion in human resources to the Indian workforce is the inclusion of marginalized people and minority communities who lack equal participation in employment opportunities.

According to the 2011 census of India, around 79-90 million people in India are persons with disabilities, i.e., 6-7% of the population. A study conducted by the National Centre for Promotion of Employment for Disabled People (NCPEDP) in 2011 found that the employment

rate among persons with disabilities in India is only about 36% (Rajiv Jindal & Chari, 2015). India needs to make use of these people to boost its economy. In a country like India, 6-7% of the population is also a huge absolute number. Hence, focusing on the development of educational resources for Persons with Disability and initiatives to find employment opportunities for the same will aid in massive economic growth of the country (Hindustan Times, 2016).

4.7 Scope of Work of Persons with Disabilities

To be able to build a successful and efficient employment model that provides individuals with gainful employment, it is first essential to identify the skills, challenges, and abilities of each type of disability.

Through this distinction, we will then be able to identify the most suitable job and the scope of work that align with their skills, interests, and capacities. This classification helps ensure that persons with disabilities are not limited to a specific type of job-based solely on their disability but instead can work in areas that align with their skills and passions. Additionally, this classification can help match the needs of the employer with the abilities and interests of the employee, which can result in higher job satisfaction, better performance, and long-term success for both parties. Such a classification can further help improve the state of employment of persons with disability as it allows a scope to skill development, training and accommodations, such as assistive technology, flexible schedules, or job modifications.

4.7.1 Auditory Disability

People with hearing disabilities face a range of challenges that can affect their daily lives, including communication barriers, social isolation, and discrimination in the workplace. A study by the National Deaf Center on Postsecondary Outcomes in the United States found that deaf people have lower employment rates and are more likely to work in lower-paying jobs than their hearing peers (Steinberg et al., 2019). This may be due in part to the fact that many employers are not aware of the accommodations that can help deaf employees succeed in the workplace, or may be unwilling to provide these accommodations (Jennings et al., 2017). In addition, people with hearing disabilities may experience barriers to accessing education and training opportunities that can help them develop the skills needed to succeed in the workforce (NIDCD, n.d.). These issues can have a significant impact on the quality of life and economic well-being of people with hearing disabilities, highlighting the need for greater awareness and support for this population.

Focusing on the challenges these individuals face in the workforce, the biggest hurdle they face is with communication and access to information in certain environments or situations, especially if they don't have access to accommodations or technology. Hearing loss disrupts interpersonal communication and interferes with the perception of meaningful environmental sounds; as a result, some people experience significant distress as a result of their hearing problems. People with hearing disabilities may misinterpret what others are saying or miss important details, which can lead to misunderstandings or errors. These factors may cause these individuals to feel socially isolated and excluded from many activities (Dobie & Hemel, 2004).

Persons with hearing disabilities possess a range of employable skills that make them valuable employees in any organization. One key skill that many deaf individuals possess is a

heightened visual and spatial awareness. This means that they are often highly skilled at using visual cues to navigate their environment and process information (Emmorey, 2014). This skill is particularly useful in industries that rely on design, engineering, or architecture, where strong visual and spatial skills are highly valued.

Deaf individuals also often possess exceptional problem-solving skills. Research has found that deaf individuals tend to outperform their hearing peers on tasks that require the use of visual working memory and spatial cognition (Bavelier & Dye, 2010). This ability to quickly analyze and solve complex problems can be highly valuable in industries such as IT, finance, and research. Deaf individuals are often highly dedicated and focused on their work. This is likely due in part to the challenges they have faced in their daily lives, which have required them to be resilient and persistent in the face of adversity (Agran et al., 2017). Research has shown that deaf individuals often exhibit high levels of motivation and self-discipline, which can contribute positively to workplace productivity and culture. Individuals with hearing disabilities have been found to have excellent visual attention and memory skills, which can be useful in tasks such as visual search, attention to detail, and recall of information (Bottari et al., 2010). They also have enhanced visual perceptual skills, which can be useful in fields such as art and design (Meijer & van der Heijden, 2019).

Finally, despite the challenges they face in communicating with hearing individuals, deaf individuals often possess strong communication and interpersonal skills. They are often skilled at reading nonverbal cues and body language, and can be highly effective at building relationships with colleagues and clients (Andrews & Leigh, 2016). They may also be skilled at tasks that require critical thinking and problem-solving, as they have developed effective communication strategies

and are able to pick up on non-verbal cues (Marschark et al., 2011). This can be particularly valuable in industries such as customer service, sales, and marketing. Overall, the unique skills and qualities possessed by individuals who are deaf or hard of hearing can make them highly valuable employees in a range of industries. Their visual and spatial awareness, problem-solving abilities, dedication and focus, and effective communication and interpersonal skills can all contribute positively to institutional culture and performance.

4.7.2 Visual Disability

People with visual disabilities often face significant challenges and barriers in society and the workforce. Only 44% of blind or visually impaired people are employed, compared to 79% of those without disabilities. The high percentage of people not working may represent people who believe they are unable to work due to a disability, choose not to work for fear of losing benefits, or are discouraged workers who have given up on finding work.

These individuals often face challenges related to access, mobility, and communication, which can hinder their ability to participate fully in society and the workforce. One of the most significant barriers faced by people with visual disabilities is access to information. This can include printed materials, such as books and documents, as well as electronic information, such as websites and software. Only 9% of books are available in accessible formats, such as Braille or audio (National Federation of the Blind, 2018). In most situations, information is presented visually, such as on a computer screen or in printed materials, making it inaccessible to individuals with visual disabilities (Liu & Jeng, 2021). This can make it difficult for individuals with visual disabilities to perform job-related tasks, such as accessing and analyzing data,

reading and responding to emails, or participating in virtual meetings. Additionally, individuals with visual disabilities may face challenges related to mobility and orientation, such as navigating unfamiliar environments or accessing transportation (Ahuja et al., 2020). This lack of access to information can limit educational and employment opportunities for visually impaired individuals.

In the workplace, individuals with visual disabilities are also often faced with barriers related to accessibility, such as inaccessible technology, inaccessible buildings, and a lack of accommodations. Despite legal protections in India and guidelines for accommodating persons with disabilities in the workplace, many employers fail to provide necessary accommodations, such as screen readers, magnifiers, or accessible software. These barriers can limit their ability to access and participate in the workforce on an equal basis with others, leading to lower levels of employment and income (Ahuja et al., 2020).

Mobility is another area where people with visual disabilities often face challenges. For example, in the United Kingdom, 66% of visually impaired people reported that they had difficulties with mobility, and 45% reported that they avoided going out alone due to safety concerns (Thomas, 2018). This can limit their ability to participate in activities outside of the home, including employment opportunities that require travel.

Communication is also an important barrier for people with visual disabilities. Many individuals with visual impairments use assistive technologies, such as screen readers and Braille displays, to access information. However, these technologies are not always available or compatible with all types of software and devices, limiting the ability of visually impaired individuals to communicate effectively in the workplace (Saldanha et al., 2019).

Despite these various restrictions, it is important to acknowledge the growth and improvement in the lives of persons with hearing disabilities. With more acceptability, they were able to slowly integrate into society but were allowed to perform only menial tasks in institutions. Although some were identified to be skillful individuals despite their disability, they were rewarded only with basic amenities such as food and accommodation and never funds or increases in salaries and were subjected to very limited jobs. (W. G. Malakpa, 2007)

Focusing on the specific skill sets people with a hearing disability might possess, they have been found to have excellent spatial awareness and tactile skills, which are useful in certain types of jobs such as manufacturing and quality control (Jones et al., 2016). They are also skilled at recognizing patterns and have a strong memory, which can be useful in data analysis and research-related roles (Badiani et al., 2018).

Individuals with visual disabilities may also be skilled at certain types of customer service roles, such as call centers or customer service centers, due to their excellent communication skills and ability to empathize with customers (Pineda & Heidari, 2021). Furthermore, individuals with visual disabilities may excel in roles that require a high level of attention to detail and problem-solving skills, such as auditors, tax professionals, or fraud analysts (Nassiri & Issazadegan, 2020). Finally, individuals with visual disabilities may excel in roles that require a strong understanding of accessibility and universal design, such as web designers or architects, due to their unique perspective and experience with assistive technology (Hersh & Johnson, 2008).

4.8 Analytical Hierarchy Process and Its Application

The Analytical Hierarchy Process (AHP) is a decision-making tool developed by Thomas Saaty in the 1970s. It is a structured approach that enables individuals or groups to analyze complex problems and make informed decisions. The AHP method involves breaking down a problem into a hierarchical structure, where the problem is divided into smaller, more manageable sub-problems. AHP then allows decision-makers to assign weights to each criterion and alternative based on their relative importance and make pairwise comparisons between them, resulting in a final decision that considers both qualitative and quantitative factors (Saaty, 1990). AHP has been used in various fields such as engineering, management, environmental science, and healthcare for a wide range of decision-making purposes. Its applications are numerous, and it has been widely accepted as an effective method for decision-making.

A study conducted in 2003 applied AHP to to optimize supply chain by making decisions based on the priority of performance measures. The AHP method was used to determine the weights of different performance measures, by conducting pair-wise comparisons to identify the importance of each measure. This helped to overcome the subjectivity of decision-making and provided a quantitative basis (Chen, 2003). The application of AHP in supply chain management has also been supported by other researchers, who have found it to be a useful tool in decision-making for supplier selection, production planning, and inventory management (Wang et al., 2012). Another study, by Bhagwat et al. (2008) , aimed to optimize the overall performance measurement of supply chain management (SCM) for small and medium-sized enterprises (SMEs). They used the analytical hierarchy process (AHP) and linear programming techniques to accomplish this. The approach helped to identify the critical factors affecting SCM performance,

and provided a systematic and transparent decision-making process. The study concluded that AHP and linear programming techniques can be useful tools for SMEs in improving their SCM performance and achieving competitive advantage. Studies have also verified the application of AHP in hiring and employment purposes, this has been discussed in section 5 (Data Collection and Priority Calculator).

One of the benefits of AHP is its ability to handle subjective judgments and preferences in a structured and transparent manner (Ghaderi et al., 2015). AHP allows decision-makers to compare and weigh different factors in a consistent and logical manner, ensuring that the final decision is based on a sound and rational approach. Additionally, AHP provides a framework for evaluating different alternatives based on multiple criteria, allowing decision-makers to consider a range of factors beyond just cost or efficiency. By providing a systematic and transparent decision-making process, AHP can be used to identify critical factors affecting performance, and allocate resources in an efficient and effective manner.

5. **Analysis of Paradigm Shifts in Jobs for Persons with Disabilities**

A paradigm shift refers to a fundamental change in the way something is understood or approached. It can occur in any field, including the way we think about disability and employment.

Historically, persons with disabilities have faced significant barriers to employment due to negative attitudes and lack of accessibility. However, in recent years, there has been a paradigm shift in how society views disability, leading to more inclusive attitudes and practices. Rather than seeing disabilities as a limitation, many organizations now recognize the unique skills and perspectives that persons with disabilities bring to the workplace.

Table 1: Paradigm Shift for Persons with Auditory Disability

Auditory Disabilities
Traditional View: Individuals with hearing loss or deafness were excluded from many job opportunities due to communication barriers.
Paradigm Shift: With the rise of technologies such as video conferencing and captioning, it is now easier to accommodate auditory disabilities in the workplace. Inclusive hiring practices prioritize skills and qualifications over the ability to hear.
Additional Information: Inclusive workplaces for individuals with auditory disabilities can include captioned videos and meetings, accessible telecommunication devices, voice recognition tools and sign language interpreters. In addition, employers can also provide training to hearing employees on how to communicate effectively with colleagues who have hearing loss or deafness using such tools.
Real Life Example in the Indian Context: The National Association of the Deaf in India launched a campaign to raise awareness about hiring individuals with hearing loss or deafness. They highlighted examples of successful individuals with hearing loss who have excelled in their careers, including a lawyer, an entrepreneur, and a chef. This campaign aimed to break down stereotypes and encourage inclusive hiring practices (National Association of the Deaf India, 2023).

Source: Authors Own'

Table 2: Paradigm Shift for Persons with Visual Disability

Visual Disabilities
Traditional View: Individuals with visual challenges or blindness have faced significant barriers to employment due to lack of accessibility.
Paradigm Shift: Advancements in assistive technology and accommodations such as screen readers and Braille displays have made it possible for individuals with visual disabilities to participate fully in the workplace. Inclusive hiring practices prioritize skills and qualifications over the ability to see.
Additional Information: Inclusive workplaces for individuals with visual disabilities can include accommodations such as screen readers, Braille displays, accessible documents and websites, text-to-speech converters and flexible workspaces. Employers can also provide training to seeing employees on how to communicate effectively with colleagues who have visual disabilities, such as using the tools described here, clear verbal descriptions, and avoiding visual jargon.
Real Life Example in the Indian Context: Tech Mahindra, a leading IT company in India, launched a program called 'Enable India' which provides training and job opportunities to individuals with visual disabilities. The program includes training in assistive technology, communication skills, and career development, and has successfully placed over 1,500 visually impaired individuals in jobs across various industries (Tiwari, 2019).

Source: Authors Own

Table 3: Paradigm Shift for Persons with Mobility Disability

Mobility Disabilities
Traditional View: Individuals with paralysis or amputation were excluded from many job opportunities due to physical barriers and lack of accommodations.
Paradigm Shift: Universal design and accommodations such as ramps, elevators, and flexible workspaces have made the workplace more accessible for individuals with mobility disabilities. Inclusive hiring practices prioritize skills and qualifications over physical abilities.
Additional Information: Inclusive workplaces for individuals with mobility disabilities can include accommodations such as accessible parking and entrances, ramps, elevators, adjustable workstations, and flexible schedules. Employers can also provide training to employees on how to work effectively with colleagues who have mobility disabilities, such as familiarity with available accommodations and avoiding assumptions about their mobility.
Real Life Example in the Indian Context: The Indian government launched the Accessible India Campaign in 2015, which aimed to make public spaces and workplaces more accessible for persons with disabilities, including those with mobility impairments. The campaign includes retrofitting buildings with ramps and accessible toilets, providing tactile pavements and audio signals, and ensuring accessible transportation. This campaign has led to increased accessibility in various workplaces and public spaces across India (Disability Rights Promotion, 2017). *Source: Authors Own*

5.1 Literature Review Supported Data Framework

To curate a roster of jobs and work opportunities for persons with disabilities, the initial step would be to classify these based on the literature conducted in the previous section. We will also look at the jobs that accommodate persons with disabilities, wherein their disability will not impact their performance and the jobs they cannot perform despite any technological accommodations. Looking at all this will give us a better understanding of the types of roles they could be able to perform and their employment potential. Here, the list of jobs that persons with disability cannot perform is being made void of any bias against them; individuals are being objectively assessed to curate a list of jobs that they cannot perform due to safety reasons or physical restrictions. While the accommodative lists can expand the scope of the job search, the challenges will help us filter our jobs to produce a reasonable job list. To ensure that employers can provide adequate accommodation to persons with disabilities, we will also provide a table with a list of accommodations for each type of challenge that a person with disability might face in the workplace.

As an organization that is still in its infant stages of setup, we are limited by the lack of primary data. The following tables and case studies have been formulated based on the literature review conducted. It is important to note that each of the following tables are not exhaustive and final. As and when we start our services, we will be able to get a deeper understanding and insight into the skill level, accommodation and challenges each employee might face. This data will then be used to make more inclusive lists and increase the efficiency of EmployBody's service matching capabilities.

Additionally, as we have seen in the previous section, there is a constant paradigm shift in the employment opportunities for persons with disabilities. To ensure that we are taking into account the changes in employment trends, skill level and technological advancements in disability accommodation, we will be constantly upgrading and revising our portal . By keeping our lists of skills and accommodations up-to-date, we can better match job seekers with employers who are looking for their specific skills and abilities. This can lead to more successful and fulfilling job placements for both parties. At EmployBody, our aim is to match individuals with jobs that align with their interests and abilities, rather than limiting them to a predetermined set of skills or industries. Also, by demonstrating the wide range of skills and abilities that people with disabilities possess, we can help to change the narrative around disability in the workplace and promote a more inclusive and equitable society.

5.1.1 Auditory Disability

Historically, individuals with hearing disabilities have been severely limited in the roles and opportunities available to them. In many cases, they were excluded from mainstream society, and their only options for work were in low-paying, menial jobs. Deaf individuals were often relegated to work in manual labor positions, such as farming, construction, or factory work. They were rarely given opportunities for advancement or training. They were often denied entry into higher education institutions, making it difficult for them to pursue careers in professional fields. Sign language interpreters were not widely available, making it difficult for deaf individuals to communicate in many professional settings, such as government or legal proceedings. Deaf individuals were often excluded from social and cultural events, which further limited their opportunities to interact with hearing individuals and participate in mainstream society.

With the shift in societal acceptance and technological accommodations, persons with auditory disability are being incorporated more into the workforce. The following are the identified unique skills they do possess:

Table 4: Unique Skills Identified Among Persons with Auditory Disabilities

Employable Skills	Unique Skills for People with Auditory Disability	Potential Job Opportunities
Excellent Visual Skills	Ability to read and interpret sign language	Sign Language Interpreter, Graphic Designer, Video Editor, Photographer, Animator
Strong Written Communication Skills	Attention to detail in written communication	Writer, Editor, Content Manager, Copywriter, Technical Writer
Strong Problem Solving Skills	Ability to think creatively and critically	IT Support, Software Developer, Engineer, Research Analyst, Management Consultant

Empathy and Emotional Intelligence	Ability to understand non-verbal cues and body language	Social Worker, Counselor, Therapist, Human Resources Manager, Customer Service Representative
Strong Organizational Skills	Ability to manage multiple tasks and deadlines	Project Manager, Event Coordinator, Administrative Assistant, Virtual Assistant, Personal Assistant
Ability to Focus	Ability to focus on tasks and avoid distractions	Data Entry Specialist, Researcher, Accountant, Proofreader, Transcriptionist
Technical Skills	Familiarity with assistive technologies	Accessibility Specialist, Assistive Technology Specialist, Web Developer, Database Administrator, User Experience Designer
Creative Skills	Ability to express themselves creatively	Artist, Musician, Performer, Writer, Director

This list is not exhaustive and there may be exceptions depending on the individual's specific abilities, interests, and the accommodations available at different places of employment.
Source: Author's Own

The previous table looked at the types of jobs that can be available to persons with auditory disability considering the unique skills they might possess given their disability. However, there are instances wherein their auditory disability does not impact their ability to perform the job when compared to an individual without a disability. The following table provides a sample list of such jobs - given the accessibility accommodations are available:

Table 5: Accommodative Jobs for Persons with Auditory Disabilities

Sample Jobs that Accommodate Auditory Disability	
Accountant	Musician
Administrative Assistant	Personal Assistant
Artist	Photographer
Content Manager	Project Manager
Copywriter	Proofreader
Counselor	Research Analyst
Data Entry Specialist	Social Worker

Database Administrator	Software Developer
Director	Technical Writer
Engineer	Transcriptionist
Event Coordinator	User Experience Designer
Graphic Designer	Virtual Assistant
Human Resources Manager	Web Developer
IT Support	Management Consultant

Source: Authors Own

In such cases, the only limiting factor is the lack of accommodation resources that might enable persons with disabilities to perform the tasks to the best of their ability. Based on the literature review, we have identified the challenges that persons with auditory disabilities might face and accommodations that should be provided by employers to enable these individuals.

Table 6: Challenges and Potential Accommodations for Persons with Auditory Disabilities

Challenges	Potential Accommodations
Difficulty communicating with coworkers or customers	Providing communication access services such as sign language interpreters, CART (communication access real-time translation) services, or captioning
Difficulty hearing alarms, sirens, or other auditory alerts	Providing visual or vibrating alarms or alerts
Difficulty participating in meetings or training sessions	Providing assistive listening devices, captioning, or written materials in advance
Difficulty using the phone or hearing over background noise	Providing captioned phones or amplified phones, or allowing for communication through email or instant messaging
Difficulty following spoken instructions or verbal directions	Providing written or visual instructions or using assistive technology such as voice recognition software or video remote interpreting
Difficulty accessing audio or	Providing captioning, transcripts, or audio descriptions for videos or

video content	other multimedia content

*It's important to note that these are just a few examples of the many potential challenges and accommodations that may be applicable for individuals with auditory disabilities in the workforce. Accommodations should always be tailored to the specific needs of the individual and their job duties.
Source: Authors Own

We then identify the roles that persons with auditory disabilities cannot perform, either due to a lack of technological accommodations, safety concerns or simply due to physical limitations. This list in not meant to limit the potential of persons with disabilities, but to acknowledge their limitations and curate a final list of jobs that are suitable for them. This information will act as a filtering mechanism to produce the most compatible job matching service.

Table 7: Occupational Challenges for Persons with Auditory Disability

Occupational Challenges for Persons with Auditory Disability	
Air Traffic Controller	Military Service Member
Emergency Medical Technician	Pilot
Telephone Customer Service Representative	Court Reporter
Police Offer	Firefighter

Source: Authors Own

It is important to note that this is not to say that individuals with auditory disabilities cannot work in similar professions or fields. For instance, they may still be able to work as dispatchers or in administrative roles within emergency services, or as office assistants in law enforcement. However, as mentioned earlier, EmployBody is in it's infant stage and so as we collect more primary data, we will be able to create more inclusive lists.

5.1.2 Visual Disability

Persons with visual disabilities were often limited in the types of jobs available to them. They were often perceived as being unable to perform certain tasks or were simply excluded from consideration altogether. Limited job roles for persons with visual disabilities in the past included menial tasks such as cleaning, packaging, or assembly line work in factories or workshops. Basic clerical jobs such as filing, data entry, and basic office tasks were also among the limited roles available. Additionally, some persons with visual disabilities worked as telephone operators for the hearing impaired or people with other disabilities. Limited roles in the hospitality industry, such as dishwashing, bussing tables, or cleaning in restaurants or hotels were also among the options. Finally, some individuals with visual disabilities worked in specialized fields such as piano tuning or massage therapy.

Table 8: Unique Skills identified Among Persons with Visual Disabilities

Employable Skills	Unique Skills for People with Visual Disability	Potential Job Opportunities
Excellent Tactile and Spatial Awareness	Ability to navigate and interpret physical spaces using touch and other senses	Massage Therapist, Carpenter, Mechanic, Sculptor, Jeweler
Strong Auditory and Verbal Communication Skills	Ability to focus and interpret auditory information	Audiobook Narrator, Podcast Host, Radio Broadcaster, Voiceover Artist, Call Center Representative
Strong Analytical and Problem Solving Skills	Ability to process and analyze information in a different way	Data Analyst, Mathematician, Researcher, Actuary, Economist
Strong Creative Skills	Ability to express themselves creatively	Musician, Writer, Graphic Designer, Photographer, Sculptor
Strong Interpersonal Skills	Ability to communicate and connect with others	Social Worker, Psychologist, Counselor, Teacher, Mentor

Strong Technological and Digital Skills	Ability to use and adapt to various digital tools and technologies	Web Developer, Software Developer, Accessibility Specialist, User Experience Designer, IT Support

This list is not exhaustive and there may be exceptions depending on the individual's specific abilities, interests, and the accommodations available at different places of employment.
Source: Author's Own

The previous table looked at the types of jobs that can be available to persons with visual disability considering the unique skills they might possess given their disability. However, there are instances wherein their visual disability does not impact their ability to perform the job when compared to an individual without a disability. The following table provides a sample list of such jobs - given the accessibility accommodations are available:

Table 9: Accommodative Jobs for Persons with Visual Disabilities

Sample Jobs accommodated by Visual Disability	
Actuary	Mentor
Accessibility Specialist	Musician
Audiobook Narrator	Podcast Host
Call Center Representative	Psychologist

Carpenter	Radio Broadcaster
Counselor	Researcher/ Writer
Data Analyst	Sculptor
Economist	Social Worker
Graphic Designer	Software Developer
IT Support	Teacher
Jeweler	User Experience Designer
Massage Therapist	Voiceover Artist
Mathematician	Web Developer

*Note that this list is not exhaustive, and individuals with visual disabilities may excel in a wide range of professions with the help of appropriate accommodations and technologies.
Source: Author's Own

In such cases, the only limiting factor is the lack of accommodation resources that might enable persons with disabilities to perform the tasks to the best of their ability. Based on the literature review, we have identified the challenges that persons with visual disabilities might face and accommodations that should be provided by employers to enable these individuals.

Table 10: Challenges and Potential Accommodations for Persons with Visual Disabilities

Challenges	Accommodations
Limited access to visual information	Provide information in alternate formats (e.g. braille, large print, audio)
Difficulty with navigation	Provide orientation and mobility training, tactile cues, and accessible signage
Limited access to visual cues in interpersonal communication	Use verbal descriptions, provide clear and concise instructions, and use assistive technology such as screen readers and magnifiers
Limited access to visual cues in group settings	Provide audio descriptions and verbal cues to supplement visual information
Difficulty with certain tasks requiring visual perception	Provide assistive technology such as screen readers, magnifiers, and image recognition software
Inaccessible technology	Provide accessible technology such as screen readers, magnifiers, and braille displays

*It's important to note that these are just a few examples of the many potential challenges and accommodations that may be applicable for individuals with visual disabilities in the workforce. Accommodations should always be tailored to the specific needs of the individual and their job duties.
Source: Authors Own

We then identify the roles that persons with visual disabilities cannot perform, either due to a lack of technological accommodations, safety concerns or simply due to physical limitations. This list in not meant to limit the potential of persons with disabilities, but to acknowledge their limitations and curate a final list of jobs that are suitable for them. This information will act as a filtering mechanism to produce the most compatible job matching service.

Table 11: Occupations Challenges for Persons with Visual Disabilities

Occupational Challenges for Persons with Visual Disability	
Airline Pilot	Mechanic
Air Traffic Controller	Construction Worker
Surgeon	Chef
Dentist	Artist
Electrician	Army/Athelete

*It's important to note that this list is not exhaustive and there may be exceptions depending on the individual's specific abilities.
Source: Authors Own

5.1.3 Mobility Disability

People with mobility disabilities were often limited to jobs that were considered to be "safe" and did not require extensive physical labor. These jobs were often stereotypically gendered and considered to be "feminine," such as office work, administrative roles, or jobs in the service industry. Women with mobility disabilities were often limited to jobs as telephone operators, clerks, or typists, while men were often limited to jobs as bookkeepers or accountants.

Individuals with mobility disabilities were also often excluded from physically demanding jobs, such as those in construction, manufacturing, or transportation. These jobs were seen as too dangerous for people with mobility disabilities, and employers were often reluctant to make accommodations to allow them to work in these roles (Gill, 2013).

As a result, many people with mobility disabilities were forced to take low-paying jobs that did not provide opportunities for advancement or professional development. They were often denied access to higher education, which further limited their career prospects.

However, with advances in technology and changes in societal attitudes towards disability, these stereotypes are slowly being dismantled. Employers are recognizing the unique skills and perspectives that people with disabilities bring to the workforce, and are making accommodations to ensure that they have equal access to employment opportunities.

Table 12: Unique Skills Identified Among Persons with Mobility Disability

Employable Skills	Unique Skills for People with Mobility Disability	Potential Job Opportunities
Adaptability	Developing strong adaptability skills to navigate their environment using assistive devices	Customer service representative, administrative assistant, receptionist
Problem-solving	Developing strong problem-solving skills to overcome physical barriers and challenges	Product designer, assistive technology developer, computer programmer
Creativity	Developing creative solutions to address physical barriers and challenges	Product designer, assistive technology developer, writer/editor
Resilience	Developing resilience and determination to overcome physical challenges on a daily basis	Not-for-Profit advocate, motivational speaker, life coach

Strong Work Ethic	Developing a strong work ethic and determination to succeed despite physical challenges	Not-for-Profit advocate, motivational speaker, life coach

This list is not exhaustive and there may be exceptions depending on the individual's specific abilities, interests, and the accommodations available at different places of employment.
Source: Author's Own

The previous table looked at the types of jobs that can be available to persons with mobility disability considering the unique skills they might possess given their disability. However, there are instances wherein their mobility disability does not impact their ability to perform the job when compared to an individual without a disability. The following table provides a sample list of such jobs - given the accessibility accommodations are available:

Table 13: Accommodative Jobs for Persons with Mobility Disability

Sample Jobs Accommodated by Mobility Disability	
Writer	Virtual Assistant
Graphic Designer	UX Designer
Programmer	SEO Specialist

Accountant	Financial Analyst
Social Media Manager	Researcher
Web Developer	Translator
Data Entry Specialist	Project Manager
Consultant	HR Specialist
Online Tutor	Grant Writer
Marketing Specialist	Technical Support Specialist
Writer	Virtual Assistant
Graphic Designer	UX Designer
Programmer	SEO Specialist

Note that this list is not exhaustive, and individuals with visual disabilities may excel in a wide range of professions with the help of appropriate accommodations and technologies.
Source: Authors Own

In such cases, the only limiting factor is the lack of accommodation resources that might enable persons with disabilities to perform the tasks to the best of their ability. Based on the literature

review, we have identified the challenges that persons with mobility disabilities might face and accommodations that should be provided by employers to enable these individuals.

Table 14: Challenges and Potential Accommodations for Persons with Mobility Disability

Challenges	Potential Accommodations
Inaccessible physical environment	Modifying the physical environment to improve accessibility, such as installing ramps, widening doorways, or adjusting the height of work surfaces
Difficulty with transportation	Providing accessible transportation options or allowing for telecommuting
Limited mobility or dexterity	Providing assistive technology such as adaptive equipment or mobility aids, or modifying job duties to better suit the individual's abilities
Fatigue or pain from extended periods of sitting or standing	Providing ergonomic seating or allowing for flexible work arrangements such as standing desks or breaks to stretch or rest
Inadequate training or support	Providing training and support to ensure that individuals with disabilities have the same opportunities for professional development as their colleagues

Negative attitudes or stereotypes from coworkers or employers	Promoting a culture of inclusivity and addressing discrimination when it occurs

It's important to note that these are just a few examples of the many potential challenges and accommodations that may be applicable for individuals with mobility disabilities in the workforce. Accommodations should always be tailored to the specific needs of the individual and their job duties. Source: Authors Own

We then identify the roles that persons with mobility disabilities cannot perform, either due to a lack of technological accommodations, safety concerns or simply due to physical limitations. This list in not meant to limit the potential of persons with disabilities, but to acknowledge their limitations and curate a final list of jobs that are suitable for them. This information will act as a filtering mechanism to produce the most compatible job matching service.

Table 15: Occupational Challenges for Persons with Mobility Disability

Occupational Challenges for Persons with Mobility Disabilities	
Surgeon	Mechanic
Carpenter	Welder
Electrician	Heavy Equipment Operator
Plumber	Landscaper

Construction Worker	Roofer
Firefighter	Oil Rig Worker
Police Officer	Painter
Pilot	Baker
Chef	Upholsterer
Athlete	Military service member

Note that this list is not exhaustive, and individuals with visual disabilities may excel in a wide range of professions with the help of appropriate accommodations and technologies.
Source: Authors Own

6. Data Collection and Priority Calculator

6.1 Data Collection Surveys

Collecting information from both employees and employers is essential for EmployBody to

perform job matching services using AHP (See next subheading). By gathering information

about the qualifications, skills, and experiences of the employee, EmployBody can create a

comprehensive employee profile that can be compared against employer job requirements. On

the other hand, collecting employer job requirements, preferences, and company culture can help

in creating an effective job profile. This data is used to create criteria for the pairwise comparisons in the AHP model, which in turn helps in finding the most compatible match.

6.2 Type of Information required from Potential Employees

Job/ Position Specific Information

Table 16: Employee Information Survey: Job/Position Specific

Question	Details
Gender	
Age	
Education qualifications and/or background	
Prior work history/experience	
Salary expectation	
Specific skills or certifications	
Availability for shift work	

Other work commitments (e.g., consultancy, contractual)	
Restrictions on ability to travel to/from the workplace	
Restrictions on ability to travel for work assignments	
Languages spoken and proficiency in each	
Ability to relocate for the position, if required	
Specific requirements/need for accommodations in the workplace	

Source: Authors Own

6.3 Type of Information Required from Employers

The following information is job/position specific:

Table 17: Employer Information Survey: Job/Position Specific

Job/Position Specific Information	Details
Required level of education	

Any relevant training or certifications	
Years of experience required for the role	
Other requirements such as specific skills or software proficiencies	
List of essential duties and responsibilities for the role	

Source: Authors Own

Table 18: Employer Questionnaire

Aspect	Information Required
Accommodation Policies	- Policy on flexible work hours - Assistive technology - Accessible workplace design
Workplace Culture	- HR and DEI policies describing workplace culture, values and norms - Attitudes towards workers with disabilities

Hiring and Training Procedures	- Procedures for hiring and recruiting - Procedures for training new employees - Policies for accommodating workers with disabilities
Career Advancement Opportunities	- Requirements for career advancement - Promotion policies - Professional development opportunities
Employee Benefits	- Reduced insurance premiums? - Tax-related employee benefits - Other benefits relevant to persons with disabilities
Employer Benefits	- Incentives (tax or otherwise) for hiring persons with disabilities as part of the workforce - Benefits for companies that employ persons with disabilities

Source: Authors Own

By gathering this information from potential employers, EmployBody can better match qualified candidates with job opportunities, and ensure that the workplace is supportive and inclusive for all workers.

6.4 Proposed Memorandum of Understanding between EmployBody and Prospective Employers

An MOU is a non-binding agreement between two or more parties that outlines the general terms and understanding of their relationship. By signing an MOU with potential employers, EmployBody can establish a clear understanding of the expectations and requirements of partners and for the job placements they are offering. This can include details about the types of jobs and industries that will be available to persons with disabilities, the qualifications and experience required for each job, the training and support that will be provided to successful candidates, and the timeline and milestones for the recruitment and placement process. This is done to ensure a more efficient and effective matching process, as the terms and expectations of the collaboration are clearly defined. This can also help to establish a level of trust and transparency between the parties, which can be crucial in building long-term, sustainable relationships

This proposed MOU is included in Appendix A as a document to be signed by prospective employers willing to partner with EmployBody.

6.5 Analytical Hierarchy Process and Calculator

AHP (Analytic Hierarchy Process) is a decision-making technique that will be provided by EmployBody to match the compatibility between persons with disability and potential employees. In the case of hiring persons with disabilities, the use of AHP can help to ensure that the hiring process is fair and unbiased, as it allows decision-makers to assess the skills and qualifications of each candidate based on multiple criteria, such as their experience, education, and abilities to then provide personalized recommendations that meet their needs.

The use of AHP is EmployBody's unique selling point that sets us apart from other job matching services. This approach will ensure that we can provide efficient matching services, saving both job seekers and employers time and effort. Additionally, we will be able to identify opportunities for persons with disability that may not have been considered otherwise, thereby expanding their employment options and increasing their chances of success. By providing job seekers with access to a broader range of opportunities, we can help to break down barriers to employment for persons with disabilities. Once again the use of such a tool cements our mission of facilitating a more diverse and inclusive workforce as employers now have the platform to identify untapped talent pools.

6.6 Justification

Oztaysi et al. (2013) justified the use of AHP in their paper titled ""Development of a multi-criteria decision making model for personnel selection". They applied the model to a case study involving a healthcare organization to select the best candidate for a nursing position. The authors found that the AHP-based model provided an objective and systematic approach to evaluate the criteria and

the alternatives, and the results were consistent with the subjective evaluations of the experts. However, the paper also highlights some limitations of using AHP for personnel selection, such as the subjectivity of the experts' judgments and the difficulty in determining the weights of the criteria. To address these limitations, the authors used a structured approach to collect the experts' judgments, and they validated the consistency of the judgments using the consistency ratio.

Another paper by Kuo and Lin (2017) They used AHP to evaluate the job applicants' suitability for a sales position by comparing their qualifications, experience, and personality traits. The study found that using AHP helped the hiring managers to make more informed and objective decisions, resulting in higher job performance and satisfaction among the hired candidates. The study also found that using AHP led to a reduction in subjective biases and discrimination in the hiring process. There have been several other papers to justify the validity of AHP, for example Tsaur, Yeh, & Tzeng (2002), Yoon & Hwang (1995), Kuo, Hu, & Tien (2012), Tavakoli-Moghaddam & Heydari (2011), Yu & Chen (2013) and Khan & Kumar (2019).

A few concerns about the use of AHP in the hiring process may arise. First is the possibility of bias in the decision-making process, particularly in the determination of weights for different criteria. AHP relies on subjective judgments and preferences, which may be influenced by personal biases and cultural factors. Another concern is the potential for misinterpretation of the results, which may lead to incorrect decisions or discriminatory practices (Saaty, 2005). Looking at it from an ethical perspective, it can be argued that EmployBody is limiting the scope of employment of persons with disabilities based on certain criterias and mathematical tools.

In terms of statistical relevance, the AHP has been shown to be an effective decision-making tool for hiring and recruitment. By breaking down complex decisions into a hierarchical structure and

using pairwise comparisons, the AHP allows decision-makers to make more informed and objective decisions based on a range of criteria (Saaty & Vargas, 1991).

To build a stronger product, it is essential to take into account these issues and resolve them. The AHP calculator is provided to ensure highly efficient pairing of employers and employees based on skill set capacities. However, it is important to note that the AHP is a suggestive tool, as it is highly subjective. EmployBody understands this and provides users with the liberty to either accept or reject the suggestions made by our portal.

Ultimately, the ethical use of the AHP in hiring persons with disabilities requires careful consideration of the criteria used in the decision-making process and a commitment to fair and non-discriminatory practices. By using the AHP in this way, organizations can ensure that they are making informed and objective decisions that are both ethical and statistically relevant. This tool enables employers to objectively assess and choose employees based on their skill sets, rather than their disabilities. This is an inclusive practice that does not discriminate against persons with disabilities. Furthermore, persons with disabilities are being given equal opportunities and treated the same as any other individual and are given a range of job opportunities.

There are several key considerations that can be combined with an AHP process to make the process ethical in nature when hiring persons with disabilities:

1. Inclusivity and Diversity: Ensure that the decision-making process is inclusive of diverse perspectives and experiences, particularly those of people with disabilities. This can involve seeking input from disability advocacy groups or including individuals with disabilities in the decision-making process.

2. <u>Non-discriminatory criteria</u>: Develop and use non-discriminatory criteria when evaluating job candidates. This can involve using criteria that are relevant to the job requirements and that do not unfairly disadvantage persons with disabilities.

3. <u>Anti-Bias Training</u>: Provide anti-bias training to hiring managers and decision-makers to ensure that they are aware of and can mitigate any unconscious biases that may impact their decision-making.

4. <u>Transparency</u>: Ensure that the decision-making process is transparent, including providing clear and accessible information about the criteria used, the decision-making process, and the reasons for any decisions made.

By incorporating these considerations into the AHP and utilizing it for job matching services, EmployBody can ensure that informed and objective decisions are made, both ethically and statistically relevant. Moreover, it promotes equal opportunities for persons with disabilities by treating them the same as any other individual and providing a range of job opportunities that were once out of reach.

6.7 Working of the AHP Calculator

<u>Identify the criteria</u>: Employers should first identify the criteria that are important for determining the compatibility between themselves and potential employees. These criteria may include factors such as educational background, work experience, technical skills, communication skills, personality traits, etc.

Assign weights to criteria: After identifying the criteria, employers should assign weights to each criterion based on their relative importance. This can be done by comparing each criterion to every other criterion and assigning a weight that reflects their relative importance.

Evaluate alternatives: Employers should then evaluate potential employees against each criterion. For each criterion, the employer should assign a score to each potential employee based on how well they meet that criterion.

Compute scores: After evaluating potential employees against each criterion, employers should compute scores for each employee. This can be done by multiplying the score for each criterion by the weight assigned to that criterion and adding up the products for all criteria.

Select the best match: Employers should then select the potential employee with the highest score as the best match for the job.

By using AHP, employers can make more informed decisions when selecting employees, which can help improve the overall performance of their organization. EmployBody performs all these steps to make the process simpler for the employer.

Let us understand the process better using a case study: We will do the AHP calculations using the AHP calculator at: https://bpmsg.com/ahp/ahp-calc.php (Goepel, 2018).

- **Person A is a job seeker on the EmployBody platform. Person A has an auditory disability.**
- **Newspaper B is an editorial agency partnering with EmployBody.**

Step 1: Gathering information from the potential employer and employee –

Table 19: AHP Data Questionnaire

For Potential Employers (Preferred Skill Sets)	For Potential Employees (Preferred Job Roles)
Excellent Visual Skills	Sign Language Interpreter, Graphic Designer, Video Editor, Photographer, Animator
Strong Written Communication Skills	Writer, Editor, Content Manager, Copywriter, Technical Writer
Strong Problem Solving Skills	IT Support, Software Developer, Engineer, Research Analyst, Management Consultant
Empathy and Emotional Intelligence	Social Worker, Counselor, Therapist, Human Resources Manager, Customer Service Representative
Strong Organizational Skills	Project Manager, Event Coordinator, Administrative Assistant, Virtual Assistant, Personal Assistant

Ability to Focus	Data Entry Specialist, Researcher, Accountant, Proofreader, Transcriptionist
Technical Skills	Accessibility Specialist, Assistive Technology Specialist, Web Developer, Database Administrator, User Experience Designer
Creative Skills	Artist, Musician, Performer, Writer, Director

Source: Authors Own

Step 2: We will first focus on the Employer Side. For the employer, we will input all the various skill sets as the comparable criteria as illustrated below:

Figure 4: Sample AHP Criteria

Source: Authors Own

Step 3: Using pairwise comparisons, the employer would provide us with their most to least

required skill sets on a priority scale:

Figure 5: Sample Pair-Wise Comparison

8	⊙ Strong Written Communication Skills	○ Strong Problem Solving Skills	○1	○2○3○4○5○6○7⊙8○9
9	⊙ Strong Written Communication Skills	○ Empathy and Emotional Intelligence	○1	○2○3○4○5⊙6○7○8○9
10	⊙ Strong Written Communication Skills	○ Strong Organizational Skills	○1	○2○3○4⊙5○6○7○8○9
11	⊙ Strong Written Communication Skills	○ Ability to Focus	○1	○2○3⊙4○5○6○7○8○9
12	⊙ Strong Written Communication Skills	○ Technical Skills	○1	○2⊙3○4○5○6○7○8○9
13	⊙ Strong Written Communication Skills	○ Creative Skills	○1	○2⊙3○4○5○6○7○8○9
14	○ Strong Problem Solving Skills	⊙ Empathy and Emotional Intelligence	○1	○2○3⊙4○5○6○7○8○9
15	○ Strong Problem Solving Skills	⊙ Strong Organizational Skills	○1	⊙2○3○4○5○6○7○8○9
16	○ Strong Problem Solving Skills	⊙ Ability to Focus	○1	○2○3○4⊙5○6○7○8○9
17	○ Strong Problem Solving Skills	⊙ Technical Skills	○1	○2○3⊙4○5○6○7○8○9
18	○ Strong Problem Solving Skills	⊙ Creative Skills	○1	○2○3○4○5⊙6○7○8○9
19	○ Empathy and Emotional Intelligence	⊙ Strong Organizational Skills	○1	⊙2○3○4○5○6○7○8○9
20	○ Empathy and Emotional Intelligence	⊙ Ability to Focus	○1	○2⊙3○4○5○6○7○8○9
21	⊙ Empathy and Emotional Intelligence	○ Technical Skills	○1	⊙2○3○4○5○6○7○8○9
22	○ Empathy and Emotional Intelligence	⊙ Creative Skills	○1	○2○3○4⊙5○6○7○8○9
23	○ Strong Organizational Skills	⊙ Ability to Focus	⊙1	○2○3○4○5○6○7○8○9

Source: Authors Own

After completing this process, we would obtain a priority ranking for the skill sets preferred for each role from the Employer side. In this, we have assumed the pairwise comparisons for an editorial agency like Newspaper B and obtained the following result*:*

Figure 6: Sample AHP Priority Calculation

Priorities

These are the resulting weights for the criteria based on your pairwise comparisons:

Cat		Priority	Rank	(+)	(-)
1	Excellent Visual Skills	4.8%	6	2.8%	2.8%
2	Strong Written Communication Skills	34.0%	1	19.0%	19.0%
3	Strong Problem Solving Skills	2.4%	8	1.4%	1.4%
4	Empathy and Emotional Intelligence	4.7%	7	1.8%	1.8%
5	Strong Organizational Skills	9.0%	4	4.2%	4.2%
6	Ability to Focus	10.9%	3	5.0%	5.0%
7	Technical Skills	6.2%	5	2.7%	2.7%
8	Creative Skills	27.9%	2	13.2%	13.2%

Source: Authors Own

Step 4: Potential candidates would complete a similar process, but in this case, they would complete the process for both *preferred skill sets* as well as their own *judgment of skill sets*. This would help us understand from the employee side:

a) Job roles they would prefer based on their interests

b) A base of their skill sets.

Moreover, how employers would like to judge these skills in their candidates is a process we leave up to them, while we provide a conceptual framework to improve their hiring/inclusivity processes.

- Employers would use the AHP calculator to prioritize skill sets for the job roles they are offering.
- Employees would use the AHP calculator for their preferred job roles AND their personal judgment of skill sets depending on job roles.

Thus, using this collected data - EmployBody serves the needs of both the employer and the employee - making us unique in our understanding of the pains of both parties. This is what makes our functioning smooth, methodical and statistically accurate in nature. Using this information from both parties, we are able to match job seekers with potential employers.

Disclaimer: The collected data will only be used for the purpose of job matching and profiling job seekers. It will not be shared with any third party. Moreover, the calculator cited above does not save, share, trade, sell or otherwise transfer any data to any party whatsoever as mentioned in their privacy policy. No personal information will be inputted in any third party website, including the AHP calculator.

7. Marketing Strategy

Situation Analysis

The Indian job market has a significant proportion of persons with disabilities who face challenges in finding suitable employment. According to the Census of India 2011, there are 26.8 million people with disabilities in India, but only a small percentage are employed. This provides a significant opportunity for EmployBody to promote inclusive hiring practices and provide a platform for persons with disabilities to connect with prospective employers.

Market Analysis

1. *Demographics*: Pune is a large city in western India, with a population of over 3 million people. The city has a diverse population, with a mix of different religions, castes, and ethnicities. The target audience for EmployBody includes persons with auditory, visual, and mobility disabilities.

2. *Market Size*: According to the 2011 Census of India, over 8% of the population in Pune has some form of disability. This represents a substantial potential market for EmployBody to target.

3. *Economic Conditions*: Pune is a rapidly growing city with a thriving economy, driven by industries such as information technology, manufacturing, and education. The city has a young population, making it an attractive market for job seekers.

4. *Social Stigma*: Despite the legal requirements for employers to provide equal opportunities to persons with disabilities, there is still significant social stigma attached to disability in India. This stigma often leads to discrimination in hiring practices, making it

more challenging for persons with disabilities to find employment.

Based on this market analysis, EmployBody has a significant opportunity to tap into the Pune market by providing a platform exclusively for persons with auditory, visual, and mobility disabilities. The high population of persons with disabilities in Pune and the growing economy make it an attractive market to target. However, EmployBody needs to address the social stigma attached to disability in the country and raise awareness among employers about the benefits of hiring persons with disabilities.

Competitor Analysis

EmployBody faces competition from other organizations promoting inclusive hiring practices in India. Some notable competitors include Samarthanam Trust for the Disabled, Samadhan, Saksham Trust, and VISHWAS - all of which operate and are based out of Pune. However, EmployBody's unique positioning as a Not-for-Profit organization focused solely on promoting employment opportunities for persons with disabilities gives it a distinct advantage in the market. There are several job search platforms in Pune, including general job boards and niche platforms targeting persons with disabilities. However, none of these platforms focus exclusively on persons with auditory, visual, and mobility disabilities, giving EmployBody a unique selling proposition.

Customer Analysis

EmployBody's customers include both employers and job seekers. Employers are looking to diversify their workforce and create a more inclusive work environment, while job seekers are looking for meaningful employment opportunities that accommodate their disabilities. EmployBody must understand the needs and pain points of both groups to effectively market its services and connect them with each other.

Ultimately, EmployBody's marketing strategy must take advantage of its distinct market position and tap into the rising need for initiatives that support diversity and inclusion in the workplace. EmployBody can increase its impact and build a more diverse and equal workforce in India by clearly articulating its goal and principles to both companies and job seekers.

Employers and job seekers in India are the target market for EmployBody, with a concentration on the demographic of people with disabilities.

1. Job seekers with auditory, visual, and mobility disabilities: This would include those who are looking for jobs that will accommodate their disability and have challenges in these particular areas. EmployBody would need to target job searchers from entry-level positions to executive responsibilities, representing a variety of industries and skill levels.

2. Employers who are committed to inclusive hiring practices and a diverse workforce: EmployBody would initially target companies that are committed to inclusivity and

diversity and open to making accommodations, if needed, for those with mobility, auditory, and visual impairments if required. This would encompass small, medium, and large businesses from various sectors.

3. Government agencies and Not-for-Profit organizations: EmployBody would require working in conjunction with governmental and other partners that are dedicated to offering opportunities and resources to people with auditory, visual and mobility challenges.

Distribution Network

As a Not-for-Profit organization that operates primarily online, EmployBody's distribution network would be initially focused on digital channels. Here are some possible ways that EmployBody could distribute its services and resources to its target audience:

1. Website: EmployBody's website would serve as its primary distribution channel. The website would provide information about the organization's mission and services, job postings, resources for job seekers and employers, and contact information. The website could also include a blog, newsletter, or other content to engage with its target audience.

2. Social media: Social media platforms such as LinkedIn, Twitter, and Facebook can be powerful tools for distributing EmployBody's resources and reaching its target audience. EmployBody could use social media to post job listings, share success stories, and

provide tips and resources for job seekers and employers. Social media can also be a way to engage with the disability community and promote EmployBody's mission.

3. Email marketing: EmployBody could use email marketing to distribute its resources and services to its target audience. The organization could create email newsletters or targeted email campaigns to share job listings, upcoming events, and other relevant information.

4. Partnerships: EmployBody could partner with other organizations that serve the disability community, such as disability advocacy groups, disability service providers, and disability-focused job boards. These partnerships could help EmployBody reach a wider audience and distribute its services and resources more effectively.

The following are a list of organizations in Pune that work with persons with disabilities via education, vocational training, employment, advocacy, and rehabilitation and could become partners with EmployBody:

· ADAPT (formerly The Spastics Society of India) (https://www.adaptssi.org/)

· Apang Kalyankari Sanstha (http://swph.org/)

· Deaf Empowerment Abled Foundation (DEAF) (https://def.org.in/)

· Samarthanam Trust for the Disabled (https://www.samarthanam.org/)

· Shree Manovikas Charitable Trust (http://www.manovikasgujarat.org)

· V-Excel Educational Trust (https://www.v-excel.org/home/index.php)

· Vikas Sahyog Pratishthan (https://www.vspindia.org)

5. Search engines: EmployBody can optimize its website for search engines to increase its visibility and reach. By using targeted keywords and optimizing its content, EmployBody can increase the likelihood that its website will appear in search results when job seekers or employers search for disability-related employment resources.

Overall, EmployBody's distribution network would need to be targeted towards its specific audience and should leverage digital channels to reach as many potential users as possible. Through a combination of digital channels and partnerships, EmployBody can effectively distribute its services and resources to its target audience.

SWOT Analysis

EmployBody needs to conduct a SWOT analysis to identify and evaluate our strengths, weaknesses, opportunities, and threats in the market . This analysis will help us to understand our current position in the job matching market for persons with disabilities. position in the industry and identify areas where we can improve or expand. By conducting a SWOT analysis, we can develop a better understanding of our internal capabilities and external environment, which will help us to make strategic decisions for the future. Additionally, this analysis will enable us to identify potential risks and opportunities, and develop strategies to mitigate the risks and capitalize on the opportunities. Overall, conducting a SWOT analysis will provide us with valuable insights and information to make informed decisions and achieve our business objectives.

Strengths:

- Clear focus on promoting employment opportunities for persons with disabilities

- Experienced team with strong connections to the disability community

- Unique positioning in the market as a Not-for-Profit organization focused on social impact

Weaknesses:

- Limited resources and funding as a start-up

- Limited brand awareness outside of disability communities until established

Opportunities:

- Growing interest among employers to promote diversity and inclusion in the workplace that can also support/expand CSR policies

- Expansion of the Indian economy and job market, providing more opportunities for persons with disabilities

- Potential partnerships with government agencies and Not-for-Profit organizations as partners working in the disability space

Threats:

- Competition from other organizations promoting inclusive hiring practices

- Negative attitudes towards disability in some segments of Indian society

● Economic uncertainty and volatility impacting job creation and employment

opportunities

Marketing Objectives

To address these factors of the SWOT analysis, the initial and future marketing objectives for

EmployBody would include:

1. Increase Awareness: The primary marketing objective for EmployBody would be to

   increase awareness of its mission and services. EmployBody would need to reach out to

   its target audience and educate them about the benefits of inclusive hiring practices for

   persons with disabilities.

2. Expand Reach: EmployBody would need to expand its reach to reach more job seekers

   and employers. This would involve using a variety of digital marketing channels to reach

   potential users, such as search engine optimization (SEO), social media marketing, and

   email marketing.

3. Increase Job Postings: EmployBody would need to increase the number of job postings

   on its website to provide more employment opportunities for persons with disabilities.

   This would involve partnering with more employers and encouraging them to post job

   openings on the EmployBody website.

4. Increase User Engagement: EmployBody would need to increase user engagement to

   build a strong community of persons with disabilities, employers, disability advocacy

   groups, and other partners. This would involve creating engaging content, such as blog

posts, videos, and social media updates, and encouraging users to share their stories and experiences.

5. Build Trust and Credibility: EmployBody would need to build trust and credibility with its target audience to encourage more job seekers and employers to use its services. This would involve creating a professional and user-friendly website, providing high-quality resources and services, and being transparent about the organization's mission and operations.

Marketing Framework

The marketing framework for EmployBody would involve a combination of digital marketing tactics and community engagement initiatives to reach its target audience and achieve its marketing objectives:

1. Develop a Professional and User-Friendly Website: The EmployBody website would serve as the organization's primary marketing tool. The website would need to be professional, user-friendly, and visually appealing to attract job seekers and employers. The website should have a clear mission statement, easy-to-use job search functionality, and resources for job seekers and employers.

2. Optimize the Website for Search Engines: EmployBody would need to optimize its website for search engines to increase its visibility in search results. The organization could use targeted keywords, create quality content, and ensure that its website is mobile-friendly to improve its search engine rankings.

3. Leverage Social Media: EmployBody would leverage social media platforms such as LinkedIn, Twitter, and Facebook to reach its target audience and engage with the

disability community. The organization could post job openings, share success stories, and provide tips and resources for job seekers and employers. Social media can also be used to build relationships with disability advocacy groups and disability-focused job boards.

4. Develop Email Marketing Campaigns: Email marketing could be used to promote EmployBody's services and resources to job seekers and employers. The organization could create newsletters or targeted email campaigns to share job listings, upcoming events, and other relevant information.

5. Create Engaging Content: EmployBody would create engaging content to build a strong community of persons with disabilities, employers, and disability advocacy groups. The content could include blog posts, videos, and social media updates that highlight success stories, provide employment tips, and promote the organization's mission. Focused journals for advertising in India include:

- Samarth Bharat (https://samarthbharat.net)

- National Association of the Deaf (NAD) News

(http://nadindia.org/Media/Breaking%20News)

- Indian Journal of Occupational Therapy (https://www.ijotonweb.org)

- Indian Journal of Physiotherapy and Occupational Therapy (https://ijpot.com)

- Spandan, Journal of Human Potential Development

(https://www.spandanfhv.in/research-work.html)

- Swavlamban (https://www.swavlambancard.gov.in)

- Nirmiti Foundation (https://nirmitifoundation.org)

- Enable India Newsletter (https://www.enableindia.org)

6. Partner with Disability Advocacy Groups and Employers: EmployBody could partner with disability advocacy groups and employers to expand its reach and build relationships. These partnerships could involve co-promotion of events, job fairs, and job listings, as well as sharing resources and information.

7. Host Community Engagement Events: EmployBody could host community engagement events such as job fairs, workshops, and seminars to promote inclusive hiring practices and build relationships with job seekers and employers.

Overall, the marketing strategy for EmployBody would involve a combination of digital marketing tactics, community engagement initiatives, and partnerships to reach its target audience and achieve its marketing objectives.

Marketing Budget

The estimated marketing budget for EmployBody, based on figures provided from other NGOs (Mamidi, pers.comm.), is:

1. Digital Marketing: EmployBody can leverage various digital marketing channels such as Google Ads, social media advertising, and email marketing. A monthly budget of INR 50,000 can be allocated to digital marketing efforts.

2. Content Creation: To engage with its target audience, EmployBody can create informative blog posts, infographics, and videos. A monthly budget of INR 20,000 can be allocated for content creation and distribution.

3. Events and Sponsorship: EmployBody can participate in events and sponsorships relevant to its target audience. A quarterly budget of INR 30,000 can be allocated for such activities.

4. SEO: A monthly budget of INR 15,000 can be allocated to optimize the website for search engines, including keyword research, link building, and technical SEO.

5. Public Relations: EmployBody can collaborate with media outlets to promote its mission and services. A quarterly budget of INR 25,000 can be allocated for public relations activities.

6. Website Development and Maintenance: A one-time cost of INR 50,000 can be allocated for website development, followed by a monthly maintenance cost of INR 10,000.

7. Miscellaneous Expenses: Miscellaneous expenses such as branding materials, printing, and office supplies can be allocated a monthly budget of INR 10,000.

The total monthly marketing budget for EmployBody would be INR 1,50,000 with an additional one-time cost of INR 50,000 for website development. EmployBody can adjust this budget according to its specific marketing objectives and available resources. It is also essential to monitor the effectiveness of each marketing tactic and adjust the budget accordingly.

Tracking Key Performance Indicators for Marketing

As EmployBody is at the conceptual stage, we cannot conduct a performance analysis for the organization at this time. However, that key performance indicators (KPIs) that EmployBody

could use to track and measure its marketing performance:

1. Website Traffic: The number of visitors to the EmployBody website is a critical KPI to track. A growing trend in website traffic indicates that the marketing efforts are successful.

2. Conversion Rate: The conversion rate is the percentage of visitors who complete a specific action on the website, such as filling out a job application. A higher conversion rate indicates that the marketing messages are resonating with the target audience.

3. Engagement Metrics: Engagement metrics such as social media likes, shares, comments, and email open rates indicate how engaged the audience is with the content and messaging.

4. Job Postings: The number of job postings on the website is a key performance indicator, as it measures the success of the organization in attracting employers to post job opportunities for persons with disabilities.

5. Return on Investment (ROI): ROI measures the effectiveness of the marketing efforts in generating revenue compared to the cost of the marketing activities. A positive ROI indicates that the marketing efforts are profitable and efficient.

EmployBody should monitor these KPIs regularly and adjust its marketing strategy accordingly to achieve its goals. By continuously monitoring and analyzing its marketing performance, EmployBody can improve its marketing efforts and achieve its objectives.

8. **Financial Plan**

We have divided our financial plan into four main components:

- Sources of Revenue

- Expenses

- Cash Flow Requirements

- Project Timeline for the next 2 years

Sources of Revenue

1) Government Grants: Apply for government grants that support initiatives for persons with disabilities and employment programs.

- Accessible India Campaign (Sugamya Bharat Abhiyan)

    (https://disabilityaffairs.gov.in/content/page/accessible-india-campaign.php)

- Deendayal Disabled Rehabilitation Scheme (DDRS)

    (https://disabilityaffairs.gov.in/content/page/ddrs.php)

- Scheme for Implementation of Persons with Disabilities Act (SIPDA)

    (https://disabilityaffairs.gov.in/content/page/sipda.php)

- Sugamya Bharat Abhiyan (https://disabilityaffairs.gov.in/contenthi/page/accessible-india-campaign-hi.php)

- National Handicapped Finance and Development Corporation (NHFDC)

    (http://www.nhfdc.nic.in/)

2) Corporate Partnerships: Partner with corporations that are committed to diversity and inclusion. These partnerships can include sponsored job fairs, workshops, and other events, as well as financial contributions.

3) Service Fees: Charge a fee for job matching and placement services. This can be a one-time fee for job placement or a recurring fee for ongoing support and follow-up services. This fee will be charged from employers and will be used to support the sustenance of the not-for-profit.

4) Donations: Encourage individual and organizational donations through the website and other channels. Providing recognition for donors, such as naming opportunities and acknowledgment on the website.

5) Fundraising Events: Organize fundraising events, such as galas, auctions, and charity walks, to raise money for the programs and services.

6) Social Impact Investing: Seek out social impact investors who are interested in supporting programs that have a positive impact on society. Offer these investors a return on investment through revenue generated by the services

Expenses

1) Development and maintenance of a user-friendly online platform for job seekers and employers.

2) Salaries for staff members, including a project manager, website developer, social media manager, and administrative staff.

3) Marketing and advertising expenses to increase the organization's reach and awareness.

4) Rent for office space, utilities, and other office expenses.

5) Cost of training and upskilling persons with disabilities - if needed - to enhance their employability.

<u>Cash Flow Requirements</u>

1) Initial start-up costs to develop the platform, hire staff, and market the organization to potential donors, members, and clients.

2) Monthly operating costs for the first year, including staff salaries, rent, utilities, and marketing expenses.

3) Cash reserves to cover unforeseen expenses or short-term cash flow fluctuations.

<u>Project Timeline</u>

Year 1: Become an established NFP, build a network, recruit potential employers and employees -

● Establish the organization's legal structure, register with the appropriate government agencies, and secure necessary permits and licenses.

- Develop and launch a user-friendly online platform for job seekers and employers.

- Hire staff members, including a project manager, website developer, social media manager, and administrative staff.

- Conduct outreach and marketing efforts to raise awareness of the organization and attract donors, members, and clients.

- Generate revenue through membership fees and commission fees on successful job placements.

Year 2: Build upon the success of Year 1, further expand the network and cultivate new partnerships -

- Expand the organization's reach and impact by partnering with more employers and job seekers.

- Continue to develop and improve the online platform, including adding new features and functionalities.

- Increase marketing efforts to attract more donors, members, and clients.

- Increase training and upskilling efforts to enhance the employability of persons with disabilities.

- Diversify revenue streams by securing grants and CSR funding.

The following budget has been based on figures provided from other NGOs (Mamidi, pers.comm.), is:

Table 20: 2 Year Budget Timeline

Timeline	Activities	Estimated Cost (INR)	Estimated Revenue (INR)
YEAR 1	Legal registration and permits	50,000	0
	Platform development and launch	50,000	0
	Staff salaries and office expenses	20,00,000	0
	Marketing and outreach	18,00,000	0
	Training and upskilling	2,00,000	0
	Membership fees (100 employers x 10,000 INR)	0	10,00,000
	Commission fees (50 successful job placements x	0	5,00,000

	10,000 INR)		
YEAR 2	Platform development and improvement	2,40,000	0
	Staff salaries and office expenses	25,00,000	0
	Marketing and outreach	18,00,000	0
	Training and upskilling	3,00,000	0
	Membership fees (100 employers x 10,000 INR)	0	10,00,000
	Commission fees (50 successful job placements x 10,000 INR)	0	5,00,000
Total		**89,40,000**	**30,00,000**

EmployBody will have expenses of 89,40,000 INR and revenue of 30,00,000 (only membership and commission fees) over the two-year timeline. However, it is important to note that the revenue estimates are conservative and that the actual revenue could be higher, depending on the success of the organization's efforts to attract donors, members, and clients.

In summary, EmployBody's financial plan for the next two years will focus on generating revenue through various sources, managing expenses, maintaining sufficient cash reserves, and expanding its reach and impact. With a well-planned project timeline, we can achieve its long-term goal of breaking the social stigma behind the employment of persons with disabilities and expanding this movement to other parts of India.

9. Management and Operations

Team and Organizational Structure

EmployBody will be led by a Board of Directors consisting of a diverse group of individuals with experience in the disability rights movement, human resources, and social entrepreneurship. The Board will oversee the management team and be responsible for setting the strategic direction of the organization.

Figure 7: EmployBody's Organizational Structure
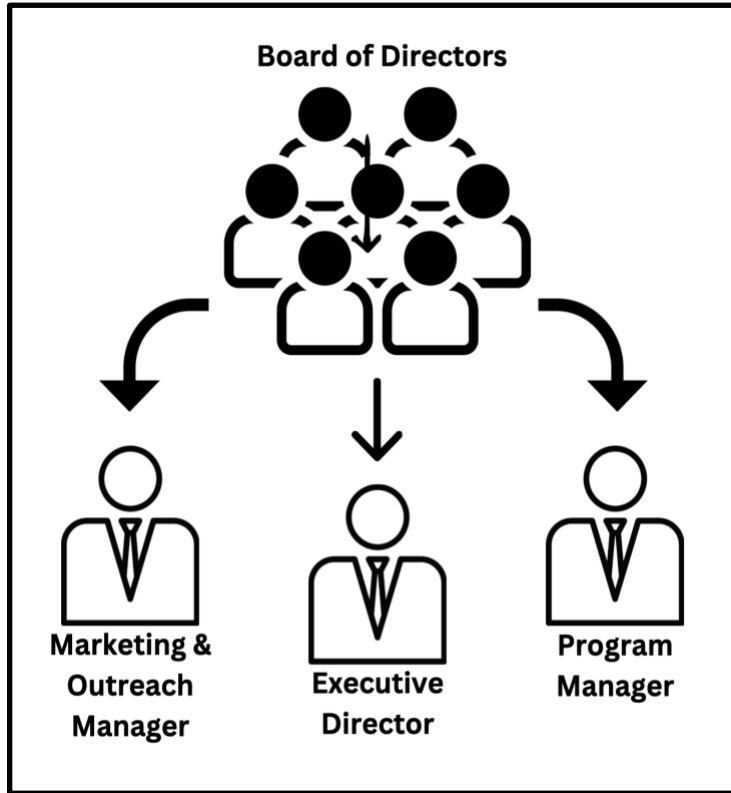
Source: Author's Own

The management team will consist of an Executive Director, a Program Manager, and a Marketing and Outreach Manager. The Executive Director will be responsible for overall leadership and management of the organization, including fundraising, financial management, and strategic planning. The Program Manager will oversee the day-to-day operations of the job placement program, including managing relationships with employers and job seekers. The Marketing and Outreach Manager will be responsible for promoting EmployBody and raising awareness about the benefits of hiring persons with disabilities.

Monitoring and Evaluation Mechanisms

EmployBody will use both quantitative and qualitative methods to monitor and evaluate progress and impact. These will include:

1. Tracking the number of successful job placements made through the platform.
2. Conducting surveys of employers and job seekers to measure satisfaction with the platform and tools.
3. Measuring the number of repeat users and referrals to the platform.
4. Conducting focus groups with employers and job seekers to gather feedback on how to improve and potentially expand the platform.
5. Collaborating with disability rights organizations and other relevant partners to ensure that the program is meeting the needs of persons with disabilities.

Required Resources for Management and Operations

1. A functional and user-friendly online platform for connecting employers with prospective employees.
2. A team of staff members with experience in social entrepreneurship, human resources, and marketing.
3. Funding for legal registration, permits, platform development, staff salaries, marketing, and outreach.
4. Partnerships with disability rights organizations and employers who are committed to inclusive hiring practices.

10. Summary

EmployBody is a non-for-profit organization established by Arjun Grover, Raghavi Rajumohan and Vasudev Jaikrishna for the scope of our FSP group project. We have developed a business proposal supplemented by primary literature review for an employment initiative that aims to provide persons with disabilities with gainful employment opportunities. We have established our organization's mission and values based on the UN's 2023 agenda of "Leaving No-one behind". EmployBody aims to bridge the gap between employers and employees with disabilities by providing a platform for them to connect and establish mutually beneficial relationships. We hope to facilitate an inclusive workplace wherein persons with disability are provided with necessary accommodations and opportunities to showcase their potential. We wish to break the stigma and bias that exists in society and promote an environment of equity and equality. By providing employers and employees with the AHP analytical tool, we are ensuring that decisions are made in an unbiased and objective manner in the workplace. We intend to work closely with disability advocacy groups and organizations to ensure that persons with disabilities are not discriminated against in the hiring process and that their unique needs are met in the workplace. By provide training and support to both employers and employees, we hope to facilitate a smooth and productive working relationship. Our long term goal is to break down the barriers and stereotypes that exists around persons with disability, and replace it with a positive narrative where they are seen as valuable resources and individuals who appreciated for their resilience and determination.

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Appendix A - MEMORANDUM OF UNDERSTANDING

MEMORANDUM OF UNDERSTANDING

Parties: Memorandum of Understanding ("MOU") is entered into on [date] between [Employer Name], located at [Address] ("Employer"), and EmployBody, located at [Address] ("EmployBody").

Purpose: The purpose of this MOU is to establish a collaborative partnership between Employer and EmployBody to increase the employment opportunities for persons with disabilities workers.

Roles and Responsibilities:

Employer agrees to:

1. Provide job vacancies and job descriptions to EmployBody as they become available.
2. Consider qualified candidates referred by EmployBody for open positions and provide reasonable accommodations, as needed, to ensure their success in the position.
3. Provide training and education for managers and employees to promote inclusion and awareness in the workplace.

EmployBody agrees to:

1. Recruit, screen, and refer qualified candidates to Employer for open positions.
2. Provide support and resources to candidates and employers to ensure a successful job match.
3. Collect data and provide feedback to Employer on the effectiveness of the partnership, including candidate retention and job performance.
4. Provide education and training to employers and their employees to promote disability inclusion and awareness in the workplace.

Confidentiality and Data Sharing: Employer and EmployBody agree to maintain the confidentiality of all information shared between them, including candidate and employee information. Employer and EmployBody agree to comply with all applicable data protection laws and regulations.

Term and Termination: This MOU will be in effect for a period of [X years]. Either party may terminate this MOU with written notice to the other party at least [X days/weeks] prior to termination.

Governing Law: This MOU will be governed by and construed in accordance with the laws of [State/Country]. This MOU constitutes the entire agreement between Employer and EmployBody and supersedes all prior agreements and understandings, whether written or oral, relating to its subject matter.

[Employer Name]   [Signature]   EmployBody   [Signature]

Date: Date: