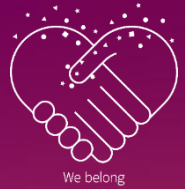


The content of this document is the property of Nokia. The content is for educational and information purposes only. It is not intended as advice and Nokia will not be liable for any errors or omissions. This document will not be continuously updated.

# No limits to opportunity



## A guide on inclusion of people with disabilities

Inclusivity sits at the heart of Nokia's value creation; its core to the way we do business, innovate and partner with our customers. It's an important aspect of our people strategy. We love and embrace the uniqueness of our people and want to make sure everyone feels safe and supported.

The aim of this document is to support People Managers in tuning their mindset and the mindset of their teams towards inclusion, accessibility and using services and tools to help.

NOKIA

# Objective

To provide global guidance to Nokia managers and their teams on how to hire, onboard, and engage team members with disabilities. This guide is based on the current status of support & opportunities.

This document aims to help people managers in:

Understanding Nokia's current approach to Inclusion & Diversity with specific focus on inclusion of people with disabilities.

Encouraging people managers in increasing the number of qualified employees with disabilities and ensure they can fully contribute to Nokia's success

Determining and requesting accommodations (e.g. supporting services and tools).

Preparing their teams to seamlessly include new team members with disabilities.

To read more about Nokia's approach to inclusion & diversity, please check the [Nokia I&D pages](#).

# Contents





# Section #1

Understanding Nokia's  
approach, the spectrum of  
disabilities and the  
opportunity for Nokia



# Objective of this section

One billion people, or 15% of the world's population, experience some form of disability\* and companies play a vital role in inclusion of this large talent pool.

This section helps people managers and teams to:

- understand Nokia's approach
- get an overview of disabilities
- understand the consequences for not recognizing people with disability as talent
- get familiar with Nokia's expectations to people managers.

[\\*World Health Organization report](#)



Disability is a long-term physical, mental, intellectual or sensory impairment which in interaction with various barriers may hinder a person's full and effective participation in society on an equal basis with others.

Definition of a disability by UN Convention

Almost every one of us will be permanently or temporarily be disabled at some point in life.

Dr Margaret Chan, Former Head  
World Health Organization



We act inclusively and respect the uniqueness of people.  
Nokia welcomes people to bring their full selves to work.



For Nokia, inclusion and diversity are business imperatives. We believe that powered by inclusion our diverse workforce makes us greater in innovation, superior in organizational performance and excellent in customer service.

Our goal is to make inclusion and diversity vital competitive differentiators for Nokia.

We want everyone, including people with disabilities, to feel they can be themselves, work alongside their colleagues, develop their skills and find equal opportunities to grow.

We take workplace inclusion seriously.



# An educational overview

There can be impairments related to:-

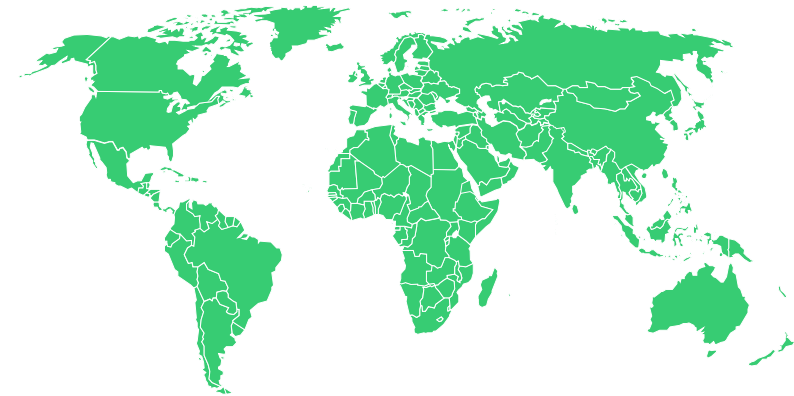
- Vision
- Mobility
- Hearing
- Learning
- Cognitive
- Chronic health conditions
- Episodic impairments or those in remission

For Nokia, inclusion and accessibility are simply the right things to do. It means that we design our ways of working and environments to be usable by people with disabilities and as compatible with a person's assistive technology as is reasonably adjustable.

Looking at this topic from a talent perspective, people with disability provide a skilled and talented pool of employees who offer unique ideas, perspectives, solutions, and innovations.

Globally, in 2019 the WHO identified more than **1 billion people with disabilities\***

In U.S 61 million adults have a disability which means 1 in 4 adults have some type of a disability\*\*.

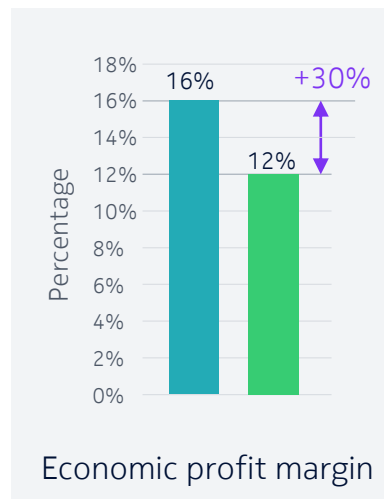


\*<https://www.inclusivecitymaker.com/disabled-people-in-the-world-in-2019-facts-and-figures/>

\*\* <https://www.cdc.gov/ncbddd/disabilityandhealth/infographic-disability-impacts-all.html>

# Companies with high disability inclusion outperform the rest

In this US study\*, an elite group of 45 companies are called champions. They excel in providing accessibility to all, including people with disability. Champions outperform on profitability and value creation. Overall scores show a significant difference.



## 2x

Champions were twice as likely as others to have higher total shareholder returns than those of their peer group

## 4x

Companies that have improved their inclusion of persons with disabilities over time were four times more likely than others to have total shareholder returns that outperform those of their peer group

2018 Accenture study: Getting to equal: The disability inclusion advantage

■ Champions ■ Others

# Still need more? Here are more reasons beyond revenue

## Increased innovation

People with disabilities are creative to adapt to the world around them, hence develop skills essential for innovation.

Having employees with disabilities, ensures products & services are also more inclusive.

## Improved productivity

Staff turnover is lower (even up to 30 %) when a well-run disability community outreach program is in place.

Work environments which are more inclusive of people with disabilities often see an increase in overall productivity level.

## Improved market share

People with disabilities represent a significant portion of the consumer market.

Companies that set up specific disability-related programs and targeted marketing efforts can expect an increase in patronage from people with disabilities.

## Improved shareholder value

Businesses that hire people with disabilities and foster inclusive cultures report bottom-line benefits that show proven ROI.

Governments, regulators & the investors are increasingly monitoring company culture and diversity.

## Access to a new supplier base

A diverse supplier base is a competitive advantage.

Access to new suppliers, innovative solutions & cost savings.

## Enhanced reputation

Increased brand enhancement and reputation as an inclusive employer.

According to Accenture study, 66 percent of consumers will purchase goods and services from a business that features people with disabilities in their advertising, while 78 percent will purchase goods and services from companies providing easy access for individuals with disabilities.

\* [2018 Accenture study: Getting to equal: The disability inclusion advantage](#)



# Consequences of not considering to hire people with disabilities

## Engagement and branding

- **Employees seek to work for employers who do the right thing by being inclusive.**
- Accessibility has a major impact on a company's brand.
- Loss in community value. Working in partnership with local communities on topics that are important to them make companies stand out.

## Business

- Some governments revoke the license to do business in certain countries when companies fail to comply with their legal requirements. Companies can be **exempt from competing for deals** for several years.
- Some of our customers base up to 20% of their supplier selection criteria on their commitment to diversity and environment (for example Vodafone). For tenders, suppliers – such as Nokia – are asked to demonstrate policies and procedures that support **diversity in the workplace, including people with disability, gender, ethnicity, LGBT+, and age.**

## Legal\*

- Many countries are issuing new legislation to ensure companies act inclusively towards people with disabilities.
- Discriminating against people with disabilities or failing to offer them appropriate support can have consequences such as legal claims, damages and financial penalties.

\* Nokia People Managers should contact respective Country HR to understand the local legislation, requirements and other country specific details

# What is expected of people managers?

## No stigma

- Challenge your initial thoughts by learning facts on disabilities.
- People with disabilities are as diverse and varied in their skills, experiences, passions, and ambitions as the rest of the workforce.

## Tap into the untapped

- Regard this as a new opportunity to tap into a wide pool of talent.

## Hire

- Educate yourself about the Nokia hiring process.
- Each time you hire, consider everyone, also people with disabilities.
- Be open to applications from all candidates including diverse candidates.
- Be mindful that your process may need to be adapted for candidates with disabilities.

## Ask for support

- Collaborate with Nokia's points of contact to obtain support.
- IT; People & Places; Health, Safety and Physical Security; and CPO can support you and your employees.

## Be a role model

- Remember there might be people with disabilities in every organization.
- Be a role model for inclusion by providing a proper onboarding experience for your new hires.
- Do not let any team member exclude, stereotype, insult, or bully a person for their disability, or discriminate against a person with a disability in any way.
- Ensure your team also champions inclusion by accepting people as they are and showing learning agility and respect.



# Section #2

Hiring, onboarding and  
accommodations support

## Objective of this section

Employees with disabilities might need some services and tools to help them to perform in the best possible way.

This section helps people managers help find more around:

- Hiring and onboarding
- IT software and hardware
- Physical workplace
- Health, safety and physical security.





# Hiring

Steps in recruiting and hiring process. Click to navigate.

1

Determine the abilities  
you require for the  
open job

2

Inclusive job descriptions  
and postings

3

Sourcing

4

Short-list

5

Prepare for the interview

6

Interview

7

Feedback

8

Decision making /offer

# Step 1: Determine the abilities you require for the open job



## People with disabilities are skilled and outcome focused

Nokia has people with disabilities successfully performing in various roles. Many choose not to disclose. Also, many have invisible disabilities.

### As a people manager, you can grow your inclusive mindset to

- Encounter all people with empathy and appreciation.
- Ensure equal opportunities for personal and professional growth.
- Recognize your bias and blind spots and learn to mitigate them.
- Become a coach to all your team members.

### As a people manager, for your open position, focus on the abilities required.

- People with disabilities may need to use alternate solutions and tools (aids, technology, assistive devices) to do the job. When you act inclusively, express your willingness to support, people will tell you without you needing to ask.
- With the support of Talent Attraction Partners, you can also conduct **targeted hiring** and tap for example into neurodiverse candidate pools for positions such as Software Engineer, Service Engineer, Data Analyst.
- Many neurodivergent people possess extraordinary skills, including in pattern recognition, memory, creative problem solving, troubleshooting, visualization / art and mathematics.

In Nokia, we have employees with disabilities in roles such as:

- Business Controller
- HR Consultant
- Customer Project Manager
- Head of Technical Support Services.

35% of American entrepreneurs are dyslexic according to Logan, J 2009. Leaders with dyslexia include:

- John Chambers, CEO of Cisco
- Gary Cohn, President of Goldman Sachs
- Paul Ofalia, Founder of Kinko.

The EnableAcademy.org analysis done with more than 700 companies across 26 sectors shows that persons with disability work in 30+ functions ranging from managerial, technical, semi technical, finance, operational and more.

## Step 2: Inclusive job descriptions and postings



- Any Nokia job ad have been updated to explain what “inclusion” and “equal opportunities” in practice mean in Nokia – including information for example about flexible working, health insurance.
- List 3 –10 essential job duties and/or responsibilities and for each duty explain the essential tasks using clear, simple and precise language. This is also attractive for any non-native English speaker.
- Describe the physical work environment and the hours of work (weekend work, shift work, working outdoors, working with challenging clients, working in noisy environments...).
- Consult your Talent Attraction Team. They can help you to make sure that the job ad includes details about accessibility as required.



## Step 3: Sourcing



- Nokia uses various sourcing channels as well as social media platforms to post open jobs for external hiring.
- For targeted hiring Talent Attraction Partners, also engage with organizations that specialize in finding employment for people with disabilities:
  - Foundations
  - Non-profit organizations such as [www.scope.org.uk](http://www.scope.org.uk) or [www.thearc.org](http://www.thearc.org)
  - Specialized job portals such as [www.jobability.org](http://www.jobability.org) or [www.disabledperson.com](http://www.disabledperson.com)
  - Universities, colleges, technical and vocational institutes.





## Step 4: Short list



- A candidate's disability should not be used as a basis to determine suitability for the job when shortlisting.
- The focus must be on suitability against the required criteria, competencies to meet the job demands, i.e. on inherent requirements and essential functions and merits of the candidate.
- Do not compare one candidate against another using a candidate's disability as a criteria to include or exclude them.



## Step 5: Prepare for the interview



In case you have been made aware by the candidate about his/her disability, consider these things:

- Discuss about the interview with your Talent Acquisition Partner (TAP). With the TAP, consider and offer to the candidate the available **accommodations or adjustments** for the interview such as an accessible meeting location, a sign-language interpreter, other external support etc.
- Design your job ads, assessments and activities to focus on **essential skills and aptitude**.
- Make sure all candidates get the same **preparation materials**.
- Be prepared to provide **alternative ways** for candidates to accomplish any required tests, activities or assessments.
- **Use a diverse interview panel**. It is highly advised to include a person with disabilities as an interviewer if possible.
- Let the candidate know **how many people will be participating in the interview** (one to one, multiple interviewers, interview panel), **what to expect** and the length of the interview.
- Tell the candidate which topics will be discussed, share the schedule in advance, include written instructions to any required activities or assessments as well.



## Step 6: Interview



- **Be flexible and customize the process** adjusting your communication style, switching the environment etc.
- **Be objective and non-biased** do not let your own assumptions and misunderstandings about disability get in the way.
- Focus on the person's **competencies and merits** to carry out the essential duties and activities of the job.
- **Give time**, pay attention and wait for the person to complete a word or thought - do not finish it for the person.
- Use a **structured interview process**. It helps prevent biased decisions. Make sure that you follow the same structure for all the candidates.
- Consider breaking the interview down into smaller **intervals**, if needed.
- **Keep questions brief**. Ask one question at a time.
- Do not ask about the disability, if the candidate does not bring it up.

## Step 7: Feedback



- The Talent Acquisition Partners (TAP) always provide written feedback to all the candidates.
- If you prefer to give the feedback yourself, please inform the TAP and ask for advice or support in order to give a **clear, honest and encouraging** feedback as soon as possible (no need to wait until the end of the recruitment process).
- **Don't be afraid or uncomfortable** to give concrete feedback about the competencies, abilities and possible learning proposals.



## Step 8: Decision making / offer

- Make sure there is **no bias** when taking the final decision. Base your decision not only on technical skills, but on the findings of the interviews.
- Ensure to maintain pay parity with other members in the team.
- Thank the candidate for choosing us.
- **Inspire them** so that they feel included in the team and motivated to join it.





# Onboarding

Considerations for all new hires including those specifically identified for people with disabilities

## Before new hire joins

- If you were supported by a community partner or Talent Attraction Partner when hiring the new Nokia talent, continue to collaborate on planning the onboarding
- If accommodations were requested during the interviews, make sure they are in place at work, too (refer to the accommodations in section 2 of this handbook)
- Discuss importance of inclusion with your team to ensure the best possible onboarding (refer Section 3 of this handbook)
- Identify a buddy. Check the global onboarding materials for more information and required action especially.

## First week

- Ensure your new hire is properly introduced to the team and welcomed
- Confirm that all instructions and materials shared are clear. Support where needed
- Check if the buddy is already in touch and supporting
- When applicable, organize a tour in the workplace, invite the team to lunch together and introduce the newcomer to people to widen his/her network.

## First month(s)

- Ensure there are checkpoints to go over tasks, assignments & timelines and that the criteria for performance review are clear
- Support the team to act inclusively and be considerate of the newcomer's needs
- Tell about the availability of Nokia mentors, coaches and the Employee Resource Groups.

# What are accommodations or adjustments?

An accommodation\* or adjustment is a reasonable modification to some aspect of aspects of a person with disabilities' work or work environment to enable them to perform their role safely and productively and overcome disadvantage.

Examples may include:

- Leaves
- Modified work schedules
- Real Estate / Facilities or lighting modifications
- Assistive devices
- Work travel or special event modifications
- Sign language interpreters and/or captioning.
- Adjusting a policy or procedure
- Adjusting communication methods
- Providing additional training for colleagues

In a major US employer survey, researchers found that 58% of disability accommodations in the workplace cost nothing, and the remaining 42% had a median cost of \$500 per person\*.

Source :[Disability statistics](#) | [Disability Fundamentals for Managers](#) ([disabilityin.org](#))



# Available support

## IT

Nokia IT provides central points of contact to People Managers on any IT related subject for employees with disabilities.

### Main areas of support:

- Consultation on specific needs with Nokia IT Procurement
- Consultation and guiding of managers on 'how to' with Nokia IT Procurement.
- Provide Laptop option support/guidance
- Provide Nokia specific MS windows image support/guidance and custom configuration for accessibility on any changes needed in settings or policies
- IT related cyber security concerns and security related subjects
- Peripheral support/guidance
- Support/guidance for ergonomic accessories
- Nokia software management and guidance on software options and license acquisition
- Support to use Nokia tools to acquire needed equipment.

## People and places

People & Places provides a central point of contact to People Managers on Real Estate matters related to employees with disabilities.

### Main areas of support:

- Office design/modifications to facilitate access (e.g. ramps, wheelchair accessible toilets)
- Furniture provision (chair, desk)
- Provision of car park spots
- Emergency preparedness support (e.g. fire evacuation plans).

## Health, Safety, Physical Security

Health and wellbeing services and Personal Support Services are available for all at Nokia.

For any health, safety and security related questions, People Managers can contact their regional People Safety & Security teams.

## People

People Managers can contact HR Services for further support.



# Section #3

Getting familiar with  
disabilities and improved  
inclusion with the team

## Objective of this section

The biggest barriers for employees with disabilities are often created by their managers and co-workers who have pre-set attitudes and assumptions about people with disabilities and their performance and potential.

This section helps people managers to:

- listen better
- learn ways to comfortably interact with people with different types of disabilities.
- be aware of practical tips to increase inclusivity





# Improve your communication and develop skills to reduce misunderstandings

When you meet a person with a disability...

- Do you get **too protective**?
- Do you **try too hard to say / do the right thing**?
- When in a group, are you **inconsiderate**?
- Do you **avoid talking directly**?
- Do you get **anxious**?
- Do you **gush excessively**?

People with disabilities are, first and foremost, people

Exercise the same courtesy and respect you would with anyone else. Like anyone else on your team, people with disabilities have unique abilities, interests, and needs.



## Courtesy

There are some common courtesies to be mindful of in order to show respect to the other person.

- Do not touch a person's aid, equipment or service animal.
- Address the person with disability directly, not their assisting person.
- Assist only when being asked to assist. Then, ask how you can best help.
- Do not discuss a team member's disability with another person.



## Language

It is important to use respectful and inclusive language. Here are some suggestions for respectful terms to use:

- Use the term "Person with disability" or a more precise term such as "person who uses wheelchair". Don't say a "disabled person".
- Person of short stature
- Emotional disorder, mental illness
- Cognitive disability, intellectual disability
- A person with down syndrome, autism, etc.



# Learning how to interact respectfully with co-workers who...



...have physical disabilities or mobility challenges:

- Sit at eye level, when talking to someone in a wheelchair.
- Don't lean onto or touch the wheelchair or other assistive device.
- Don't touch people in wheelchair without asking for permission.



...have learning disabilities:

- Adjust your pace to the person's pace you're interacting with.
- Allow for flexible schedules.
- Don't pressurize.
- Ask for preferred way of receiving information.
- Provide checklists.



...are deaf or hard of hearing:

- Ask how they prefer to communicate.
- Gain eye contact prior communicating. Minimize background noise.
- Tap on the shoulder to gain attention.
- Speak clearly and slowly with normal tone of voice.
- Do not shout or exaggerate mouth movements.
- Whenever possible, provide information in writing.



...are blind or have low vision:

- Identify yourself first, in a F2F or virtual setting. Also say goodbye when leaving.
- Ask if they need assistance and do not insist if they decline your help.
- If you're asked to guide, don't grab the person, but offer your arm or elbow.
- Tell if there are steps up or down, to turn left/right, etc.
- Don't distract a guide dog.
- Share documents in advance.



...have cognitive disabilities:

- Be very concrete. Allow the person to take time processing, if needed.
- Don't use baby talk.
- Don't rush or try to finish someone's sentences.
- Speak directly to the individual, not to their job coach.
- Provide work-related materials in alternate formats.
- Break multi-step assignments down into individual steps.

# Summary

## Practical tips to ensure support at every stage

### Hiring

- Ensure job ads are inclusive and job posts are available in accessible formats
- Confirm that interviews are accessible for the interviewee
- Don't ask disability related questions unless person shares information on disability
- Be prepared to offer support for the interview if requested: e.g. Sign language interpreter, extra time
- Ask only job-related questions focusing on skills, knowledge, expertise and interest.

### Preparations for the new hire

- Listen to your new team member
- Assess the need for modifications or adjustments to the work environment to make it more accessible
- Make sure your team acts inclusively towards the new team member
- Prepare an onboarding plan. Assign a buddy and talk about Nokia's mentor and coach pool which is available for all
- Make adjustments to the environment to make it more accessible.

### Transition to a new role

- Provide accessible instructions about the role
- Create a workplace glossary with the team and introduce it to the newcomer, as well as relevant guidelines and procedures
- Show around the facility when in the office
- Use job coaches if requested and available
- Tell about mentoring or coaching support available for everyone
- Assign a buddy, invite to lunches and gatherings
- Share information in accessible formats
- If accommodations have been discussed, check how the support would work at its best
- Talk about flexible working options at Nokia.

### Performing in the new role

- Talk about the Nokia criteria for performance reviews
- Do the 1in90 discussions and other regular checkpoints, give feedback on progress and record it as per Nokia's performance management process
- Share agenda information prior to the meetings and ensure all materials are accessible
- Give the employee enough time to learn new skills.

### Social inclusion

- Make the person feel welcome
- As a manager, learn to use the right terms and language when talking about disability
- Do not make assumptions but ask and when doing that do not focus on disability but the person
- Connect with employee resource groups to get peer support.

A woman with long dark hair, wearing a blue top and a silver necklace, is pointing her right index finger towards a chalkboard. She has a focused expression. In the background, several other people are blurred, working at tables in what appears to be a workshop or classroom. A computer monitor is visible on the left. The chalkboard has some diagrams and the letter 'C' written on it.

# Section #4

## Resources

# Resources



## Coaching & Mentoring

Mentoring helps with **easier transition into the workplace, greater sense of belonging and ability to explore potential issues and challenges** in a supportive environment.



## Learning Solutions

With 30-minute **interactive and open-source external training** managers can learn disability awareness, etiquette, accommodations, accessible meetings and events.

[Link to Disability Fundamentals Training for Managers by Disability: IN](#)



## Employee Resource Groups (ERGs)

ERGs that focus on disabilities can provide further support and guidance to employees. Nokia currently has 3 such groups.



## Nokia Employees

Nokia has employees with disabilities working in different functions across different locations. Listen to their personal stories.



## Nokia Allies

Nokia has allyship program. Join Disabilities Supporter and/or Inclusion Ally, become well versed in how to support other people and commit to inclusive actions. You can also connect with other allies.

NOKIA



The content of this document is the property of Nokia. The content is for educational and information purposes only. It is not intended as advice and Nokia will not be liable for any errors or omissions. This document will not be continuously updated.