



INCLUSIVE EMPLOYEMENT PILLAR

Criteria	No.	Maturity	Foundation			Growth			Empowerment			Leadership	
			%0	%10	%20	%30	%0	%50	%0	%70	%80	%90	%100
Inclusive Environment (%25)	1	<p>Accessible Physical Environment:</p> <p>The organization must ensure that its internal facilities and surrounding workplace environments are designed and prepared in accordance with universal accessibility standards—such as UAE Universal Design Code. This should guarantee ease of access and use without barriers for POD in the workplace, and readiness for safe evacuation in emergency situations in line with occupational health and safety standards. The organization should also provide accessible parking spaces, restrooms, and appropriate signage and guidance systems for POD. In addition, it should offer assistive technologies and devices such as voice-assist tools, visual magnifiers, touch-control tools, wheelchairs, lifting devices, and other assistive technologies.</p>	"The work environment in the organization lacks inclusive access measures and adequate facilities for POD, making it difficult for employees with disabilities to participate fully and easily, and to advance in their career paths like their non-disabled colleagues."			"The organization shows some efforts to improve accessibility and the use of its facilities by POD; however, these efforts are limited, and there is often difficulty in accessing and using the organization's facilities easily and conveniently by POD, which does not meet the needs of most types of disabilities."			"The organization establishes and implements policies and practices to provide an inclusive physical environment for POD by following standards for inclusive access, ensuring that they can access and use most of the organization's facilities, and providing some assistive technologies and devices for them. However, these efforts do not meet the requirements of certain types of disabilities and do not cover all of the organization's facilities. The organization also develops and improves these practices based on performance results, satisfaction measurements, and feedback in most cases."			"The organization demonstrates exceptional efforts in providing a physical environment that is accessible for POD in all its facilities, adhering to the highest standards of international inclusive access. It establishes and implements comprehensive policies and practices to ensure that all facilities can be accessed and used easily and conveniently by them, while also providing assistive technologies and devices that meet their diverse needs, covering all types of disabilities. Additionally, it is committed to periodically developing these practices based on performance results, satisfaction measurements, and feedback. As a result of these efforts, the organization has received recognition or awards and is considered a role model for other institutions in this field."	
	2	<p>Accessible Informational and Digital Environment:</p> <p>The organization must ensure that POD in the workplace can easily access and use technological services, information, and educational resources (such as signage, websites, digital platforms, smart applications, social media channels, and communication tools) in alignment with international best practices. This includes providing user interfaces that are flexible and compatible with assistive technologies such as screen readers, voice control systems, touchscreens, specialized keyboards, eye-tracking devices, and others that facilitate effective digital access. Moreover, the organization should make information available in accessible formats—by converting documents, data, and images into Braille, large print, electronic or audio content, or sign language translation.</p>	"The work environment in the organization lacks measures for inclusive digital access for POD and access to information, making it difficult for employees with disabilities to participate fully and easily, and to advance in their career paths like their non-disabled colleagues."			"The organization shows some efforts to improve digital accessibility and the use of applications and access to information by POD; however, these efforts are limited, and there is often difficulty in accessing and using them easily and conveniently by POD, which does not meet the needs of most types of disabilities."			"The organization establishes and implements policies and practices to provide an informational and digital environment for POD by following standards for inclusive access, ensuring that they can access most websites, applications, and information easily, and providing some assistive technologies and devices, as well as presenting some information in accessible formats. However, these efforts do not meet the requirements of certain types of disabilities and do not cover all aspects of the informational and digital environment, including electronic and digital services and applications. The organization also develops and improves these practices based on performance results, satisfaction measurements, and feedback in most cases."			"The organization demonstrates exceptional efforts in providing an informational and digital environment that is accessible for POD, adhering to the highest standards of international digital inclusive access. It establishes and implements comprehensive policies and practices for digital accessibility, enabling easy and convenient access to services and information in accessible formats, and providing assistive technologies for digital sites and applications that meet their diverse needs, covering all types of disabilities. Additionally, it is committed to periodically developing these practices based on performance results, satisfaction measurements, and feedback. As a result of these efforts, the organization has received recognition or awards and is considered a role model for other institutions in this field."	
	3	<p>Embedding an Inclusive Culture:</p> <p>Embedding an Inclusive Culture through awareness and training of the organization's employees on the rights of POD in the workplace and how to engage with them appropriately, in a way that fosters a sense of belonging and enables them to carry out their duties effectively in the workplace.</p>	"The training programs provided by the organization lack courses on how to interact with POD, and employees are rarely made aware of disability-related issues."			"The organization raises awareness among a small number of employees about the rights of POD; however, these awareness programs are basic and do not cover most aspects of disability, and they have not reached a level that gives the impression that the organization provides an inclusive environment. The organization occasionally offers some training on disability-related matters, but it is irregular and simplistic, and there is a significant opportunity for the organization to improve its efforts in providing an inclusive environment."			"The organization raises awareness among some employees about the rights of POD and how to interact with them. It also occasionally offers specialized courses for employees on disability-related matters and how to engage with POD; however, these efforts are irregular and not comprehensive, and there are opportunities to improve these initiatives. Additionally, the organization sometimes works on developing and enhancing these efforts."			"The organization demonstrates exceptional efforts in embedding an inclusive culture by establishing and implementing comprehensive plans to raise awareness among all its employees about the rights of POD and how to interact with them, as well as meeting their diverse needs according to the type of disability. Additionally, it includes specialized training for employees on how to interact with POD, especially in emergency situations, in its training programs and implements a suitable number of these courses. This enhances the sense of belonging among employees with disabilities and facilitates their interactions within the organization. The organization is also committed to periodically developing these practices based on performance results, satisfaction measurements, and feedback. As a result of these efforts, it has received recognition or awards and is considered a role model for other institutions in this field."	
	4	<p>Results:</p> <p>Measuring the organization's efforts in providing an inclusive work environment through perception surveys and performance indicators and using the results for continuous improvement. These may include but are not limited to: (Number of disability-related training sessions for employees, number of awareness campaigns or workshops on disability, level of compliance with international standards or the UAE Universal Design Code, level of compliance with international standards for digital accessibility, POD employees' satisfaction rate regarding the inclusive work environment)</p>	"A very limited number of results are measured to assess the organization's success in providing an inclusive environment, and most of these results have been negative, with no benefits derived from them for improvement and development."			"The organization measures its performance in providing an inclusive environment through limited performance indicators and opinion measurements, which are assessed irregularly. Some of these measurements have shown positive results, but they are rarely utilized for improvement and development."			"The organization measures its performance in providing an inclusive environment through performance indicators and opinion measurements, which are assessed periodically in most cases. The results show positive trends in the majority of instances, and they are sometimes utilized for improvement and development."			"The organization measures its performance in providing an inclusive environment through comprehensive performance indicators and opinion measurements, which are assessed sustainably. All of these measurements are positive and are regularly utilized for development and improvement, serving as a reference for other entities."	

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Inclusive Policies and Bylaws (%35)	1	Employment Plans for POD: Developing recruitment plans/ strategies for POD that are aligned with job requirements and the type and degree of disability, in support of inclusive hiring. This includes ensuring the application of universal accessibility standards throughout all phases of recruitment and employment, and across all job advertisement platforms (digital, audio, visual, and in-person).	"The organization's employment practices lack the inclusion of practices for hiring POD and providing accommodations for them, resulting in limited representation of POD in the workforce."			"The organization shows some efforts to employ POD and includes certain practices for hiring them within its recruitment systems; however, these efforts are limited, and there are often difficulties in accessibility, communication, or providing accommodations during the hiring process for POD."			"The organization incorporates inclusive practices for hiring POD within its recruitment systems and has clear plans to ensure that they have the opportunity to apply for various positions. It also strives, in most cases, to advertise these positions using announcements that guarantee the implementation of accessibility requirements and diversify the means and channels of job advertising to meet the needs of most types of disabilities. Additionally, the organization develops and improves these practices based on performance results, satisfaction measurements, and feedback in most cases."			"The organization demonstrates exceptional efforts in employing POD and developing hiring plans that are comprehensive and sustainable, tailored to the job and the type of disability. It advertises these positions throughout the hiring process using announcements that ensure the implementation of accessibility requirements and diversify the means and channels of job advertising to meet the needs of all types of disabilities. Additionally, it is committed to periodically developing these practices based on performance results, satisfaction measurements, and feedback. As a result of these efforts, it has received recognition or awards and is considered a role model for other institutions in this field."	
	2	Inclusive Employment Policies and Bylaws: Establishing and implementing policies and bylaws that ensure equity, equal opportunity, and equality throughout the employment process (recruitment, selection, application, interviews, assessment, and training).	The organization lacks policies or systems that ensure equality during the hiring process, resulting in limited representation of POD in the workforce.			The organization has some limited policies and systems in place to achieve equality during the hiring process for POD, which are applied occasionally. It also sometimes develops and improves these policies.			"The organization has clear policies and systems that ensure equality during the hiring process for POD, which are applied comprehensively and sustainably most of the time. Additionally, the organization develops and improves these practices based on performance results, satisfaction measurements, and feedback in most cases."			"The organization demonstrates exceptional efforts in establishing policies and systems that ensure equality during the hiring process for POD and applying them comprehensively and sustainably. It is also committed to periodically developing these policies based on performance results, satisfaction measurements, and feedback. As a result of these efforts, it has received recognition or awards and is considered a role model for other institutions in this field."	
	3	Safe Work Environment: Establishing and enforcing bylaws that ensure a safe environment and protecting them in the workplace against discrimination, abuse, neglect, or exploitation throughout all stages of employment.	"The organization lacks systems or practices that ensure a safe environment for POD and protect them from discrimination, resulting in limited representation of POD in the workforce."			"The organization has some limited practices in place to provide a safe environment for POD and protect them from discrimination, which are applied occasionally. It also sometimes develops and improves these practices."			"The organization has clear systems in place to provide a safe environment and protect employees with disabilities from discrimination, abuse, neglect, or exploitation at all stages of work, which are applied comprehensively and sustainably most of the time. Additionally, the organization develops and improves these practices based on performance results, satisfaction measurements, and feedback in most cases."			"The organization demonstrates exceptional efforts in establishing systems to provide a safe environment and protect employees with disabilities from discrimination, abuse, neglect, or exploitation at all stages of work, and it applies these systems comprehensively and sustainably. It is also committed to periodically developing these systems based on performance results, satisfaction measurements, and feedback. As a result of these efforts, it has received recognition or awards and is considered a role model for other institutions in this field."	
	4	Community Engagement and Partnerships: Enhancing the organization's societal role by forming partnerships and collaborations across the public, private, and third sectors, as well as with suppliers, to support the inclusion of POD within the organization and the broader community.	"The organization has no activities as a supportive entity for POD in the community."			The organization has some limited practices to enhance its community role as a supportive entity for POD.			"The organization exerts exceptional efforts as a supportive entity for POD in the community and has a number of community activities directed towards POD locally. It has also established numerous partnerships and collaborations with the private sector, government, and third sector to promote the social integration of POD. Additionally, it evaluates its role as a supportive entity for POD in the community most of the time based on performance results, satisfaction measurements, and feedback."			"The organization exerts exceptional efforts as a supportive entity for POD in the community and has numerous community activities directed towards POD locally, regionally, and internationally. It is committed to establishing many partnerships and collaborations with the private sector, government, third sector, and suppliers to enhance the social integration of POD, and it has a comprehensive annual plan for this purpose, which it implements comprehensively and sustainably. Additionally, it regularly evaluates its role as a supportive entity for POD in the community based on performance results, satisfaction measurements, and feedback. As a result of these efforts, it has received recognition or awards and is considered a role model for other institutions in this field."	
	5	Results: Measuring the organization's efforts in establishing inclusive policies and bylaws through perception surveys and performance indicators and using the findings for improvements. Indicators may include but are not limited to: ((Percentage of POD employed in roles suited to their abilities, number of partnerships aimed at supporting POD and its outcomes, satisfaction of POD in the workplace regarding recruitment mechanisms, flexible work policies, fairness, and equality).	"A very limited number of results are measured to assess the organization's success in establishing and implementing inclusive policies and systems, and most of these results have been negative and have not been utilized for improvement and development."			"The organization measures its performance in establishing and implementing inclusive policies and systems through limited performance indicators and opinion measurements, which are assessed irregularly. Some of these have shown positive results, but they are rarely utilized for improvement and development."			"The organization measures its performance in establishing and implementing inclusive policies and systems through performance indicators and opinion measurements, which are assessed periodically most of the time. The results show positive trends in the majority of cases, and they are sometimes utilized for improvement and development."			"The organization measures its performance in establishing and implementing inclusive policies and systems through comprehensive performance indicators and opinion measurements, which are assessed sustainably. All of these results are positive and are utilized regularly for development and improvement, serving as a reference for other entities."	

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Empowerment of POD in Work Environment (%40)	1	Equal Access to Training and Capacity Building: Providing fair and equal opportunities for specialized training, ensuring accessible opportunities for skill development and qualifications enhancement for POD.	"The organization rarely provides training programs for employees with disabilities, and these programs are insufficient or ineffective, which impacts their development and progress in their career paths."			"The organization offers some training for a limited number of POD; however, it is often not based on their essential job-related needs for their development and growth in their career paths."			The organization provides training for employees with disabilities; however, most of this training focuses on general management skills and neglects specialized training that is suitable for the nature of their work and is essential for developing their skills and knowledge. This sometimes limits their opportunities for advancement in their career paths, and there is room for improvement in these efforts. Additionally, the organization occasionally works on enhancing its performance in this area.			"The organization demonstrates exceptional efforts in ensuring equality in training by providing comprehensive and specialized training programs for employees with disabilities as part of the annual training plans. This ensures that they are given the same opportunities for specialized training as other employees, tailored to their job-related needs and delivered in a manner that accommodates their disabilities. Their training is not limited to management skills only; it also includes specialized courses relevant to the work of employees with disabilities, allowing them opportunities for development and advancement in their career paths, just like their peers. The organization is committed to regularly improving these practices based on performance results, satisfaction measurements, and feedback, and it serves as a role model for other institutions in this field."	
	2	Equal Opportunities for Career Advancement: Ensuring fair and equal opportunities for professional development, career progression, and fair performance evaluation for POD in the workplace.	The organization lacks the creation of opportunities for career and professional development for employees with disabilities, and there is no career path for them. They are not evaluated in a manner that considers their needs based on the nature of their disabilities. This is reflected in the high employee turnover rate and the low level of their satisfaction.			The organization provides a limited number of opportunities for career development for employees with disabilities, and their career paths are restricted to simple administrative positions, which do not align with those of other employees. Although there are some irregular efforts to retain them, the turnover rate remains high. There is also a lack of leaders with disabilities in leadership and supervisory positions.			The organization provides career development opportunities for most employees with disabilities, and they have a clear career path; however, it is not inclusive of all employees with disabilities. Additionally, their career paths do not fully align with those of other employees and can sometimes be limited in certain administrative positions. The organization offers fair evaluations that correspond to their needs. There are a limited number of employees with disabilities in leadership and supervisory roles. Employee loyalty is reflected in the low turnover rate among them. The organization occasionally works on enhancing its performance in this area, but there is still room for improvement in these efforts.			The organization demonstrates exceptional efforts in ensuring equality in providing career development for employees with disabilities by offering them a clear career path and a development plan, along with fair evaluations similar to those of other employees, while taking their needs into account. This enhances their loyalty and helps the organization retain them, benefiting from their experiences and skills. The success of these efforts is evident in the presence of employees with disabilities in supervisory and leadership positions. The organization is also committed to regularly improving these practices based on performance results, satisfaction measurements, and feedback, serving as a role model for other institutions in this field.	
	3	Reasonable Accommodation and Support Services: Providing the necessary reasonable accommodations (e.g., flexible work arrangements, allocated office space when needed) and supportive services (such as assistive devices, technologies, and personal assistance) to enable POD in the workplace to perform their duties and have inclusive access to the organization's services.	The organization lacks the provision of assistive devices or facilitative arrangements, such as flexible working hours, which makes it difficult for employees with disabilities to perform their work and forces them to provide these accommodations personally.			"The organization provides a limited number of assistive devices for employees with disabilities; however, these do not cover most of their needs, and there is a lack of attention to their maintenance and development. Some facilitative arrangements, such as allowing flexible working hours, are provided, but they are done irregularly and not within clear policies that ensure their rights during evaluations."			"The organization provides a variety of devices and technologies necessary for POD, tailored to their specific disability requirements, and these are maintained regularly. It also offers some facilities and facilitative arrangements, such as a flexible working system for POD based on their needs. Additionally, the organization regularly develops its practices by reviewing best practices and relying on performance results, satisfaction measurements, and feedback."			"The organization demonstrates exceptional efforts in providing the necessary assistive devices and technologies for POD, tailored to various disability requirements, ensuring their regular maintenance, and keeping up with the latest developments in this field. The organization is also committed to establishing policies and systems to provide facilitative arrangements, such as a flexible working system for POD based on their needs, ensuring that this does not affect their performance evaluations or career development. Additionally, it regularly develops its practices based on performance results, satisfaction measurements, and feedback. As a result of these efforts, the organization has received recognition and is considered a role model for other institutions in this field."	
	4	Feedback Channels: Providing accessible channels to collect feedback, manage complaints and suggestions from POD in the workplace, and measure their perspectives and satisfaction.	The organization lacks any means to obtain feedback from employees with disabilities, measure their opinions, and receive their complaints and suggestions in a manner that accommodates the different types of disabilities.			"The organization has some limited practices for obtaining feedback from employees with disabilities and occasionally measures their opinions and receives their suggestions and complaints. However, this is not done comprehensively or sustainably, and it does not take into account the needs and requirements of different types of disabilities."			The organization often provides appropriate channels that meet the needs and requirements of most types of disabilities to obtain feedback from employees with disabilities and utilizes this feedback for development and improvement. It implements policies and systems to periodically measure their opinions and receive and manage their suggestions and complaints, applying them comprehensively and sustainably most of the time. Additionally, the organization develops and improves these practices based on performance results, satisfaction measurements, and feedback in most cases.			The organization demonstrates exceptional efforts in providing suitable channels to obtain feedback from employees with disabilities and utilizes this feedback for development and improvement. It has established mechanisms for receiving and managing their complaints and suggestions, measuring their opinions in a manner that accommodates the needs and requirements of all types of disabilities, and applying these processes effectively, comprehensively, and sustainably. The organization is also committed to regularly developing these practices based on performance results, satisfaction measurements, and feedback. As a result of these efforts, it has received recognition and is considered a role model for other institutions in this field.	
	5	Communication and Community Participation: Creating opportunities for effective communication and community engagement for POD in the workplace and encouraging innovation and creativity within the organization to deliver solutions and services that promote the social inclusion of POD in the work environment.	The organization rarely involves its employees with disabilities in community activities, nor does it encourage innovation and creativity to provide solutions that enhance the social integration of employees with disabilities.			"The organization occasionally provides community activities and participation opportunities for its employees with disabilities; however, this participation is limited, not diverse, and irregular, with no consideration given to covering all employees with disabilities in these activities. Additionally, there is no tangible effort to encourage innovation and creativity to provide solutions that enhance the social integration of employees with disabilities. The organization's performance in this area is not measured, nor is it utilized for development and improvement."			The organization occasionally provides community activities and participation opportunities for its employees with disabilities; however, this participation is limited, not diverse, and irregular, with no consideration given to covering all employees with disabilities in these activities. Additionally, there is no tangible effort to encourage innovation and creativity to provide solutions that enhance the social integration of employees with disabilities. The organization's performance in this area is not measured, nor is it utilized for development and improvement.			The organization occasionally provides community activities and participation opportunities for its employees with disabilities; however, this participation is limited, not diverse, and irregular, with no consideration given to covering all employees with disabilities in these activities. Additionally, there is no tangible effort to encourage innovation and creativity to provide solutions that enhance the social integration of employees with disabilities. The organization's performance in this area is not measured, nor is it utilized for development and improvement.	
	6	Results: Measuring the organization's efforts in empowering POD in the work environment through accessible perception surveys and performance indicators and using the findings to drive improvement. These may include, but are not limited to: (Percentage of POD in supervisory or leadership roles, number of specialized training sessions for POD employees, percentage of POD employees participating in community activities organized or attended by the organization, POD employees turnover rate, the number of innovative ideas related to services for POD in work environment, satisfaction of POD employees with their opportunities for career development and growth, training, evaluation, equal opportunity and treatment, equity, equality, reasonable accommodation, and supportive services.	"A very limited number of results are measured to assess the organization's success in empowering employees with disabilities, and most of these results have been negative, with no benefits derived from them for improvement and development."			"The organization measures its performance in empowering employees with disabilities through limited performance indicators and opinion measurements, which are assessed irregularly. Some of these measurements have shown positive results, but they are rarely utilized for improvement and development."			"The organization measures its performance in empowering employees with disabilities through performance indicators and opinion measurements, which are assessed periodically in most cases. The results show predominantly positive trends, and they are sometimes utilized for improvement and development."			The organization measures its performance in empowering employees with disabilities through comprehensive performance indicators and opinion measurements, which are assessed sustainably. All of these measurements are positive and are regularly utilized for development and improvement, serving as a reference for other entities.	