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RI World Congress
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Plenary 2 – World of Work

CHAIR: Welcome back everybody. I hope you found lunch, and I didn't send you the wrong way. Thank you for being so prompt. It's good to hear the buzz in the room. Everybody has got the message about 'keep talking', and so we are.

I have had some feedback from some delegates just saying that us native speaking Brits and perhaps Kiwis - and we have a few of them in a minute, people from New Zealand - may be we are speaking too quickly for our delegates from overseas. So we'll try and bring it down a bit so it becomes more inclusive and accessible for everybody. So, apologies for those that have experienced that difficulty.

We are moving now into the next Plenary session on the world of work.

I am delighted to welcome to the stage my colleague Friedrich Mehrhoff who very helpfully supported me with others on the Programme Board as we went through the process of looking at speakers for this session and parallel session, one of which is 4 o'clock.

Friedrich has been a power of support.

As we move into the presentations, they will be in the same format: 4 presenters with 15 minutes each followed by a question and answer session.

So first of all, I would like to ask Mike Thompson to address us. He is the Director of Early Careers at Barclays Bank, so Mike over to you.

(Applause).

MIKE THOMPSON: Thank you and good afternoon Ladies and Gentlemen. I think asking an Irish man to be the first speaker after lunch, to speak slowly (Laughter) is quite a challenge! So I will do my best. Please wave or let me know if I am speaking too quickly.

I am Mike Thompson and I am Director for Early Careers at Barclays and I have had the responsibility for the development of our apprentice programme since 2012. And, over the next 15 minutes I would like to share the journey we have been on.

But before that, I would like to show a short video from our executive sponsor. For a business genuinely diverse and inclusive, it has to come from our organisation and we are fortunate to have an executive

sponsor behind our programme, behind everything our Company does.

So I would like to share this short video. (Applause) Making the work place accessible for disabled people is without question one of the biggest challenges in our commitment to diversity and inclusion as a business. All of us here know it's about more than just reasonable adjustments, is more than making the work place accessible. It's about making work and career opportunities accessible. Like many forward thinking organisations, it's important that we take responsible for creating Pathways and opportunities for future generations. Whilst we are justly proud of our approach towards diversity and inclusion, and our successes, we are also conscious that all businesses can talk about ambitions and commitments: the real proof and test is how we deliver on these.

We know that employee groups, networks, alumni, are great in terms of connecting existing employees with disabilities. But the real question is how do we, as a business, create accessible opportunities for future talent for disabilities?

For us, one of the most significant and sustainable ways we have achieved this has been the creation of our apprenticeship programmes.

Focusing on developing and looking at the running of these programmes have seen us remove barriers, improve qualification and experience requirements, age restrictions, and create a boulder apprenticeship programme, by Barclays and this means apprenticeships are a viable option for everybody with a disability, for those that have retired or left the workforce early through no choice of their own, to those returners who have perhaps been caring or for young people who attain limited qualifications or experience.

Significantly in the last 18 months, we focused heavily on what we need to do as a business to remove barriers for disabled people, to access careers opportunities and encourage them to pursue these.

Since 2012 we have recruited almost 2000 apprenticeships in our businesses, offering apprenticeship programmes, from entry to full degree qualifications, a true ladder of development.

Our apprentices and those with disabilities are true ambassadors; they demonstrate the value and commitment and the value of employment and they raise the bar with their sustained loyalty and commitment, they inspire colleagues and those seeking jobs.

They bring a new wave of digital skills, and all of this, in turn, positive impacts our customer perception of who we are and what we do as an organisation.

Our structured apprenticeship programme is practical, pragmatic, and provides a flexible framework within which we can learn and adapt to each individual. It enables apprentices to be supported by external talent coaches as well as their line managers and peers. The core focus is on academic and pastoral care throughout their career at Barclays and it seems to be working with a retention rate of more than 85%.

This is about preparation of future talent and tomorrow's business. The fact is that under-representation

of disabled people in the work place means many employers are missing out on a huge pool of talent, and this has to change.

So why is diversity important? Because, fundamentally, it makes us a more real business. And, because it helps us reflect society, and our community this we serve, our commitment to creating a diverse and inclusive, accessible work place for disabled people is important socially, and economically, and we believe we are starting to make a difference.

It's widely accepted that being disability-confident, and striving to be inclusive and accessible brings huge benefits to employers. It increases workforce moral and improves team work. It brings new ideas add thinking to the organisation. Importantly, it helps us to inform the way we develop our products and services to serve every one of our customers and it's a positive impact on employee loyalty.

But we also need to be mindful of the complex challenges that face disabled people and learn how to help them overcome these as they seek their way into long-term careers. By working with a variety of charities and disability organisations we strive to ensure that our apprenticeships are accessible to all and it's increased over the number of applications we receive from disabled people.

When we started our programme 4 years ago only 4% of our new recruits have declared a disability. That figure now stands at 11%. That is a significant improvement. But we still have a long way to go. This is where one of the challenges for us really lies. From an outsider point of view there is no denying that the perception of working for a bank, Barclays can seem very daunting. Apply that to candidates, an audience segment that is often marginalised and this could be like the impossible dream.

Consider this, more than 40% of working age disabled people are economically inactive...we have a statistic that is unacceptable and a clear talent pool that organisations are not tapping into. However, our values framework, integrity, excellence and stewardship, means once in sit our business, employers seek to listen and develop and learn and this is for disabled people and it helps to spell preconceptions and misconceptions that they have of the work place.

We are proud to be one of the sponsors of disability confidence and pledge to make a difference through the ever growing campaign and being despite being held up as an example of our disability we are not experts and we want and need to collaborate.

We need to collaborate with charities and specialist organisations, to develop even more appropriate approaches. To this end, we have on board apprentices working with the Shaw Trust, Ambitious about Autism etc. The numerous results are those that stick: it is about having a confidence in candidates; those that no longer believe they have a disability means that we'll automatically reject their applications, and that is a belief that has been held by so many in the past.

We believe one of the reasons behind this is an overhaul; how we position and communicate our opportunities, and how accessible we make them in the first place. Taking the time, to listen and try to

understand the challenges that face candidates with disabilities, as well as the challenges that face organisations who want to be more accessible, is the only way we can improve.

We have championed many workshops and listened to what people want and need and what drives a candidate to apply for a job at Barclays, and we have created a short film we want to share with you today. It aims to bring how inclusive disabled programmes are, featuring disabled apprentices. This film talks about the support provided and importance of listening and appreciation of disability at different layers, and how much support every candidate needs.

So, the open approach and two-way dialogue has worked well for us, and making a declaration up-front enables to us work well with candidates and to see they are supported from the very start.

Let me share the film with you now.

(Film shown)

One of the stars of our videos is sat in the audience, Jayne, and I am not sure if she has seen the video before. Jayne will be sharing her story tomorrow, which is a fantastic story. She has had a successful career in Barclays only sharing at the last moment she had a disability. I hope you will have chance to hear Jayne's story tomorrow.

One of the things from the film is the importance of pre-employment training and work with people before they joined the organisation and we do that in many ways, through our Barclays life team schemes, we work with schools right across the school. More recently, a core focus has been supporting Special Educational Needs students and our materials have been updated with the National Autistic Society to make sure all is appropriate and accessible, and we are working with Guide Dogs for people with visual impairments and looking at large print and audio. Our belief is there should be no barriers in training. Our apprentices undergo a 5-week programme preparing a world for work for them to understand us and vice versa, and to look at value in the workplace and for them to understand the better the environment in which they are coming but also and how we can support them.

This has created a pipeline of candidates with great work place skills and the preparation to make a sound and informed decision about pursuing a career with Barclays I mentioned earlier on about powerful employer networks can be once an individual has joined a business. At Barclays we have leveraged our disabled colleagues and the community known as our Reach Network which is made up of hundreds of colleagues to champion and support others in the work place and for early careers we have balloted a mentor process and if a candidate declares a disability, we offer them a chance to share with an existing colleague to have an informal mentor call prior to commencing next stage of assessment. We are helping to provide context and advice and removing any hidden barriers that may impact the confidence of a disabled person of the ability to secure a career and grow with Barclays.

What's next for Barclays? As I said up-front, I believe we are heading in the right direction and made many positive steps towards making our opportunities more accessible but we know we still have a very long way to go 11% is not good enough. So we have chosen to use this as an opportunity to announce a new initiative: a programme, a campaign specifically designed targeted to candidates with disability. Research and in sites suggest more than anything candidates and businesses share the challenge of feeling unable, not necessarily disabled, but just unable to access the world of work so we have called this "Able to enable" and this will have an internship programme for early careers candidates that will establish a real understanding of what is needed to make employers prepared and to be able to create a truly accessible work place and career opportunities and to make disabled candidates able to pursue opportunities. This 13-week programme has been designed to test the stretch point of our processes but equally extend the opportunity for growth and confidence in a safe way, and to increase employment prospects for the future. We'll work with partners to develop this initiative and programme and launch this at an event in head office in December. Our belief is the greater the awareness of the experience and challenges the greater the opportunity for businesses to work together and increase accessibility, reviewing recruitment practices, and truly changing lives.

We are proud to have Jayne with us today who will share her story tomorrow and proud to have many, many other disabled apprentices who are changing our businesses now for the future and better.

Thank you for listening to our story and journey and I hope this will encourage you to see how this applies in your world/life. Thank you. (Applause).

CHAIR: Yes, thank you

[Applause] And I and I thank you for being so prompt. As they seek their way into long-term careers. By working with a variety of charities and disability organisations, we strive to ensure our apprenticeships are made accessible to all, and this has resulted in 100% increase from the past four years in the number of applications we receive from disabled people.

CHAIR: Thank you, Mike. It shows the power - so, that the supply side of the equation needs to meet the expectations that Barclays may have with disabled candidates, but really it is invested in a lot of removing something, and ceasing barriers that exist in their way into work. While we talk about transitions in work, next, we are going to hear from Janet Tinson who probably has travelled the furthest from this conference. She's from the ACC, more colloquially known in New Zealand, to talk about the approach that New Zealand's taken in this area to supporting disabled people getting to employment. Janet?

JANET TINSON: A greeting to all in the Maori language of New Zealand, from the people of New Zealand, and thank you for the opportunity to be here. I work as a branch manager of NZ ACC, based in New Plymouth, an island with 100,000 people. I want to thank the Shaw Trust for the opportunity to be here today, personally to Stephen Duckworth whose conversation at a pub lunch enabled me to be here

today! I want to thank and support and the thought for my employer, ACC, to be here. I work with clients following excellent now we provide support for those clients to get back to an everyday life. Every person accessing does not, so it is a privilege to be working with them to realise their goals. What I'm going to outline today, I just realise it's me that's got to push the button! Specifically focusing on work, I will be telling you a little bit of the background, and social insurance. Our best fits of work and better work approach, and rehabilitation to achieve the outcome. The principles we apply in relation to work, and, when talking about work, I mean paid employment, how we acknowledge that the value of all work, such as in the home or voluntary. I talk about specific work-related support and programmes they provide, and then we will look at how we are doing with our results. And, looking ahead finally to future in our responses to some of the challenges. How do we do things differently? New Zealand? Well, we have a social contract, enacted by legislation, that has been in place since 1974, when the right to sue for personal injury was fully extinguished and replaced by universal excellent compensation system. It is a compulsory scheme, and covers all person injury, and we provide support for people from temporary injury through to life long disability. We fund medical treatment, social and vocational rehabilitation, and our core purpose to rehabilitation is to rehabilitate people back to work. The scheme brought together all other forms of personal entry insurance, for example, workers' compensation, motor vehicle insurance, as well as personal injury insurance which existed previously. The key point is that there is no fault. There is no legal process to claim that's fully funded, for example, through motor vehicle users, employers, the general public, secret from - separate from our it is system. It's designed to allow fast access to immediate assistance after trauma, financial support to clients within seven to ten days, claimed a large - claim lodgement, and claim lodgement is initiated by a doctor through an electronic portal to ACC. And, that triggers pathways for social rehabilitation. We provide comprehensive entitlements, social rehabilitation support includes home help, personal care, transport assistance, equipment, we fund housing alterations, and income replacement while unable to work as 80 per cent of usual earnings. I believe that is one of the highest - the work and rehabilitation relationship is that while you're off work recovering, we fund compensation to enable you both to recover and engage in rehabilitation to return to work. It's not necessarily expected to be life long income support, although often it is, or a high impairment. A little more about the scheme, it covers everyone from the man on the street to the Prime Minister. It covers all accidents all the time. Whether work, leisure, sporting, and also covers circumstances such as assault, medical misadventure, injuries as a result of physical injury, criminal injury, for example, from sexual assault, and work-related illnesses and occupational diseases. Interestingly, we changed our vehicle mishap and misadventure to treatment injury some years ago, and I believe it's before the Scottish Parliament now to look at a like no-fault system for vehicle misadventure. I would encourage you all to support that. Restoration is a key principle that we should restore our clients as closely to a former state

as possible. In terms of work, that means earning capacity, in order to do a previous job. ACC was quite controversial when it was first - there is broad social consensus in New Zealand that it's not a perfect system for this system for us. Not covered are entries and disability from other causation such as illness, disease, genetic conditions, or conditions arising exclusively from the ageing process. Therefore, there are two separate systems. - moving on to examining the benefits of work, I hope we will all agree that being in good work is a positive social indicator irrespective of disability. Work provides us with the economic means to inclusion and for those out of work between 18 to 25. The - 8 - in New Zealand, our reference point is the Australasian Fellowship, position statements, and we are also influenced by the work of Dame Carr roll Black in the UK. In line with the UNCRPD -- New Zealand as an office of disability issues and a documented disability strategy with wide-ranging inclusion objectives. ACC [unclear] which supports the people's disability and economic inclusion and are able to participate in the workforce. An example here is Jo who works in an engineering workshop following his rehabilitation after a serious brain injury from a car accident. He has been through our health system and patient rehabilitation in an acute setting, and then on to the specialised brain injury unit, both funded by ACC. It has been a long journey, but he loves his job, working with his mates, and making a living. He sees this better as being on a benefit. He's had many services to achieve independent employment, including interdisciplinary team therapy, employment, and [inaudible]. He has also had considerable support at home after early discharge from the rehabilitation unit. He's now independent from the - and [inaudible]. Moving on to some of the foundation principles embedded in our service designs, early intervention, we believe, is really important in to - to enable us in restoration in the return to work. That practice involves key co-ordination of parties, including a person with disability, the employer, the treatment provided on occasions, the union. Working in partnership under a plan [inaudible] specified and the steps to enable that are assessment of need, identification of service, documenting plan, and ACC purchases [inaudible] with the right referral at the right time approach. ... complex needs generally multi-disciplinary and... approach. We are developing our person-centred model of practice to a person-directed model of practice, recognising your needs are different from mine sort of approach, that every human being is unique. We consulted widely with our clients to evolve a more [inaudible] process-driven, and we would reflected in the expression of heard of this morning no decision about me without me. We're still dealing with [inaudible] who controls the financial support. In law it's defined as partnership between ACC and our - ACC holds the decisions financially. And it's been argued as necessary to ensure that there are some controls of the scheme, is at the scheme in here to support on an [inaudible] into the future. So we now look at our service delivery. We have a case management model - it's a terrible name, I acknowledge, and it's under review - with an assigned individual funder co-ordinator which is possibly a better reflection. Each of our staff manages 30 of our needs clients, and it's a [inaudible] approach with the [inaudible]. As a person

realises a person payments milestones. An important distinction is what case management is not in New Zealand, it's not kept funding approach that is heard of in the managed care models of, for example, in the United States. Our fully funded model means that our funded co-ordinators work with our clients in fully funded costs required to achieve the outcome. Within case management, we have a specialised stream of disability employment co-ordinators, and these staff work with our clients for disabilities of a working age for entry in order to work. We purchase services through third-party providers - I think you call them primes in the UK - so our contract design is based on evidence and best-practice principles to ensure quality and consistency for our clients. We buy the expertise from those teams with the skills. Generally, OT and PT-led - it's occupational therapy and physical therapy - vocational characters involving occupational medicine positions. Our contracts reflect a maintain-work approach. First, we explore the potential to stay in current [inaudible] and we have a contract called state's work programme, and that is therapy-led and includes a graduated return to work approach with duties and hours negotiated with employers. We also fund workplace modifications, equipment, vocational transport. Where a client cannot go back to the same route we have programmed to support to return into a new job, these programmes involve such interventions as retraining support, job-seeking support, such as CV writing, job interview skills and job brokerage. For clients with disability, these [inaudible] significant support. We also have some disability support services such as [inaudible] employment which is more intensive, with an employer incentive payment available. We have transition services for young adults moving for vocation into each employment, supported living, assisted technology and behaviour support which are the most relevant to the background to work. The flavour of our approach is very much whatever it takes. Practical and increasing variance approach. How are we doing when our overall rates compare well. 69 per cent of our people are independent from the scheme, and, by nine months, it's risen to 94 per cent. Generally leading the durable return-to-work rates in [inaudible]. For our disability stream, an indicator of success rather than the numbers of people in employment, and the results are modest where currently between [inaudible]. Results, around 90 per cent for our disability clients surveyed which would be the - we had around 70, and our last was 94 per cent of our clients, were assessed by the end of September 2016. Moving on to our challenges and conclusions, we are a low-population [inaudible] and our population is widely dispersed and we need to make sure our services reach all communities. We have cultural diversity meeting the cultural needs in part ownership with our Maori people and the new people to New Zealand, and we have to rise to the challenges. Like much of the developed world, we live with an ageing population and more age-related needs, both ageing and disability. We have [inaudible] businesses, and educating and changing minds, creating more disability for [inaudible]. We have to actually make it happen to drive that culture from person-centred to person-driven with initiatives like client management where clients can hold the funding with purchase their own services, but extensively consulted, and we are

developing a modern. Like much of the world, we are embedded in the biomedical approach as well as the bio - and we have doctors as gatekeepers for time off work. There's little time in the medical consultation for a general practitioner really to explore a person's ability. This results in certifications for based on inability and incapacity, so we currently promoting the change in attitude in our medical workforce, so that people with disabilities not assumed to be able to work. Our action in our cone impacts [inaudible] amongst our disability community through more supported employment providers, and increased access to incentives from employers. We need to [inaudible]. A large state organisation in the context-New Zealand, we are driving a programme of major change to open access to simplify our [inaudible] prejudices to open ourselves, and just generally make it easy. Which enables our clients to use our services. I would like to thank you you again for the chance to tell you about our system, and I would welcome any questions as we go forward. Thank you. [APPLAUSE].

CHAIR: I think, clearly, a very different system and approach to people who have accidents and return to work than many other models that we may know of in our own countries, but very interesting, nonetheless. I'm sure Janet will be able to answer some questions later on. She had a quick dig at doctors, which is always a good idea, because we've got one speaking next! So, Dr Paul Litchfield from BT is going to join us director - Director of Wellbeing and talking about BT's approach to the employment and retention of disabled people.

PAUL LITCHFIELD: BT, British Telecommunications, British Telecom, we do what it says in the name. We're a provider of communications services. We employ about 102,000 people, around 80 per cent of those are in the UK, [inaudible] we sell services to businesses, and we are presently in around about 170 countries. I'm clearly too tall! I will try harder. We see disability as a societal issue. A lot of our customers have disabilities, a lot of our potential customers have disabilities, and a lot of our people and potential people have disabilities, so it's something as a business we wouldn't want to ignore even if that makes commercial sense. Our history of taking this issue seriously goes back a long time. BT is the oldest telecommunications company in the world. For a long time, it was part of the General Post Office, and you can trace back documents over 150 years showing that there was concern about the employment of disabled in the organisation way back in the middle of the 19th century. In 1880, the boss, the Post Master General was a blind person, and did an extremely good job, I would like to think partly because of his disability. Over the last 50 years or so, like others, we've been part of that journey of moving both in language and approach from an equal-opportunity stance to one where we value diversity, to one where we go beyond that and think about inclusion, and, with that goes of course you have to have legislation as as bedrock. You have to go beyond that. You have to take account of your position in society as a socially responsible business, and then you need to think about the business benefits, and I will say a bit more about that in a minute. Diversity and inclusion are central to the ethos of our company. What we seek to

do is to serve our customers better by employing a diverse range of people. We believe that harnesses the power of our people to deliver a better service, and we also believe that it creates greater innovation among our workforce. In terms of making that happen, of course, the leadership that Mike spoke about is critical. But so is embedding diversity and inclusion in everything that you do. Then the key elements of attracting, developing, and retaining employees to get the best of them, regardless of what their personal characteristics are. Changing attitudes and behaviours isn't something that happens overnight or happens for accident. You have to work hard at it. The model we use is one of trying to educate our people, so we are constantly putting out information about what different types of disabilities mean, what the practical impact is on people as well as the medical causes of some of those. We look to engage our people like Barclays. We have a strong network of disabled people it's our largest network, and one of our most active. And it's been around now for over 25 years. We also engage strongly with our trades unions who play a good role in promoting disability within the organisation. We look to support our people, and we have a range of services which are a bit more about - which I will say a bit more in a minute. Critically, we seek to normalise disability. We've done, as Stephen says, particularly a lot of work around mental health where stigma is a particular issue, and what we try to do over particularly the last 15 years is get across to people that these issues of disability, of mental health, of health problems, are common to all of us, and if not ourselves, then our family and friends. It's a normal thing to do; it should be a normal part of life. We believe that adjustments are the key to being successful in this area, and we look at that model of retaining, which I spoke about a minute ago. Like Barclays, we seek to attract people with disabilities, so we look at the channels to use, and then we look at our processes to make sure that we don't inadvertently exclude people from being successful in the job application process. It's all very well getting people into the organisation, but you then have to develop them and so we focus particularly on our work in making sure that our people can work as far as possible at a time and a place in a way that suits them as well as our customers. We look to ensure that our training and development again overcomes those obstacles that can creep in and prevent people from developing. Then retention: we have in our organisation a history of lengthy tenure. It's not unusual for people to serve for 30, even 40, years with the company. We recently had a celebration where three of our employees celebrated 50 years with the company. When you have people with you for that length of time, a number inevitably are going to become disabled, and so we make sure we have top-line support services available to them to help retain them in their jobs. Most adjustments are simple. They are the things that people can put in place with a little bit of help from their line manager using common sense. But there are more complex cases. There are times when you need to pull in specialist support to make those adjustments work, and we have created an infrastructure to try and support that. At the heart of that, we had case handles like sort that Janet spoke about bringing our line managers and people together, and match them up with - and help

them solve the problems they're trying to overcome. I won't talk about those in detail. Just one is our accessibility practice. That is a dedicated team within the organisation that uses particularly technology to help people to overcome the difficulty that they might encounter as a result of disability. The other is our disability passport where people with disabilities and their line manager will record what it is that they find difficult to do their job properly, and what they know from their experience works in terms of helping them overcome those problems. The advantage of having that written down is that somebody then moves within the organisation, they take their passport with them, and they then have to go through the whole thing again with the new manager; similarly, if their line manager changes, they haven't moved, their manager changes, again, it is all there, written down, it's agreed be it's a plan, and both managers and our employees like that system a lot. It's all very well doing stuff, but what difference does it make? Well, in terms of recruitment, getting - like Barclays, we recruit more people with disabilities than would be in the pool of people we are fishing within. The bit I particularly like, we particularly monitor closely our graduate and apprentice programmes. If you look at the start-to-finish of those programmes, the success rate for people with disabilities increases at every stage, and that says to me at least we've got some of it right in terms of we are not pushing people out of the system at those stages, we're actually encouraging them and promoting them. Our adjustment service that we buy in from third-party supplier, 1,500 of our employees used that last year. We have a rehabilitation service which focuses mainly on mental health and musculoskeletal disorders. Again, we fund that fully as the success rate of getting people back into their own jobs full-time without any restrictions was 91 per cent last year, and currently running at 92 per cent. That's one of the figures the main board looks at on a regular basis. We're running at about 5.5 per cent - we know that's an underestimate, but it's a reasonable proportion of our workforce.

One of the things I learned a long time ago is that it doesn't matter how well you communicate internally and how plausible you seem, people will believe what they read in the media far more than they will believe you, so eminent journal like the Sun and the Daily Mail seem to have greater authenticity than what the company tells you - that's where we are. One of the things we focus on is making sure what we do externally is joined up with what we do internally, because, if you don't do that, you lose authenticity, and you either lose authenticity with your own people or you lose authenticity with the general public who you're trying to influence. So, various things that we've done there, that accessibility practice that I spoke about a couple of slides ago, we offer that as a commercial service to other organisations. It doesn't make an awful lot of money, but it is commercially viable. Our inclusive products, big-button telephone for those in the UK is on the bottom there. That, for many years, has been our far and away most successful product. Why is it successful? Because the people that actually helped to develop it are our own disabled employees. We also have a leadership plan on people with an interest in disabilities who helped to draw up our strategy in this area, and we have engaged for a long time in disabled sport. The Paralympic

movement we heard about earlier, it's something that BT has been supporting for a long, long time since before it became fashionable, and just in the last month, we partnered with, or partnered with the English Premier League to develop a new programme aimed at disabled youngsters, getting them out to play sport, not just football but other forms of sport where [inaudible]. This last we are, we had over 11,000 of our people to sign up as dementia friends. That is something they see the good in, they want to do, and it benefits our customers. So, BT is by no means perfect. We are over 100,000 fallible human beings. We make a lot of mistakes, and so certainly we don't get it right all the time, but what we have tried to do over the years is to develop an ethos of being inclusive around a particular disability, and, embedding that in our processes, so it's not about the series of initiatives, it's about day-to-day working in a way that we hope will promote disability within our company for the benefit of society as a whole.

[APPLAUSE].

CHAIR: ...If you are slightly concerned about the phrase "Normalising disability" what Barclays and BT have embedded as part of their culture: you just have to go into their offices to experience that.

I have looked from New Zealand and the supply side and from Mike and Paul, the employer perspective. Where does it all come from, from the funding perspective?

We are very privileged to have Dr Joachim Breuer here. He is from the German General Assistance Programme, and will talk about a little about this part.

DR JOACHIM BREUER: Yes. thank you for the introduction. It's always hard to translate the name of an organisation here. As a long-standing member of the Executive Committee of RI, I am the Financial person and CEO, and we call this: "German occupational insurance scheme". I could be/should be the right person to tell you a little bit about the changes that are happening in the world of work and what influence that has on rehabilitation.

I think since the Industrial Revolution the world of work has seen very many dramatic changes and the drivers of the changes has been and continues to be one thing: technology. The next wave of technology innovation is already underway, here and now.

As we speak, digitisation is transforming entire business fields and I think the people on the podium know what we are talking about. Whilst preparing the presentation I thought that I would tell you about hotels, smart factories, with almost no human workers, and automated cars, but I decided to show you this.

This is a flow chart of an algorithm; and I will not go into the details because will not do it, but it's not relevant to my subject but what is relevant is the following. Algorithms are at the heart of digitisation and without algorithms there would be no computer programs, no smart factories, no robots, no drones etc.

Algorithms allow computers to carry out more and more routine activities than even complex tasks, not just in production but also in the service industries.

IBM's super computer for example does not just assist insurance companies in answering customer calls, but it's also learned how to diagnose rare forms of cancer.

Here in the digital world - okay - (Laughter) (reference to Power point) and in Japan computers manage entire hotels. Even the woman at the reception desk in the middle you see here is a robot by the way.

What does all this mean for the world of work? Sadly, it does not mean this (shows). But it also does not mean this ... (shows)

Computers will steal your job. Robots will kick you out. You have probably heard news like this. Some economists almost half of the jobs in the digitalised world could be lost. I think it's an exaggeration, some professions have disappeared but technology has created new jobs and new opportunities. This is not to say that digitalisation has no effect on labour markets: it is of course a total game changer and the field of rehabilitation will have to react to the changes caused by digitalisation. What changes can we expect?

My first point is this: I think that technology will enable us to reduce many barriers even further. Look at this for example (shows) paraplegics are using it to restrain their bodies and work and the systems are not suitable for use in everyday activities but this may change in the near future.

Innovations in the field of bio-technology may be further view the quality of life of people with disabilities of the future. Does this mean that technology will finally turn disability and rehabilitation into a non-issue? I don't think so.

I am convinced we'll see important innovations which will make life easier for people with disabilities but I do not think that technology will solve all the problems we're facing.

On its own, no (inaudible) technology may help us today crease the relevance of physical restrictions, and this will only in some cases increase the importance of other factors such as rehabilitation management, return to work management, and psychology.

What does this mean in a changing world of work? Let's look at the estimated effects of digitalisation on the labour market.

(Reference to pointer on Power point)

This table was published by the German Institute of labour market research. It shows the percentage of jobs at risk from awe automation, and machines may substitute workers in all sectors but some sectors are more exposed, and automation will effect production and logistics. Service industries however are a totally different story.

What is more, things make us blind to the real transformation at work: computers are taking over routine activities, more or less. At the same time however, it's looking at complex jobs that require human

interaction and this development has two consequences which are important to us: (reference to Power point).

The first consequence is at the low end of the labour market. As I said, jobs from production and logistics are at risk from automation and in some cases the salary of a human being is still cheaper than a robot: it's terrible but it's the situation.

However, computers are used increasingly to manage workers. Think of Google glasses: such devices can be used to tell workers where they need to go and what they need to do. Technology enables companies to employ unskilled workers for jobs required former training in the past

In Germany we can see something happening in the retail business. In the past truck work was a profession where you were trained and you had a formal certificate. Today more and more people working in shops have absolutely no formal education.

This is on one side good, but this becomes a problem when somebody is injured at work and can't return to the same job. As a rehabilitation manager you need to find options for someone who has no formal education on which you can build on a new career. If this trend continues, this may mean the end of rehabilitation for entire segments of the workforce.

What can we do about it?

As rehabilitation experts we should at first study this trend to understand it. We should try to find options especially for those that are untrained, and we must devote more time to follow developments and trends in the world of work, to this end rehabilitation managers claim that (inaudible) must leave their offices and stay in touch with people on site.

I think we advise decision-makers businesses as to the importance of education: it's nothing new but it's still the important factor. We may be an unlikely advocate of education but I think we must address this issue, especially in view of growing global migration which adds to the problem of labour market inclusion, and I think as a German or European you know what I am talking about.

Loss of skills: that is one side. But what happens at the other end of the labour market?

As I said, the demand for people who are able to do complex jobs - probably most experts will continue to be in regular employment in the future, aren't they? A growing number of them will work as freelancers are so called Solo entrepreneurs. Technology has enabled new forms of collaboration through platforms and collaboration on these platforms lacks formal hierarchies and there is no employer responsible for ensuring safe and healthy work places.

Who is responsible for organising return to work, and what does this mean for rehabilitation?

It means that rehabilitation managers will have to become attuned to the needs of the self-employed; usually return to work programmes are adapted to the needs of "Regular" employment. It's standard procedure to involve the employer who will go co-operate in a return to work process yet self employed

individuals do not have an employer. They have customers who are not obliged to wait for successful return to work, who may even claim damages if a self-employed entrepreneur can't fulfil contractual obligations due to injury or illness.

For these people it's equally important for people in a job market in non-traditional forms of work.

By the way, rehabilitation will also have to find the answers to work/life balance, in digital work there is an "always on" culture promoted by smart phones, and some argue that the traditional model of office hours verses personal and free time - we don't know for sure how this is going to effect workers' health and not mention those workers return to work.

Let me turn to the impact of algorithms before I end my presentation: more and more decisions which affect our daily lives are made by computers. Computer programmes already decide if we have a loan from the bank if we are shown pictures of cute pets or political news on Facebook, or who we meet on an on-line dating website. Some companies in their computer programmes stream job applications and why? They want to suit those applicants that do not match their criteria or unlikely to perform.

Do these developments affect the job market opportunities for people with disabilities? Could an algorithm mean less discrimination in recruiting and thus improve the chances of people with disabilities? After all, human HR managers are subject to prejudice and personal preferences, whereas a computer makes intelligent and objective decisions, right?

Apparently it's not that easy. A law professor and socialist at the University of the District of Columbia has already demonstrated some algorithms in recruitive software may reproduce their programmers; it does not make much to imagine that these algorithms may enshrine prejudice against people with disabilities. Many of these programs are not accessible for external auditors because they are kept as trade secrets. I think this has to change.

We can't leave decisions with effectively the life of millions of people to the black box of recruiting software. We need some form of an audit for these programmes in order to ensure that discrimination does not enter the work place through the digital back door. This includes the management of social security. Algorithms could be used for instance to screen insurance data and to identify individuals with rehabilitation needs. This could reduce reaction times and look at the chances of successful intervention. But can we use computer programme to determine the chances of success for rehabilitation? Can data analysis identify individuals who may not benefit from rehabilitation management - cases in which it will be cheaper for the insurance fund to shop rehabilitation after medical treatment because additional measures such as vocational training will have no effect?

I know these questions are hard and crucial. But I am convinced that questions like this will be asked.

The latest is the Financial Treasurer on social security: this is not going to be an easy debate. We should not avoid it. Chances are good that we can make better decisions by analysing the vast amount of data we have. Yet we must make sure that such analyses are not used against those that need them most.

Ladies and Gentlemen, I have outlined some, only some, current changes affecting the world of work, and this will affect our work as rehabilitation professionals. I am convinced we should not wait until these changes have developed fully we should activate our political net worth and start the debate about the requirement of rehabilitation in the digital age, here and now.

Thank you (Applause).

CHAIR: Presenting hopefully as many opportunities as challenges for us to influence those changes before they take place. Thank you very much one and all.

We have got about 10 minutes now for questions. We'll run it as we did earlier in the day. If anybody wants to be bold enough to stick up a hand and ask a question of any particular individual, if you could introduce yourself by name and your organisation that would be really helpful.

Thank you - to my right.

FROM THE FLOOR: I from Nigeria. Thank you to the speakers and all that have presented. I have a couple of questions: when it comes to employment for disabilities it's a big issue in Nigeria where issues are around people with disabilities.

The first question I would like to ask is to the person from Barclays: what are some of the strategies that the Organisation has used that as worked? What would you suggest?

Also, when you talk about purchasing equipment and technology that can accommodate various needs, how do these organisations - who looks at the costs? That is the first question, "What is the cost?" Because it's a lot of money. How do we look at the strategies and encourage others to do this as well?

CHAIR: Thank you very much.

Two questions: how do we deal with the attitudes of our employees? And how do we deal with cost issues in terms of reasonable adjustments?

NEW SPEAKER: I think it was touched on in the presentation today and I think the key thing is about education and educative our employees and that starts with educating our HR teams and recruitment teams, and you know we have about 600 people a year. We have a lot to learn about the challenges, and then line managers, you know, accepting those people into the organisation, once they have gone through a process, have a lot to learn. I guess we have learned over the last 18 months that is exposing the potential employee and the line manager in the team to each other, if you like, so they can educate each other about the challenges they face so a line manager educating a person, you know what the world of work is like, and for them to understand it, and more importantly for the line manager in their team to see

how they adapt and change and understand what the particular disability the person faces and what that means in the day-to-day work.

I think the challenges, you know disabilities manifest things in different ways and it's very difficult to mass educate your workforce and I think you have to do it on a case by case individual basis and have adjustments and then you need the right resources in place to make sure you can make those adjustments: whether that is technology or the tools to help you do a job or how they train or how they learn. That is different from each individual case. We have kind of learned that through the work we have been doing and started to help our line managers to understand that.

NEW SPEAKER: Thank you.

Employing everybody is a perceived risk, so potentially the apprenticeship route that Barclays is pursuing at the moment may work in a way that de-risks that process on reasonable adjustments?

NEW SPEAKER: Yes, so in terms of cost, it depends on the jurisdiction, so in some like the UK you can recover some costs from Government. One tip I would give from our Organisation is take the cost of adjustments away from individual manager budgets and aggregate it and put it into a high level budget because if people have to find the money from their own small budget they are most likely to make the investment rather if they put it in from a higher level budget. So that is a simple thing you can do that will probably make a difference.

NEW SPEAKER: I must be careful not to do a second presentation but when I hear the word, "Costs for disabled people" I usually get a little bit of a higher temperature (Laughter).

It's a permanent discussion around the world - wherever you talk of adjustments, benefits, what is coming up, who is paying the cost? The wrong question. You have to ask the question, "Why, why should we do it"? Not, "Who?" And when you say "Why are we doing it... and why are these people here the entrepreneurs of big companies?" You know reasonable adjustments pay off and that is why they are doing it. It pays off, and that is what you need to tell all the politicians, all the people, from agencies, and whatever. This is my strong belief, and when I say "rehabilitation is not a benefit, but it's an investment", if you get the investment back it's not who pays but why are they paying?

NEW SPEAKER: I think it requires a framework, although legislation does not change attitudes and quota systems don't change attitudes; it's expected that the parties work together cooperatively to come up with solutions then that looks at attitudes and enables participation.

NEW SPEAKER: I am the Chair of the Commission of Orion: to the lady from Nigeria, we have published 10 principles of work for disabled persons all over the world, so we discussed it an international audience so perhaps you can find some ideas. We focus and look into the different countries, but we have some principles all over the world so if you have some ideas for advancing these principles, let us know.

CHAIR: To employ any member of staff would cost in the region of £10000 to £15000, you know, so a computer, a light, a chair and whatever, so you will spend that amount of money to accommodate them for a 12 months, so you need a screen reader at a cost of £200 etc, so these are little costs.

One more question and then I will have to halt.

FROM THE FLOOR: I am Susan Archbold, a disabled rights activist for Scotland.

My question: right now in the last 10 years, we have worked with Local Authorities and the National Health Service right across the UK. The disabled workforce has been wiped out and reasonable adjustments have been (inaudible) with Iain Duncan Smith. You are right about cost. The local authorities and the Scottish and politicians (inaudible): we have been wiped out. It's true. We have been seriously wiped out. So you look at the positivity: let us be realistic here. We are watching this coming from our own Government. The person that is discriminated in the workforce, they have to fight. Their employer does not have to fight. David Cameron...(inaudible)...

So this is a world of confidence but I am seriously having to raise this as this is the society we are living in.

CHAIR: Notwithstanding the austerity measures that have been around for the last 8 to 10 years or so, and prior to that, it still wasn't as easy as perhaps as can be made out. Certainly it's a reflection on Local Authority employment patterns, health service employment patterns and support work and reasonable adjustments in the voluntary sector as well. It's a strong and political point you make which I personally agree with, but I don't know whether the Panel are in a position to answer that question, unless anybody wants to particularly pick it up at all?

No.

It's about who we vote for at the end of the day.

So, it's a very well-made and very important point.

Good. Next we move into another teabreak you will be pleased to hear, and then in half an hour, so at 4 o'clock, we'll be going into the parallel session and you will see in your bag, green bags, lovely green bags, that in your programme, where those break-out sessions are. So they will be 90 minutes long and similar in structure to this with 5 presentations and some questions and answers. But please I ask you all, if you can and intend to come back, be back here at 5.30pm, promptly, when we'll have ministerial addresses, and this is when you may want to ask a question from the UK Minister for Disabled People and the Minister of Disabled People from Hong Kong and also from Germany and from China and from India. So we're covering at least the world's population, so we'll see you here back at that time.

Thank you (Applause).