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Victoria Antonova, PhD & Dr. Christian Fröhlich

# People with Disabilities in Russian Companies

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Remarks on the World Bank Report and  
presentation of own research



Moscow, 2021

# Comments on the World Bank Report I



Mixed-methods approach

Focus on contextual factors of employment: policies as crucial conditions of inclusion!

Comprehensive account of the obstacles and resources for inclusive employment for people with disabilities in Russia

## Comments & Recommendations

Focus on employers as drivers of labor market exclusion → but little is known about the factors leading to that

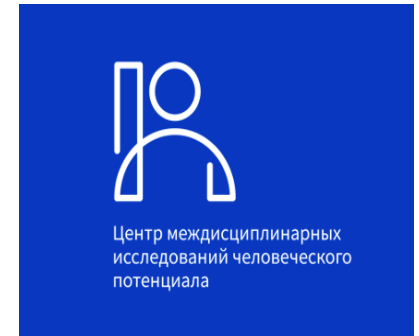
Need to distinguish between people with physical disabilities and developmental/learning disabilities

Social inequality, economic situation and accessibility are general barriers to access education and resources

Need for more data, but also with regard to in-depth, context-driven analysis of the understanding and the meaning of work and employment as well as experience and coping at workplaces

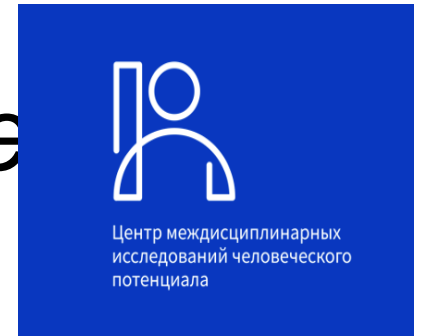
Need to empower and support PWD's non-governmental self-organization and interest representation

# *Comments & Recommendations Regarding “Discrimination and Intolerant attitudes in the society”*



- The role of big (retail) companies in developing more tolerant attitudes of the customers to PWD and incrementally increasing tolerance to this group of people in the society is becoming noticeable
- PWD career advancement issues have a chance to be more effectively solved when connected with the need to introduce and adapt different, specifically tailored ways of career advancement and capacity development for such group of employees, but not with predetermined "zero career advancement" opportunities for PWD
- Instead of making the legislation tighter and listing all the cases of discrimination that are possible in it, creation of working groups in organizations, including lawyers and HR specialists, who would deal specifically with cases of discrimination, may be suggested

# *Comments & Recommendations Regarding “Reconciling work requirements and needs of persons with disabilities remains problematic”*



- More flexibility is needed to allowing the employer, the person with a disability, and a representative of a medical institution to jointly develop and propose such content of labor of the employee with a disability, which will suit all parties concerned

# *Comments & Recommendations Regarding “Modernize the system of employment support from a user-centric perspective”*



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- As new digital services like *Работать может каждый* (<https://nobarrier.vkrabota.ru/>) and *Everland* (<https://evland.ru/>) have recently appeared in the job's market, there is a need for in-depth investigation on the contribution these digital platforms made into PWD employment

# The Social Responsibility of Business in Russia: Assessing Companies' Approaches to People with Disabilities

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Global corporate social responsibility:

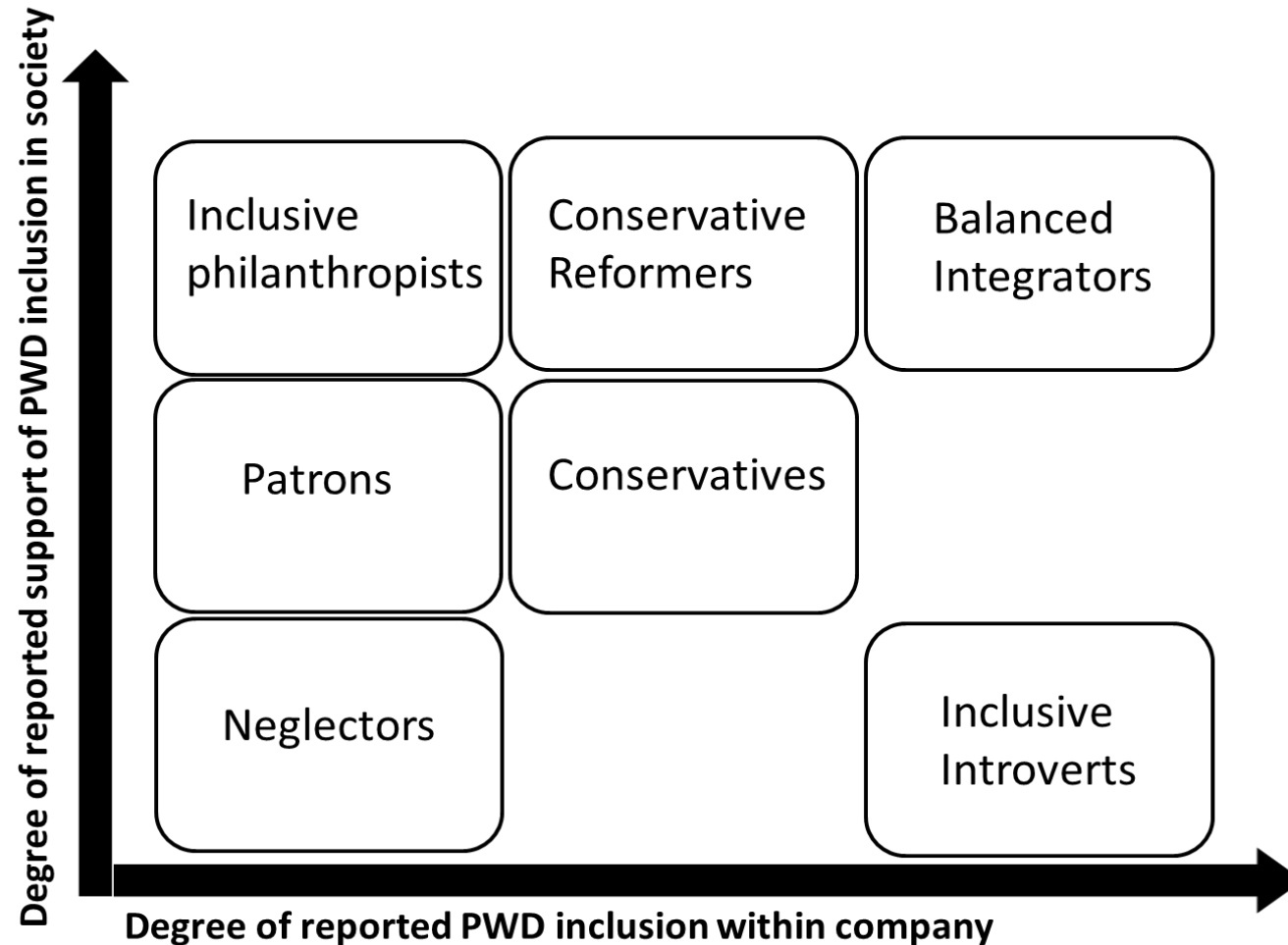
- CSR as impact on social communities & legitimation strategy
- Global script of 'appropriate conduct' for business organisations
- Global Reporting Initiative, UN Global Compact, ISO CSR, UN Sustainable Development Goals, UN Conventions

Interpretive content analysis of CSR/sustainability reports for 2018-19

Focus on the action-related context in which PWD are mentioned in the reports

Analytical framework: including (company-) internal and external (society) social policy

# Typology of approaches towards PWD in CSR reports



# From Personal Attitudes to Organisational Decisions: HR-Managers as Drivers of Inclusive Employment (IE) in the Russian Business (interviews results)

- 30 semi-structured interviews with HRM/HRD of the Russian and transnational companies:
  - Small, medium and large businesses
  - IT, retail, FMCG, oil and gas, consulting, construction business, pharmaceuticals, multi-functional holdings, etc.
- What are the attitudes and values of HRM towards strategic barriers and positive effects of IE and how HRM link them to their decision-making to support IE





# Positive effects of Inclusive Employment (interview results)

- Inclusive employment paves the way for appreciating inclusion as a “norm of life”

When supporting IE, HRDs transmit its values to all levels of the company. Corporate regulations are adopted to promote inclusive employment.

- IE results in revision of personal values and attitudes of HRM/HRD towards his/her own life and eventually helps to reduce stigmatization of PwD.

HRDs behave as agents of positive change in IE and diversity management. They have a courage to include IE and D&I issues not only into company’s agenda but also in the professional community discussion.



# Positive effects of Inclusive Employment (interview results)

- Having PWD as employees results in improving relationships in a team and in a work organization in general (people with autism case)
- Practicing IE leads to improving company's image
- When supporting IE HRDs urge to abandon the understanding of IE primarily as a part of charity and CSR, and consider it like a business-case



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И ГОСУДАРСТВЕННОЙ СЛУЖБЫ  
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ



ИЭА РАН  
РОССИЙСКАЯ  
АКАДЕМИЯ  
НАУК

## Contacts:

Christian Froehlich,  
Sociology Department, HSE  
[cfroehlich@hse.ru](mailto:cfroehlich@hse.ru)

Victoria Antonova,  
Sociology Department, HSE  
[vantonova@hse.ru](mailto:vantonova@hse.ru)

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