

eaqa

EUROPEAN ASSOCIATION OF
COMMUNICATIONS AGENCIES



REMOVING BARRIERS

A Playbook to Inclusive Work Environments

EACA DEI Task Force

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Foreword

In the last Census of the marketing and advertising industry worldwide, **1 in 10 people reported having some form of disability**. In the UK alone, that's 25,000 of the colleagues, friends, and partners in crime we all strive alongside every day to do our best work. Shocking isn't it then, that **most of our workplaces, and organisational cultures, do not provide for them to do just that?**

Worse still, almost half reported having a more negative workplace experience than their non-disabled peers and many said they plan to leave the industry. **I'm ashamed that we are letting all that talent go to waste**. And, without a commitment to opening doors – literally and metaphorically – we are going to continue to leave that creative talent isolated and untapped.

Thankfully, **some agencies and organisations are making changes**; devising ways to combat negative experiences and building inclusive workplaces that can make a difference. This playbook is a collection of valuable resources and best practices that **should act as inspiration to help make that change**. It's the product of a committed Taskforce from right across the agency world determined to recruit, engage, support, promote and celebrate everyone with talent and ability.

We know not all conditions are visible, but our support for those making their way in this life with them, can and should be. If we solve for the one in ten, we can extend to more.

Now, that's inclusion.

2. Key Findings of the 2023 Global DEI Census

In 2024, an estimated 1.3 billion people, or about **16% of the global population, are considered disabled**, according to the World Health Organization (WHO). In the advertising industry, the **Global DEI Census** interviewed over 13 000 people to gather the following insights on disability:

1 in 10
respondents
reported having
a disability
an increase from 7% in 2021

1 in 4
respondents
with disabilities
would leave the industry based
on lack of DEI

Regarding hiring and career impact, **57%** believe senior managers are unfair when it comes to **hiring or career advancements** and **38%** feel their disability status has **hindered their career progression**. Additionally, **45%** reported living **worst work experiences compared to their non-disabled peers** (67% non-disabled inclusion score) and **27%** of respondents reported being **bullied, undermined, or harassed** at work.

Overall, respondents with disabilities are more likely to feel undervalued, highlighting discrimination. These findings **underscore the challenges disabled individuals face in the workplace** and point to the urgent need for enhanced accessibility and inclusion efforts within the advertising industry.

Our main accessibility challenge in the advertising industry remains the persistent gap between awareness and real, measurable progress. Indeed, neglecting inclusion leads to **substantial losses in creativity, productivity, and revenue**, as we miss out on diverse talent and lucrative markets like the **“purple pound”**, which represents the spending power of disabled consumers.

3. How Can we Make it Better?

From the Start

Where do we begin? By understanding the topic itself—disability, accessibility, and the **terminology that ensures inclusivity for all**. Several glossaries are available online to help you and your team build a solid reference base, ensuring you use the **correct and respectful language** when discussing these important concepts.

Here is an extract of the WHO Global Report 2021 Glossary:

- **Accessibility:** It describes the degree to which an environment, service, or product allows access by as many people as possible, in particular people with disabilities.
- **Enabling Environments:** Environments which support participation by removing barriers and providing enablers
- **Facilitators:** Factors in a person’s environment that, through their absence or presence, improve functioning and reduce disability, an accessible environment, available assistive technology, inclusive attitudes, and legislation. Facilitators can prevent impairments or activity limitations from becoming participation restrictions, since the actual performance of an action is enhanced, despite the person’s problem with capacity.
- **Condition:** Loss or abnormality in body structure or physiological function (including mental functions), where abnormality means significant variation from established statistical norms.
- **Universal design:** The design of products, environments, programmes, and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

Different types of impairments can shape how individuals interact with their environment:

- For people with **visual conditions**, like blindness, alternative text for images and keyboard-friendly navigation are crucial for accessing digital content.
- For deaf or **hard of hearing** depend on captions for videos and visual cues in place of sound.
- For individuals with **motor conditions** may require adaptive tools such as alternative keyboards, eye control, or other assistive devices to navigate and type.
- For **cognitive conditions** may call for a simplified, uncluttered interface, consistent navigation, and the use of plain language.
- For **diverse thinkers** such as individuals with ADHD, autism or mental conditions, flexibility in color schemes, personalization options, and the possibility to adjust content layout can improve focus and reduce sensory overload.

Each of these needs careful consideration and customized solutions to ensure accessibility. We'll offer a range of suggestions and ideas to inspire inclusive practices.

Organisations have both legal and ethical responsibilities to ensure accessibility. Legally, we must comply with regulations such as the **Americans with Disabilities Act (ADA)** in the U.S. or the **Web Accessibility Directive (WAD)** aligned with the **Web Content Accessibility Guidelines (WCAG)** in Europe, as well as **The Equality Act 2010** in the UK, which legally protects people from discrimination in the workplace and in wider society.

Ethically, prioritise inclusivity by involving disabled people in design processes, continuously improving accessibility features and being transparent about efforts.

Commitment foster **equity**, respects **user privacy**, and ensures that all individuals can access and **benefit from the services** and information provided.

To measure understanding and improvements in accessibility, start by **defining Key Performance Indicators (KPIs)** and then use a combination of methods such as:

- 🔹 **Audits** for compliance checks
- 🔹 **User testing** to engage employees with usability test of digital products
- 🔹 **Checklists** for tracking accessibility criteria
- 🔹 **Feedback** and reporting systems for issue resolution
- 🔹 **Training programmes** to enhance staff knowledge

This type of approach will provide a comprehensive view of your accessibility progress and drives ongoing enhancement. If needed, engaging ERGs or external research groups, such as The Diversity Standards Collective, could be used as methods for testing KPIs, with an emphasis on incorporating both quantitative data and qualitative case studies.

With an Inclusive Culture

Critical to accessibility is workplace culture, which shapes how our people interact and grow. An inclusive culture ensures that everyone feels valued and empowered, fostering a sense of belonging that is essential to attracting and retaining talent with diverse needs. When accessibility is integrated into daily operations, it drives innovation, engagement and overall success. Without it, even the best accessibility initiatives may fall short.

On the following pages, you will find suggestions for initiatives to support this culture.

Designing and Creating Accessible Workplaces

Physical Space

- 🔹 **Accessible Entrance:** Ensure that entrances, hallways, and common areas are wheelchair-accessible, with ramps, automatic doors, and wide corridors, as well as signage in braille and visual indicators.
- 🔹 **Adjustable Workstations:** Provide height-adjustable desks and ergonomic furniture for different needs (wheelchairs, any mobility aid). Ensure the sensory environment is carefully designed, including adjustable lighting brightness, sound system volume, temperature control for air conditioning/heating, and prioritizing the comfort and support of furniture over aesthetics.
- 🔹 **Accessible Restrooms:** Design restrooms with wider stalls, grab bars, accessible sinks.
- 🔹 **Assistive Technology:** Install hearing loops, captioning screens, and visual alarms in meeting rooms for employees with hearing impairments, with adjustable lighting to help if any visual sensitivity.
- 🔹 **Quiet Rooms:** Offer quiet spaces or sensory rooms for employees who may need a calm environment, or equip your team with noise cancelling headphones.



Virtual Space

- **Working Culture:** Allow working from home when condition requires it is well shared and implemented in each team.
- **Accessible Digital Tools:** Make sure that all digital platforms, including intranets, project management tools, and communication platforms, comply with standards, such as reader compatibility, keyboard navigation, and voice control options. Ensure the creation of digital spaces becomes second nature, with improved in-office equipment, systems, and knowledge, so virtual participants feel fully included in the meeting.
- **Caption and Transcripts:** Always provide live captions and transcripts for all virtual meetings, webinars, and video content to assist employees.
- **Customizable Interfaces:** Allow employees to adjust text size, color contrast, and layout in virtual tools and software. Equip your team with devices to enlarge the text easily.
- **Inclusive Communication:** Use clear, plain language in all digital communications and provide alternative formats, such as audio descriptions or easy-to-read versions of documents.
- **Training and Awareness:** Offer regular sessions on digital accessibility best practices for all, to share how to create and maintain accessible content in virtual workspaces

Implementing Recruitment and Retention Practices

Hiring

- **Inclusive Job Description:** Use clear, plain language to include all candidates, incl. with cognitive disabilities. Highlight the commitment to accessibility and inclusion in the job description, as well as mention the accommodations available for the process and beyond. Include the salary bands, as well as a phone number, email and dates of process. Include the statement “as a disability confident employer that disabled candidates are entitled to an interview”.
- **Application Process:** Comply with WCAG standards, for candidates with disabilities to easily navigate and apply. Also, offer alternative application methods (email submissions or phone interviews) if any standard digital forms challenges. If a trial or test project is part of the process, include a financial compensation.
- **Sourcing Strategy** Consider diverse backgrounds with organizations and job boards that focus on candidates with disabilities (ex: asperteam.com, or Down Syndrome Association)

- **Accessibility Needs:** Communicate about specific available adaptations throughout the hiring process (adjusting interview formats, sign language interpretation, ...)
- **Interviews:** Conduct them in accessible locations or offer virtual interviews as an alternative. Offer candidates to choose their preferred interview format. Communicate clearly throughout the hiring process, from scheduling interviews to sending offer letters (e.g., using plain text emails or providing alternative formats). Be transparent about next steps and timelines, to reduce uncertainty.
- **Unbiased Hiring Processes:** Standardize interview questions and structure assessments to minimize bias. Consider alternative assessment or recruitment techniques to focus on skills and qualifications over demographic characteristics, used at WPP, Havas and Ogilvy, such as testing, presentation, work trial, etc. Focus on evaluating the candidate’s qualifications and potential rather than making assumptions based on their disability.
- **Onboarding Support:** Share accessible materials (captioned training videos, multiple format documents).

Retaining

- **Training for Hiring Managers and HR:** Train on accessibility awareness and inclusive interviewing and evaluation practices, as well as share how HR could have an understanding of the communities and experiences of those communities. Focus on how to evaluate candidates and employees fairly, focusing on skills and qualifications rather than potential disabilities. Foster trust and psychological safety to enable individuals to work in the environment and manner that maximizes their productivity.
- **Flexible Working Arrangements:** Always offer flexible working arrangements and comprehensive leave policies to support employees with needs, such as flexible working hours or work locations
- **Performance Reviews:** Include being an inclusive colleague/manager in performance reviews to emphasize the importance of continuous learning and improvement. Encourage employees to set accessibility- related objectives and track their progress.
- **Continuous Improvement:** Set up regular review and update recruitment on hiring practices to improve accessibility and inclusivity. Gather feedback from candidates and employees with disabilities to identify improvement areas.



Training, Ongoing Learning Practices and Communication

Training

- **Accessibility Awareness:** Educate via training sessions on the importance of accessibility and the various types of disabilities or chronic illness, including real-life examples or testimonials from people with disabilities to highlight the impact of accessibility barriers.
- **Role Specific Accessibility Training:** Based on job roles, help for example designers to understand how to create accessible visual content, or train content creators to write alt text for images, caption videos, and structure document for screen readers. Always spotlight the benefits to everyone of being inclusive, in each training. For managers: focus on how to create psychological safety.
- **Assistive Technology Training:** Use technologies such as screen readers, voice recognition, software, or keyboard navigation tools, including both disabled employees and colleagues who need to understand how tools work. Suggest user experience workshop, for employees to try out various Assistive technologies, and share feedback.

Ongoing Learning

- **Accessibility Champions Program:** Suggest an internal network to receive advanced training and serve as a key resource for each team, to answer questions, identify potential accessibility issues, as well as promote best practices with examples.
- **Feedback:** Assess the effectiveness of training programs by gathering feedback from participants and measuring changes in workplace behavior and culture. Implement feedback loops where employees can regularly share accessibility concerns or suggest improvements.

Communication

- **Inclusive Workshops:** Organise sessions to share and learn how to use plain language, clear communication, and avoid jargon, for both employees with cognitive disabilities, and non-Native English speaker.
- **Inclusive language:** Encourage the use of inclusive language, and respectful communication around disability. Examples would be:
 - Using 'person with a disability' (instead of disabled person) to **emphasise the individual first**, rather than defining them by their disability. Same for 'person who is blind' or 'person with low vision'; 'person who is deaf' or 'hard of hearing' (instead of blind person or the deaf)
 - Using 'person who has' or 'lives with' (**instead of suffers from, afflicted by**) to focus on neutral language avoiding framing the disability as a tragedy.
 - For more examples feel free to explore <https://www.disabilityrightsuk.org/guidance-resources>.
 - Always encourage to **put the individuals preferred terminology first** as we do with pronouns, and explain clearly that mistakes are allowed to be made and how correction should take place.

Policies and Support

- **Policy Development:** Develop and implement policies that explicitly include disability and provide clear guidelines for accommodations and support. Example: Include a first conversation between the manager and every starter, to talk about tools/set up needed to perform at their best, within the first week. Include employees with conditions in the definition or review of the policies.



- **Policy Update:** Educate employees about any updates to accessibility-related policies, procedures, or legal requirements. Ensure that they understand how these changes affect their work and the workplace environment.
- **Discrimination:** Establish a clear zero-tolerance policy for discrimination and harassment, with well-defined anonymous reporting mechanisms and consequences
- **ERG's:** Support Employee Resource Groups (ERGs) to create safe spaces for employees, fostering a sense of community around disability, and providing a platform for sharing experiences and advocating for change as a standard practice. Leverage from these groups the learnings on how to provide and share experiences, as well as be advocate for change on disability, providing safer spaces for employees.
- **Recognition:** Develop a diverse leadership pipeline by implementing mentorship and sponsorship programs targeting all groups, incl. disabled ones. Regularly recognize and celebrate the contributions of diverse employees. Provide mentorship programs to support career development.
- **Mental Health:** Define and manage workloads upfront. Provide access to mental health resources, including counseling services and stress management programs, using Employee Assistance Program (EAP) for confidential counseling services, mindfulness centers for stress management workshops or mental health days to encourage employees to benefit from various mental well-being programs.

Policies and Support

There's no doubt about it: **improving accessibility at work is a powerful move** when you approach it through partnership and/or innovation. And there are so many ways you can make it happen!

Co-designing with those affected, partnering with experts, investing in some technologies, or engaging in disability networks are just a few of the ways you and your team can not only improve accessibility itself but also become ahead of the curve in creating an inclusive and forward-thinking workplace. **Let's dive in and explore some suggestions!**

Co-design with those affected

Collaborate with partners and colleagues impacted by various conditions to shape the future of adaptations, such as those highlighted on <https://www.withnotfor.co.uk/>.

Partner with Accessibility Experts or Networks

Join **disability advocacy groups**, consultants or tech companies to gain insights, expertise or get audits, trainings, best practices. **Approach universities or research institutions** focused on disability studies or accessible design, to learn about emerging trends or technologies. Join specific **accessibility initiatives or coalitions to get support**, resources as well as share knowledge and drive collective innovation.

Ex: The European Disability Forum www.edf-feph.org/, AbilityNet abilitynet.org.uk, Funka www.funka.com, University College London (UK) Global Disability Innovation Hub as well as KU Leuven (Belgium) EAVISE research group or Delft University of Technology (The Netherlands), with its Inclusive Design and Accessibility Research group, or the Zero project <https://zeroproject.org/>.

Assistive Technologies

Discuss with tech companies to develop or integrate **AI-driven speech to text tools**, or customizable ergonomic equipment. Explore partnerships with startups working on cutting-edge solutions, such **tools assisting with mobility** or apps to enhance **communication**.

Ex: Google Euphonia project, for speech recognition technologies, for people with speech conditions, <https://sites.research.google/euphonia/about/>, or <https://speak-see.com/> for speech to text conversion for deaf or hard of hearing employees.

Enhance Digital Accessibility

Invest in innovative software solutions to **automate accessibility checks and improvements**, to remain compliant and inclusive. Ex: Website such as Userway helps improve website accessibility (text enlargement, screen reader compatibility) as well as accessibility audit: <https://userway.org/>



Co-Design with Employees

Innovate with employees in the co-design process of the workplace, its tools, processes and environments. **Practical and effective solutions will come from their experiences.** Establish internal accessibility committees to collaborate with partners to ensure innovations meet the needs of disabled employees.

Ex: Microsoft and SAP created an **Autism Hiring program**, from input from neurodiverse employees, GlaxoSmithKline co-designed its **Workplace Adjustment Service with employees** with disabilities to personalise the process of requesting and receiving accommodations.

Support Inclusive Innovation

Encourage innovation challenges, such as **hackathons**, focused on **creating accessible solutions**, and partner with experienced tech companies or universities to drive such initiatives. **Sponsor projects aiming at advancing accessibility**, demonstrating your commitment to creating a more accessible organisation

Ex: Global Accessibility Awareness Day (**GAAD**) challenges, to **encourage employees to brainstorm** and prototype ideas to improve accessibility within the industry <https://accessibility.day/> (in May).

With these ideas and suggestions in mind, let's now take a look at the initiatives already launched or implemented within the EACA network for inspiration!



Draw inspiration from our initiatives

1. Recruitment and Hiring



Disability Confident Employer dentsu

Disability Confident is a government initiative designed to encourage employers to recruit and retain disabled people and those with health conditions.

Reasonable Adjustment Policy/Training dentsu

This policy is in line with dentsu's commitment. Regardless of any disability, or long-term condition, employees will have support to excel in their career with dentsu. By providing necessary tools and resources, dentsu empowers employees to reach their full potential.

Recruitment Havas France

Havas implements actions aimed at the fair and unbiased recruitment of people with disabilities in order to create an inclusive work environment. All the positions are open to people with disabilities (permanent contracts, fixed-term contracts, apprenticeships, internships), as explicitly mentioned in Havas' job offers. Havas also participates annually in recruitment forums for people with disabilities to meet them, share information about our professions, and present job opportunities.

Disability Confident Employer McCann Worldgroup UK

A commitment to ensure hiring and developing disabled people. In the UK, if a disabled person meets the minimum criteria for a role, they are automatically advanced to the next stage of recruitment.

Skills and Potential-Based Hiring McCann Worldgroup UK & Europe

Transitioning from traditional hiring methods to focus more on skills, potential, and behavior rather than just education or experience. This is part of a 3-year inclusive hiring project and involves training recruiters and managers and includes a leaders ambassador program.

Ogilvy My Way Ogilvy UK

Disability Confident employer scheme. Partnering with Business Disability Forum to support our Level 2 Disability Confident accreditation. Disabled talent is one of Ogilvy's three priority audiences. With this in mind, Ogilvy set out to address the need to improve our confidence and capabilities in accessibility in order to better support our disabled colleagues and to become an organisation in which disabled talent will want to come and work.

2. Employee Support and Development

dentsu ERG dentsu UK/I

Dentsu Visibility is our ERG community dedicated to raising awareness and providing a safe space for all things disability. Members of our Visibility ERG are openingly share lived experiences and provide consultancy on various workstreams across our business.

Reasonable Adjustment Passport dentsu UK/I

The 'adjustment passport' is a live, confidential record of the adjustments agreed between an employee and their manager, to help support them at work due to a health condition or disability.

Disability Support Team Havas France

Havas has had a disability support team since 2009, supported by a central team (HR), the medical and social team and a network of intermediaries within the agencies. This community also gathers employees who are aware of and committed to the issue of disability within Havas. A dedicated social worker and the Havas medical department are involved in helping employees to prepare disability recognition procedures, the necessary adjustments to maintaining employment, and other administrative formalities related to disability.

Employee Training and Awareness-Raising Havas France

Throughout the year, Havas invests in awareness-raising and training initiatives. The aim is to unite our employees around the issue of disability, and to change mentalities in the workplace. This commitment takes the form of recurring initiatives such as Solidarity running for the Special Olympics Association, participation in the European Week for the Employment of People with Disabilities, promotion of e-learning trainings, and the organization of workshops, round tables and awareness-raising campaigns made by our employees.

Disability and Neurodiversity Community McCann Worldgroup UK & Europe

An employee network focusing on three main topics: workplace accessibility, representation of people with disabilities on screen, and overall workplace accessibility.

Nudge behavioural changes with bite size learning McCann Worldgroup UK & Europe

A set of bite-sized learning modules and educational videos, including testimonials from disabled colleagues, designed to educate on good practices, removing barriers and adjustments needed in the workplace.

ReWired Ogilvy UK

We recently expanded our remit to include chronic illness and disability, so our mission is this: "We celebrate minds and bodies that work differently. ReWired empowers neurodivergent, chronically ill, and disabled colleagues to make the invisible visible, make the visible the norm. We work to be a safe space for all those who join our community whilst also creating bigger conversations about our experiences, needs and the value of our creativity.

OPEN Disability Omnicom Group

Its core objective is putting disability inclusion at the heart of what Omnicom Group does; for their people, clients, and consumers. The group works to empower those with visible and invisible disabilities throughout their entire employee life cycle, while at the same time working to create and celebrate inclusive creative outputs for their clients. These objectives are achieved through three key pillars: External Reputation, Creative Outputs and Internal Support and Training. Some of the examples are: providing a Disability Recruiting Starter Kit for talent leaders at Omnicom to guide them on disability-inclusive recruiting practices, developing the Workplace Accessibility Guide, a resource for office managers to ensure the physical workspace is as accessible as possible, creating the Digital Accessibility Guide, a document for employees that outlines the accessibility tools and resources that are available through our Microsoft suite of digital platforms, providing an opportunity for Disability Self-ID through our Diversity Portal on Reach to understand the disability representation at Omnicom better and launching a Real Estate Accessibility Audit that will help identify needs for accessibility improvement in our buildings and provide a process to report new needs as they arise.

Disability/Neurodiversity Advisory Group Omnicom Media UK

This group works across Omnicom's media agencies in the UK to provide education and manager tools. A major focus for the last couple of years has been to gain Disability Confident certification for all agencies in the group. Omnicom Media UK is now a Disability Confident employer, and is working towards being a disability confident leader.

People with Disabilities Employee-led Affinity Group TBWA\Chiat\Day LA

Their seven employee-led affinity groups (Black at Chiat, Asian Affinity Group, Pride Group, LATINE Group, Jewish Affinity Group, Women's Initiative and People with Disabilities Group) were established to ensure an inclusive and safe environment where all are heard, seen, supported and empowered to succeed. With their support, the agency continues to host cultural events and celebrations including the Intermission and Disruptor Series that aim to educate and raise awareness of diverse backgrounds. Chiat leadership participates in each affinity group - working alongside employees, and also lending support and serving as advocates.



3. Awareness and Advocacy

A11y dentsu EMEA

A11y is an accessibility taskforce dedicated to web accessibility internally and for clients, offering a combination of entry points to start the Accessibility journey for employees and dentsu's clients' digital properties. The consultative offering can be taken as stand-alone or can be combined in a strategic roadmap to achieve good accessibility compliance.

Visible Voices dentsu EMEA

In 2023, dentsu launched Visible Voices, a series of short films following the stories of incredible dentsu people from across EMEA, giving a platform to those who are not always seen but do extraordinary things. In 2024, dentsu launched the Disability Visible Voices.

All-Players Welcome dentsu lab Tokyo

The All-Players Welcome project was born out of a realization that the creative potential of individuals living with disabilities remains largely untapped. Naoki Tanaka, the executive creative director of dentsu Lab Tokyo and the driving force behind this initiative, discovered this during his involvement in the Paralympic Games.

Diverse Voices Accelerator (DIVA) GroupM

The DVA is a part of GroupM's Media Inclusion Initiative (MII) —an integrated strategy for directing investment in and creating opportunities for diverse media companies and content creators — and a key pillar of GroupM's Responsible Investment Framework. In addition to content development, the DVA provides opportunities for brand support with unique activations that create organic and thoughtful messaging to consumers. Projects created under the DVA will be supported by GroupM agencies including Mindshare, Wavemaker and EssenceMediacom, with participating clients like Domino's (a Mindshare client) and other brand partners, who are all committed to diversity and inclusion.

Disability Action Plan GroupM Australia

GroupM has developed this Disability Action Plan to help build representation, accessibility and inclusion. In 2022, GroupM created its Disability Action Committee with the aim of enabling access, inclusivity and representation through making GroupM a disability-ready employer. This group comprises people living with a disability, families, friends, carers and passionate individuals, committed to minimising blindspots to improve inclusivity and access in Australia. This plan covers GroupM's commitments from 2022 - 2023 built on three priority areas: Belonging, Business & Beyond

Cultural Accelerator Sessions McCann Worldgroup UK & Europe

Monthly sessions on diversity and inclusion, including topics like disability, to provoke thought and educate the creative and strategy community. These sessions also include real-life experiences shared by employees.



DuoDay Havas France

The DuoDay initiative, founded in Ireland and adopted by the French government in 2018, is offered to workplaces across various industries to promote the integration of people with disabilities, foster collaboration, break down stereotypes, and create a more inclusive working environment. At Havas France, DuoDay is part of their programming for their week of awareness actions around disability. It's a time for sharing, learning from each other, and a concrete way of driving positive change. The principle behind the day is to welcome a person with a disability to a company, pair them with an employee, and guide them through that employee's typical day on the job — to encourage their active participation and let them experience office life.

Neurodiversity in the Workplace webinar IAPI Ireland

This webinar by IAPI addresses the importance of creating an inclusive workplace culture by understanding and supporting neurodiversity. It features industry experts sharing their personal stories of living and working with neurodivergent conditions such as ADHD, and the impact on mental health and professional roles. The discussion emphasizes the need for businesses to value neurodivergence as part of their diversity efforts to foster a more inclusive and successful workforce.

Web Accessibility Recs IAPI Ireland

IAPI compiled several Web Accessibility Recommendations to guide agencies in creating more accessible websites and mobile applications. This material focuses on complying with accessibility standards, helping teams ensure that web content is accessible to users with disabilities. The recommendations emphasize practical training for content writers, web designers, and developers, while encouraging the use of external experts to verify accessibility.

Ogilvy Access Ogilvy France

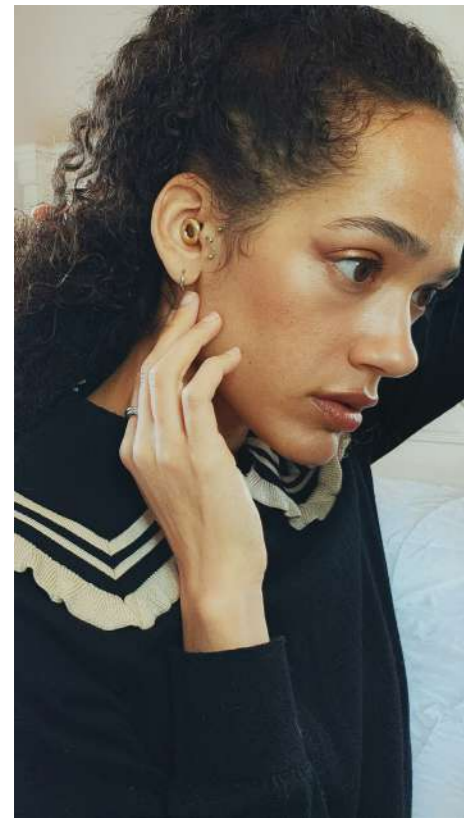
Changing the way people look at disability: At Ogilvy Paris, we are setting up a long-term programme to raise awareness on the lack of representation of disabled people in our creative campaigns and industry. This awareness is being raised through conferences to reach advertisers and will also be reinforced by pro-bono campaigns, for example the non-existence of audio description in advertising campaigns for the visually impaired. In addition, the agency continues to give preference to service providers who employ disabled people and support "Ecole Walt" an inclusive and adapted school for neuro-atypical children.



4. Policy and Structural Changes

Policies Havas France

Employment support such as adaptation of the work environment to compensate for certain difficulties related to the disability, flexible working from home policy, Universal Employment Services Voucher (CESU in French), a payment method for personal services, which can be accessed by any employee with a disability recognition (or having a spouse or child with a disability recognition). It allocates an amount of 600€ /year per eligible person, additional paid leave for medical treatments, administrative process.



Disability Policy for the UK McCann Worldgroup UK

A policy aiming to remove biases and barriers in the workplace, encouraging personalization (referred to as “adjustment for people”), and supporting colleagues in understanding and accommodating the needs of disabled employees.

Pain Pledge McCann UK

Building on our work with Nurofen on the Gender Pain Gap, and with Conscious Inclusion front of mind, our approach to supporting colleagues with pain recognises how it can manifest differently in people and we take a flexible approach to the support we offer.

“Three Adjustments For” McCann Worldgroup UK & Europe

A guide to help employees, particularly those newly diagnosed with a condition like dyslexia, identify potential adjustments they might need in the workplace.

Flexible Policy Ogilvy

Ogilvy has flexible working and working from home adjustments across all/most markets.

5. Partnerships and External Collaborations

Partnership with Leonard Cheshire’s Charity McCann UK

Collaboration with a charity to specifically hire disabled talent, particularly those recently graduated from university.

AGPD Ogilvy Italy

Partnership with the Down Syndrome Association offering apprenticeships in Ogilvy Italy.

Arpejeh Association Partnership Havas FR

Since 2011, Havas has been in partnership with the Arpejeh association, which supports young people with disabilities in their professional integration. Every month, Arpejeh sends Havas a file of applications, which is then shared with all HR managers for the recruitment of interns, apprentices, and permanent/fixed-term employees.

Borderless Mentoring Ogilvy UK

Launched to support our priority underrepresented employees. Operates in partnership with Creative Access.

6. Events and Campaigns

Solidarity Running for Special Olympics Havas France

Awareness-raising campaign during the Olympic Games in France (Summer 2024).

Media Trust “Missing 22%” Event McCann Worldgroup UK & Europe

To spotlight the importance of representation of disabled people in advertising, both within the workforce and in media representation, MW hosted an event with partners across the industry.

Event “Thinking Outside the Box” VIA Nederland

An event to raise awareness and inspire members about the positivity of Neurodiversity. It is important to see and acknowledge every extraordinary type of brain.

Future Bosses Lunch ND Version VIA Nederland

A curated lunch where leaders and young talents (mostly students) come together to share experiences among their Neurodivergent colleagues. The goal is empowering ND talent.

Conclusions

In conclusion, accessibility is not just a component of the broader DEI framework—**it’s the foundation for creating a truly inclusive workplace where everyone, regardless of condition, can thrive.** By understanding the different types of conditions and embedding accessibility into every aspect of your organization’s culture, policies, and practices, you can foster an environment that values and empowers all employees. Through continuous improvement, partnerships, and innovative strategies, **we can collectively break down barriers and unlock the full potential of every individual.** This playbook is designed to guide your journey, offering practical insights and real-world examples from EACA members to inspire and support your efforts. Starting from the people affected, this playbook serves as a foundation, **emphasizing the need for continued efforts while acknowledging that each person will react uniquely,** even when facing the same condition.

We hope these inspiring examples, along with countless other possibilities, will encourage you and your team to **create a workplace where everyone feels valued and empowered.** By doing so, you’ll not only foster a more equitable environment but build workplaces where accessibility isn’t an afterthought, but a driving force for equity and inclusion.

References

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Playbook [“She’s a Keeper”](#) by EACA (2023)

Organisational health [“the New Competitive Advantage in a Post-Covid World”](#) by EACA

WHO Health topics disability (2024)

WHO World report on disability (December 2011)

<https://wearesays.com/news/believe-their-pain/> Toolkit

Global Diversity, Equity & Inclusion Benchmark (GDEIB): Framework for organizations with tools to assess and implement DEI strategies. The GDEIB outlines best practices and benchmarks across multiple dimensions of DEI, making it a critical resource for organizations aiming to improve their DEI efforts.

McKinsey & Company’s “Diversity Wins: How Inclusion Matters”: Influential report, providing data-driven insights into the business case for diversity and how inclusion drives better business outcomes.

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