

THE
FUTURE
OF
WORK

NEW HIRES

Time for a truly
diverse workforce





A job is a source of pride, and it's the best path one can take towards independence.

For some – seniors, people with disabilities, refugees and more – gaining independence is transformative. Yet it's these consumers for whom opportunities to achieve self-sufficiency are most out-of-reach. And remember: 'independence' isn't just about completing tasks without needing help. Independence is also a feeling. An overall sense of self.

A single innovation can't provide that. But a job can. Being *entrusted* by an organization – especially for someone frequently dismissed as incapable – is powerful.

If your brand wants to transform these consumers' lives, put your money where their pockets are: hire them. After all, to truly help is to give someone the tools to help themselves.

It's also a crucial way to open your organization up to new perspectives. Plus, embracing diverse NEW HIRES helps you better serve diverse customers. And rising numbers of consumers – who care about the values of the brands they engage with – will demand those brands have a truly diverse workforce.

The ripple effect will be felt throughout your business, including for your existing employees. Can you afford to overlook the NEW HIRES?

WHY NOW?

GLASS BOX EMPLOYERS

Although anti-discrimination laws exist on paper, consumers are increasingly aware they are not always practiced. In today's age of radical transparency, firms' internal misdeeds – from systematic gender-based wage gaps to layoffs of older workers – are routinely exposed via headlines. This is inspiring a variety of typically-marginalized groups to speak out, and brands to make concerted efforts at being inclusive in their hiring.

BEYOND CANNES

As Adweek observed, some of 2019's most buzzed-about brand innovations focused on accessibility - 12 of the 25 campaigns categorized for the Innovation award at Cannes Lions addressed the issue in some capacity. So what's next? Consumers will demand that brands go beyond only marketing campaigns, and take real *action* when it comes to people with disabilities.

LABOR POOL DIVING

Brands across the globe are waking up to the benefits of NEW HIRES: the opening of 1,000 refugee-owned businesses each year would generate an additional AUD 100 million annually for Australia's economy (Centre for Policy Development, April 2019). Older workers, a fast-growing segment, are more experienced and remain loyal for longer. And the US GDP would rise by USD 25 billion if just 1% more workers with disabilities were employed (Accenture, Oct 2018).



MCDONALD'S & AARP

McDonald's partners with nonprofit to hire older workers »

[One in three](#) Baby Boomers has less than USD 25,000 saved for retirement. With significant numbers of older people facing financial uncertainty, the demand for more inclusive hiring practices will rise.

In April 2019, McDonald's announced plans to partner with [AARP](#), a US-based nonprofit that supports aging Americans, in a drive to employ 250,000 older workers. The fast food chain says the move is motivated by increasing difficulty finding younger workers to fill vacancies. McDonald's is posting jobs on AARP's online job board and piloting a job-matching service for seniors.

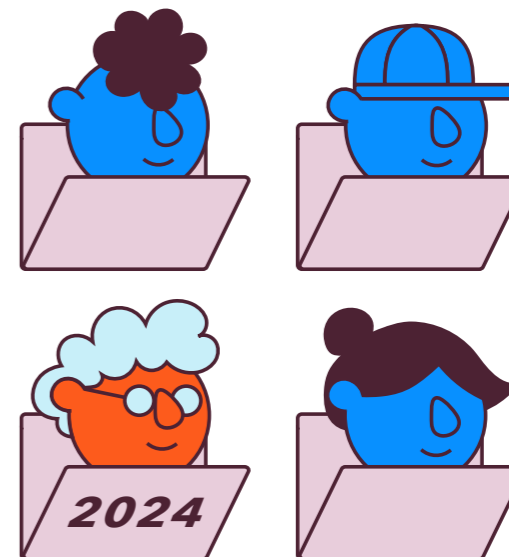


UBER EATS

Seniors deliver Uber Eats orders in Japan »

In Japan, savvy seniors are getting paid to exercise by delivering food orders on foot. How could you combine employment with other benefits?

In July 2019, [Uber Eats](#) announced that it is taking an alternative approach to food delivery in Japan where it plans to increase staff by 30% in the next year. The company has found that with a tight labor market and an unemployment rate of 2.4%, more elderly Japanese people are looking to food delivery for work and have signed up to become Uber Eats couriers. Uber acknowledges that these elderly couriers often prefer to deliver food by foot rather than via bicycle or scooter.



Workers aged 55 and over represent the fastest growing labor group in the US. [By 2024, nearly 1 in 4 people](#) in the labor force will be within this range.

(US DEPARTMENT OF LABOR, 2018)



SOLFA COMMUNITY

Vanilla bean scheme employs disabled and low-income workers »

Could you tap an underutilized workforce to solve a supply issue?

June 2019 saw Japan-based local farm producer [Solfa Community](#) collaborate with Decent Work Labo, a nonprofit consulting service for disabled employment, to start a vanilla vine growing scheme with the goal of hiring disabled and low-income workers. The Okinawa-based project was inspired by rising vanilla prices in Japan, and is being funded by local confectioners who are being impacted by vanilla shortages. The plan is to cultivate 161,460 square feet of land and plant 1,500 vanilla vines by the end of 2019.

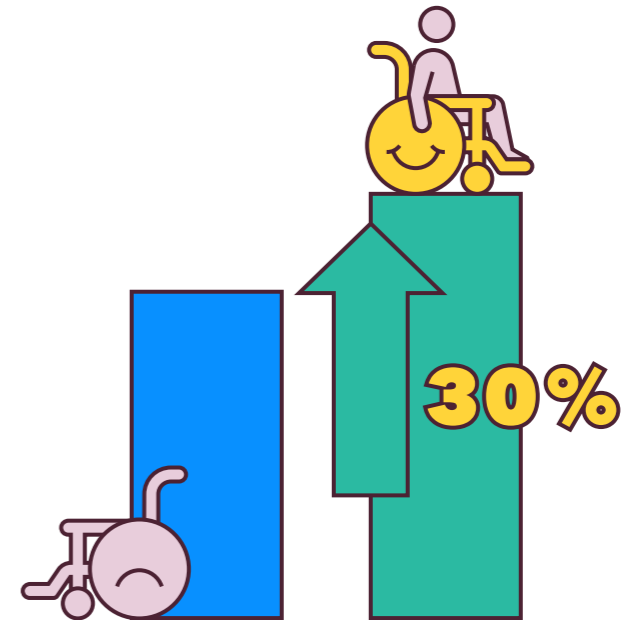


NCIL

Webinar series teaches disabled candidates how to run for office »

The benefits of diversity - particularly within politics - cannot be overstated. Can you give marginalized groups the skills to succeed?

June 2019 saw US-based, disability rights group the National Council for Independent Living kick off its [Elevate Campaign Training Program](#) (ECTP), for disabled citizens who wish to run for office. The program hosted political consultants to speak on topics such how to create a campaign website and how to canvas with mobility difficulties. Offered as online webinars, they enabled participants to attend without having to travel and included closed-captioning and call-in listening options.



Brands that embrace workers with disabilities demonstrate **30% higher profit margins** than brands that don't.

(ACCENTURE, OCTOBER 2018)



FOODHINI

Food deliverer kickstarts immigrant chefs' careers »

Could your NEW HIRES help bridge the gap between immigrant communities and the public?

US-based delivery and catering service [Foodhini](#), which only hires refugee or immigrant chefs, purchased its first commercial space and kickstarted its Whole Foods pop-up in Q1 2019. The social enterprise - which does not require its new hires to be fluent in English - has trained chefs from Laos, Bangladesh, Iran, Syria and more on how to work in and rise through the food industry. Foodhini chefs are taking turns serving their cuisine through the Whole Foods grocery pop-up.

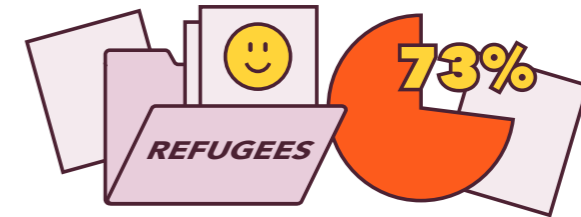


TALENT BEYOND BOUNDARIES

Organization connects skilled refugees to jobs abroad »

How about connecting refugees with employers in countries where there is a skills gap to be filled?

[Talent Beyond Boundaries](#) (TBB) is a US and Australia-based organization helping skilled refugees apply for work visas and acquire jobs abroad. As of August 2019, TBB is running pilots with the Canadian and Australian governments, as well as collaborating with the UN Refugee Agency. The program works through TBB's database of at least 11,000 refugees' work experience, skills and education. The organization expects to successfully relocate 20 refugees from Kenya to Canada by the end of 2019.

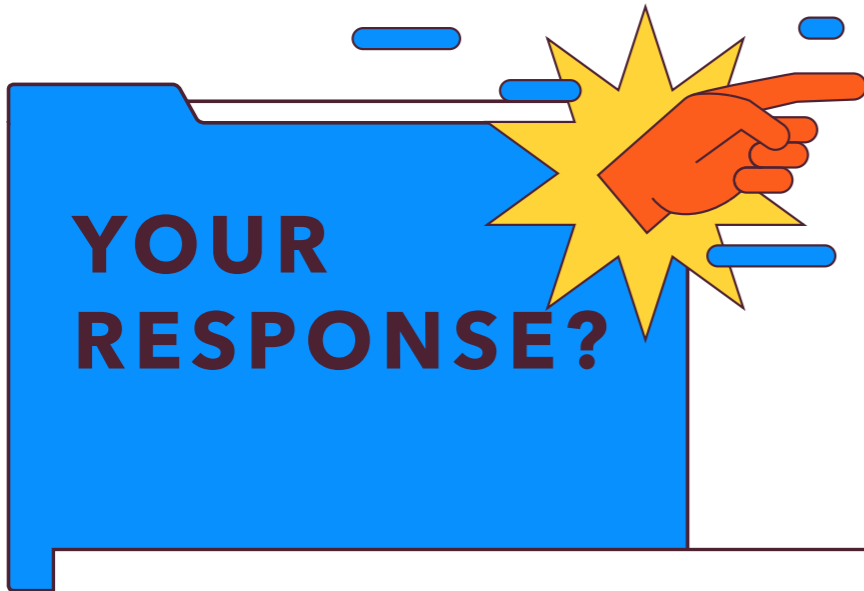


73% of employers reported a **higher retention rate** for refugees than other employees.

(TENT & FPI, MAY 2018)



77% of 18-35 year-olds in France, Germany and Italy prefer to purchase from brands that **support refugees**. **44%** of consumers in those regions are more likely to purchase from companies that help or hire refugees, compared to 14% who said they wouldn't. (NYU, JUNE 2019)



YOUR RESPONSE?

YOU'RE NOT ALONE

Your NEW HIRES strategy won't solve employment issues for all marginalized individuals. But you can amplify your initiative's by partnering with local governments, who likely have goals (and funding!) to serve those same workers. See how Talent Beyond Boundaries piloted its program with the Canadian government to help refugees in Kenya.

OFFER THE LADDER

Think long-term. In order to spark a meaningful change for NEW HIRES, go beyond supplying one-off or monotonous gig work. How can you help your NEW HIRES advance up the career ladder? Think opportunities for advancement, competitive wages, mentorship... benefits any employee would appreciate?

BE INTE-GREAT!

You can go all out on this trend: the Albergo Ético hotel in Argentina is staffed entirely by individuals with Down syndrome. Overlooked consumers will appreciate the spotlight on their specific needs. But sometimes they just want to blend in. How can you integrate NEW HIRES into your entire staff?

SHARE YOUR SUCCESS

Share your initiatives with other organizations who could use your efforts as a roadmap for their own, meaningful measures. See how The Foreword Cafe was referenced in a government guide for accommodating disabled workers in Singapore.