



Employers' Disability Charter

Guidance for Employers

Second edition



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Employers' Disability Charter

The Employers' Disability Charter aims to inspire a culture of change by encouraging employers to rethink their approach to disability. The Charter's eight commitments provide a framework for businesses to continuously develop their disability inclusion workplace practice.

Diverse workplaces are good for business, resulting in saving time, money and being more profitable. Every employer, whether a small local business or a large international company with a local division, can take meaningful steps toward becoming more inclusive.

For small businesses, this might mean simple but impactful changes, such as improving accessibility, offering flexible work arrangements, or fostering a welcoming culture for disabled and neurodivergent individuals. Even small adjustments—like ensuring job descriptions are inclusive or providing basic disability awareness training—can make a big difference in attracting and supporting a diverse workforce.

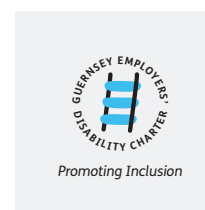
For larger organisations, especially those with established diversity and inclusion strategies, this presents an opportunity to refine and expand their efforts. They can lead by example, implementing

innovative practice, sharing knowledge across global teams, and influencing industry standards. Inclusion is an ongoing journey, and every step—big or small—contributes to a stronger, more diverse, and more productive workplace.

The Charter provides an opportunity to partner with an award-winning Supported Employment team dedicated to helping employers access untapped talent. Guernsey Employment Trust (GET) offers free recruitment support, connecting employers with skilled disabled and neurodivergent candidates to build inclusive, diverse teams.

The Charter is not a legally binding document; however, its principles are designed to support compliance with the Prevention of Discrimination Ordinance.

Joining the Charter is free of charge. Signing up to the Charter is a visible public commitment to disability inclusion.



The symbol for encouraging recruitment and employment of disabled people may be used on employers recruitment advertising upon agreeing to the aims and vision of the Charter.

Values

Collaboration

We believe in the power of working together. By building strong partnerships with employers, clients and community organisations, we co-create mutual understanding and shared goals leading to meaningful and sustainable employment opportunities. Ensuring everyone’s voice is heard and valued helping to shape inclusive workplaces.

Growth

The Charter is rooted in the idea of continuous improvement and development. We support both employers and our clients in unlocking their full potential encouraging personal and professional growth. By embracing curiosity and learning, we promote inclusive and welcoming environments where everyone can thrive.

Respect

Respect is at the heart of everything we do. We treat every individual with dignity, acknowledging their unique contributions and perspectives. By promoting fairness, equity and kindness we aim to create relationships where everyone feels valued and is empowered to succeed.

Community

We are committed to creating a sense of belonging that extends beyond individual workplaces. By connecting people and organisations, we strengthen the fabric of our local and professional communities. Together, we build networks of support that drive inclusivity and shared success.



How was the Employers’ Disability Charter developed?

Timeline of the Employers’ Disability Charter

NOVEMBER 2013

The States of Deliberation approved the Disability and Inclusion Strategy—a plan designed to enhance the quality of life for disabled people and their carers by changing attitudes and promoting active social, economic, and cultural engagement.

OCTOBER 2014

GET was established as a commissioned service and officially registered as a charity.

JANUARY 2015

GET became fully operational following the transfer of Supported Employment Services from Adult Disability Services.

MAY 2015

The first Service Level Agreement was signed between the States of Guernsey and GET.

APRIL 2017

The Charter welcomed its first business as a signatory.

OCTOBER 2023

Phase 1 of Guernsey’s Discrimination Legislation was enacted. This phase provides protections in employment, goods and services, accommodation, and club memberships against discrimination based on race, disability, carer status, sexual orientation, and religion or belief.

MARCH 2017

The Employers’ Disability Charter was officially launched.

JANUARY 2018

Oversight of the Disability and Inclusion Strategy shifted from Health and Social Services to Employment & Social Security—and the commissioning responsibility for GET transferred accordingly.

SEPTEMBER 2025

GET marked its 10th anniversary with the launch of the second edition of the Employers’ Disability Charter.

Why a second edition is necessary

Since the launch of the first Charter, the landscape surrounding diversity and inclusion has shifted significantly. At the time, there was no formal discrimination legislation, and participation in the Charter was entirely voluntary—members were not required to meet the commitments upon joining—only to show an intention to work towards them. Now that there is a legal duty in place, the Charter’s tone has evolved to guide and support employers in implementing good practice and fulfilling their responsibilities under the law.

Beyond changes in law, the way we talk about and present inclusion has also advanced. Terms like neurodiversity, for example, are now widely understood and embraced, whereas they were relatively unfamiliar in 2017. The updated Charter places a stronger emphasis on accessibility and ease of use, reflecting a shift away from the more text-heavy style of the original.

In today’s climate, where diversity and inclusion initiatives are increasingly being questioned or challenged in some regions, it is more important than ever to ensure that inclusive practices are embedded, resilient, and reflective of current best practice. This second edition aims to meet that need, offering a relevant, accessible, and supportive framework for organisations navigating a complex and evolving landscape.

Why we refer to both disabled and neurodivergent people

Throughout this Charter, we refer to both disabled and neurodivergent people to reflect the full diversity of experiences in the workplace. Neurodivergence, including conditions like autism, ADHD, and dyslexia are sometimes overlooked in traditional definitions of disability, yet many neurodivergent people face barriers that require inclusive approaches.

By naming both groups, we aim to:

- Recognise a broader range of needs and experiences.
- Promote inclusion beyond legal compliance.
- Reflect the social model of disability, which focuses on removing barriers rather than defining individuals by impairments.

This intentional wording helps ensure no one is left out of the conversation on disability inclusion.

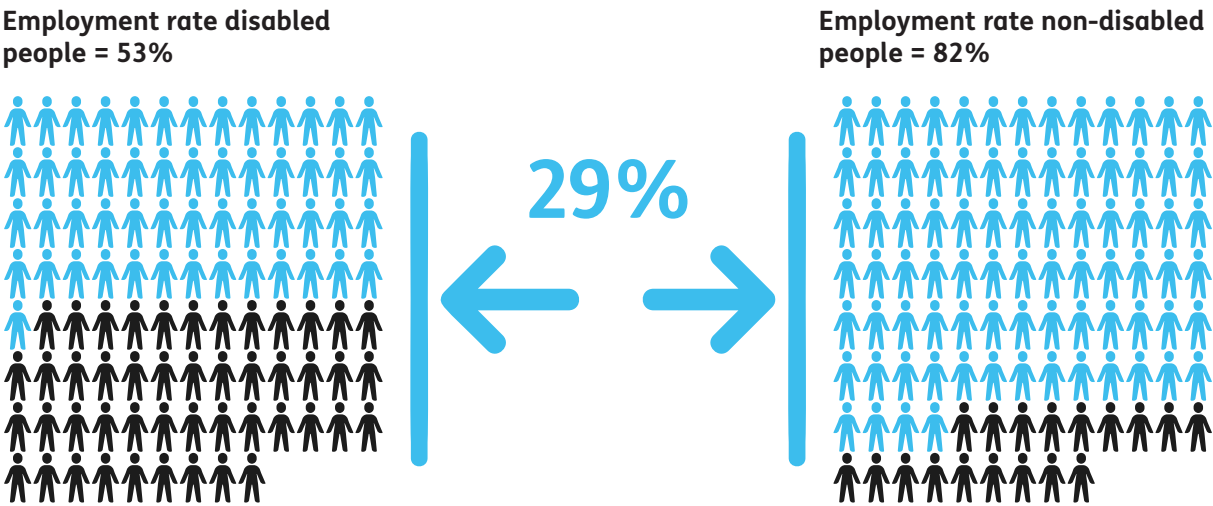
Who was involved in creating the second edition

The second edition of the Charter was developed by the Guernsey Employment Trust in collaboration with key stakeholders. Representatives from existing Charter members, as well as businesses across the private, public, and third sectors—including small local enterprises and large international organisations—were consulted through interactive workshops. Their insights and experiences played a vital role in shaping the updated commitments to ensure they are practical, inclusive, and reflective of a broad range of workplace contexts.

Why should my business get involved?

Embracing diversity and inclusion is not just the right thing to do—it makes strong business sense. Inclusive workplaces benefit from wider talent pools, improved innovation, better staff retention, and a stronger reputation with customers and the wider community. Supporting disabled employees can lead to more resilient, adaptable, and successful organisations. Yet despite these benefits, disabled individuals remain significantly underrepresented in the workforce. Getting involved helps your business actively address this disability employment gap.

Disability Employment Gap



Official Statistics Employment of disabled people 2022
Published 26 January 2023

“Diversity is being invited to the party. Inclusion is being asked to dance. Belonging goes a step further—it’s when you’re part of choosing the music.”

Verna Myers (Diversity Advocate)

Commitments

Commitment #1

Encourage applications from disabled people

We will encourage job applications from disabled individuals and ensure fair consideration for all candidates.

Commitment #2

Implement inclusive recruitment practice

We will embed inclusive practice throughout recruitment by removing unnecessary barriers and making reasonable adjustments to ensure fair and equal opportunities.

Commitment #3

Guarantee interviews for disabled applicants who meet the minimum criteria

We will guarantee a job interview for disabled applicants who meet the minimum criteria for our job vacancies.

Commitment #4

Keep improving accessibility and support for disabled people

We are committed to building an inclusive and accessible workplace. We recognise the diversity of disabilities and understand this is a continuous process.

Commitment #5

Anticipate and provide reasonable adjustments

We will support employees to succeed by understanding and offering reasonable workplace adjustments.

Commitment #6

Offer disabled individuals opportunities to develop workplace skills

We will provide work experience placements, job tasters, and practice interviews for disabled and neurodivergent individuals, wherever practicable.

Commitment #7

Ongoing training and development to support disability inclusion

We will provide ongoing training and development for managers and supervisors to ensure they have the knowledge, skills, and confidence to support disabled and neurodivergent employees effectively.

Commitment #8

Become a Disability Inclusion Ambassador

We will lead by example and enhance employment opportunities for disabled members of our community.

Guidance notes

Commitment #1

Encourage applications from disabled people

Encouraging applications from disabled people shows your organisation values diversity and is committed to removing barriers. It helps address underrepresentation in the workforce and supports equal access to opportunity.

Inclusive recruitment is not just the right thing to do—it's also good for business. Diverse teams drive innovation, improve performance, and build stronger organisational culture.

Ways to encourage applications from disabled people

Job adverts

Creating inclusive job adverts helps attract a wider, more diverse pool of applicants and reduces unintentional barriers for disabled and neurodiverse candidates.

To do this, ensure you:

- Use clear, concise, and jargon-free language
- Focus on essential skills and competencies
- Avoid gendered or biased language that may deter applicants
- Clearly state that applications from disabled and neurodivergent candidates are welcome



Inclusion statement

Include a standard inclusion statement in all job advertisements, such as:

“We are committed to fostering an inclusive and diverse workplace. We welcome applications from all individuals, including disabled and neurodivergent candidates. If you require adjustments during the recruitment process, please let us know.”

Use the Charter logo on job advertisements

Display the Charter Logo on all job advertisements and marketing materials to demonstrate your commitment to inclusivity.

Accept applications in alternative formats

To ensure a fair and accessible recruitment process, offer and accept job applications in alternative formats to meet different access needs.

Why it matters

Standard application methods may pose barriers for disabled candidates; for example, inaccessible online platforms or complex PDFs. Offering flexibility shows you are responsive to individual needs and legally compliant under The Prevention of Discrimination (Guernsey) Ordinance, 2022.



Good Practice Guidance

- **Offer multiple formats:** e.g. Word, accessible PDFs, online, and paper-based versions
- **Accept alternative submission methods:** e.g. email, phone, recorded video, or verbal applications (where appropriate)
- **Invite requests for adjustments:** Add clear instructions in adverts for requesting alternate formats. For example:
“If you require this application form or any recruitment materials in an alternative format due to an access need, or would like to discuss a different way of applying, please get in touch at [contact details]. We are happy to support you.”
- **Respond promptly and flexibly:** Ensure you have a named contact for these requests and respond efficiently

Share vacancies with relevant agencies

To ensure vacancies are broadly advertised and seen by disabled candidates:

- Promote job openings through jobs@get.org.gg
- Collaborate with local disability employment services, charities, and community organisations (e.g. UnLtd, GROW, GO) to widen outreach

Subscribe to GET’s “Situations Wanted” notifications

In order to support inclusive hiring and to provide a direct opportunity to connect with job-ready candidates employers are encouraged to subscribe to GET’s “Situations Wanted” notifications to stay informed about individuals accessing supported employment who are actively seeking roles or work experience.

Application process

- Clearly outline the application process in job advertisements
- Provide guidance on how applicants can request reasonable adjustments at any stage

Commitment #2

Implement inclusive recruitment practice

Fair and inclusive recruitment ensures that all candidates are assessed on merit, reduces bias, and upholds legal and ethical hiring standards. This commitment focuses on embedding inclusive practice at every stage of your recruitment process—from job design to selection.

Accurate and proportionate job descriptions and criteria

Well-written job descriptions and criteria help candidates understand what is truly required and reduce the risk of bias in recruitment. Use specific, measurable, and inclusive language that focuses on essential skills and experience.

Do:

- Focus on what the role requires the person to do, not abstract traits
E.g. “Able to produce clear, structured reports for senior stakeholders vs “Excellent communication skills.”
Use action-based language tied to actual tasks and outcomes.
E.g. “Facilitates weekly team briefings” vs “Strong leadership.”
- Clearly separate essential and desirable criteria
- Ensure each job description is reviewed to identify unintended barriers before advertising

Avoid:

- Vague terms like “self-starter” or “strong work ethic.”
- Inflated requirements (e.g. unnecessary educational criteria where not job critical)
- Criteria that unfairly disadvantage disabled applicants unless job critical

Essential duties vs marginal duties

Understanding the difference between essential and marginal job duties is key to creating inclusive roles, making reasonable adjustments, and supporting job carving for disabled applicants or employees.



Essential duties

Essential duties are the fundamental tasks that are core to the purpose of the role. Without these, the job would not exist. These should be:

- **Clearly stated** in the job description
- **Necessary** to achieve the primary outcomes of the role
- **Not easily reassigned** without altering the nature of the position

Examples:

- For a delivery driver: driving and safe handling of goods
- For an accountant: preparing and reviewing financial reports

Marginal duties

Marginal duties are non-essential tasks that, if removed or reassigned, would not significantly impact the core purpose of the role. These may:

- Be performed occasionally or as a small part of the job
- Be shared among team members
- Offer opportunities for adjustment or reassignment

Examples:

- Tidying a shared office space
- Taking meeting notes in a team with multiple members

Why this matters

When considering **reasonable adjustments** or exploring **job carving**, identifying which duties are essential versus marginal helps:

- Focus adjustments on supporting the individual to perform the **core functions** of the job
- Consider removing or reallocating non-essential tasks that create unnecessary barriers
- Design more inclusive, flexible roles without compromising business needs

Being clear about essential duties from the outset also protects against indirect discrimination and helps ensure fairness and consistency in recruitment and employment decisions.



Use inclusive selection processes

Selection tests

- Only use tests relevant to essential job duties
- Offer reasonable adjustments (e.g. extra time, alternative formats)
- Consider alternatives like practical working interviews where appropriate

Selection tests can be useful tools to assess skills or aptitude, but they should be used with caution to ensure they do not disadvantage disabled or neurodiverse applicants. Standardised tests may unintentionally assess a candidate's ability to navigate the test format rather than their actual ability to perform the job. For example, time-limited tasks, written assessments, or psychometric tests may create barriers for individuals with conditions affecting processing speed, literacy, or communication.

To use selection tests fairly and lawfully:

- **Ensure relevance:** Only use tests that measure skills essential to the role
- **Offer reasonable adjustments:** This could include extra time, alternative formats, or different methods of assessment
- **Be flexible:** Consider alternative ways for candidates to demonstrate their capabilities if the test format poses an access barrier e.g. Practical working interview or job taster

Used thoughtfully, selection tests can support fair recruitment. Used without care, they risk excluding talented applicants and may breach equality obligations.

Seeking guidance on inclusive testing

If you are unsure whether a selection test is inclusive and accessible, consider the following steps:

- **Consult Equality, Diversity, and Inclusion (EDI) Specialists:** Engage with internal EDI leads or external consultants who specialise in inclusive recruitment practices. They can help review test formats, suggest inclusive alternatives, and identify potential barriers
- **Engage with Disabled People's Organisations (DPOs):** These organisations can provide valuable lived-experience insights and may help evaluate the accessibility and fairness of your tests
- **Pilot and review:** Trial the tests with a diverse group (including disabled and neurodiverse individuals where possible) to gather feedback on usability, clarity, and fairness

- **Collaborate with candidates:** If an individual requests an adjustment or expresses concern about the test format, open a conversation to explore alternatives or modifications that allow them to fairly demonstrate their ability
- **Use inclusive design principles:** Work with test providers who understand and apply universal design and accessibility standards in assessments
- **Document decisions and rationale:** Keep a record of why a test was selected, what adjustments were considered, and how inclusivity was reviewed. This shows due diligence and can help defend decisions if challenged

Selection process

A fair and inclusive selection process helps ensure all candidates are assessed on merit, reduces bias, and supports legal and ethical hiring standards. It also creates a more positive candidate experience and enhances your organisation's reputation as an inclusive employer.

- Ensure that staff involved in recruitment are familiar with your equality policy (if you have one)
- Train hiring managers on inclusive hiring practice and unconscious bias to ensure decisions are based on skills and suitability, not assumptions or stereotypes
- Use structured interviews with consistent questions to create a level playing field, allowing all candidates to be evaluated fairly against the same criteria
- Include diverse interview panel members where possible to bring different perspectives, reduce group bias, and demonstrate your commitment to inclusion
- Allow candidates to bring a support worker, interpreter, or communication aid if needed, and communicate clearly that this is welcomed. This ensures disabled candidates can participate fully and confidently in the process

Asking about health or disability

- Employers should not ask for information about protected grounds (disability or health) during a recruitment process which indicates, or might reasonably be understood as indicating, an intention to discriminate
- It is therefore not advisable to ask general questions about health, sickness record or childcare arrangements



- Ensure assessments focus on ability to perform the job with reasonable adjustments. So rather than asking “are you disabled?” you could ask “would you need any support or adjustments to carry out any part of the job, and if so, what might these be?”

Medical checks

Medical checks must be handled sensitively and lawfully. They should never be used to screen out disabled applicants but rather to understand how an individual can be supported to succeed in the role.

- Only conduct medical checks where necessary and relevant to the role, and after a conditional offer has been made, to avoid discrimination during shortlisting
- Ensure assessments focus on the individual's ability to perform the role with reasonable adjustments, rather than making assumptions based on a diagnosis or condition
- It is not appropriate to insist on a medical check for a disabled person and not for others, without justification. Having a disability need not affect a person's general health
- Maintain strict confidentiality of special category data ensuring compliance with Data Protection (Bailiwick of Guernsey) Law, 2017. Only share medical information if you have discussed this with the individual and it's necessary to arrange support or adjustments

A respectful, lawful approach to medical checks helps build trust and ensures compliance with your duties under discrimination legislation.

Commitment #3

Guarantee interviews for disabled applicants who meet the minimum essential criteria for a role

As part of our commitment to inclusive hiring, we offer a Guaranteed Interview Scheme (GIS) for disabled applicants who meet the minimum essential criteria for a role.

The GIS is a lawful form of Positive Action, designed to reduce barriers in recruitment and help level the playing field. It gives disabled applicants a fair chance to demonstrate their skills at interview stage—it does not guarantee a job offer or override the merit-based selection process.

This approach helps address potential bias and shows a clear commitment to inclusion, without removing your autonomy over final hiring decisions.

Key guidance for employers:

Ensure essential criteria are clear and justified

- Clearly define the minimum essential skills, experience, and qualifications needed to do the job
- Avoid unnecessary requirements that may exclude capable disabled applicants (e.g., physical tasks not core to the role)
- A well-defined job description protects against reputational risk and ensures fair, consistent decision-making

Communicate the scheme in job adverts

- Let applicants know the GIS is available and how to opt in
- Suggested wording:

“We are committed to inclusive hiring. Disabled applicants who meet the minimum criteria for a role will be offered an interview as part of our Guaranteed Interview Scheme (GIS).”

Offer an accessible opt-in process

- Make it easy for applicants to indicate participation in the GIS:
 - Include a tick-box on online forms
 - Allow statements in email or phone applications
 - Provide contact details for those needing support

Awareness and understanding of GIS

All hiring managers must be fully aware of what it means when a candidate opts into the GIS. This includes:

- Understanding that eligible candidates who meet the minimum essential criteria for the role must be offered an interview
- Recognising GIS as part of the organisation’s commitment to inclusive recruitment

Proactively check for GIS opt-in

Hiring managers must actively check application materials (e.g. applicant tracking system, forms, or CV flags) to see if a candidate has opted into the GIS. This step is essential to ensure that no eligible candidates are overlooked due to administrative oversight.

- Review all applications for GIS indicators before shortlisting begins
- If unsure about a candidate’s eligibility or GIS status, consult GET for support



Responding when an applicant does not meet the minimum criteria

- If a disabled applicant opts into GIS but does not meet the clearly defined minimum essential criteria, they are not entitled to an interview under the scheme
- Communicate this clearly and respectfully, explaining that the GIS guarantees an interview only for applicants who meet the minimum requirements for the role
- Where possible, offer constructive feedback to support the applicant in future opportunities and maintain a positive, inclusive experience
- This approach upholds the fairness and integrity of your selection process while demonstrating your ongoing commitment to inclusive hiring

The GIS helps attract a wider pool of talented applicants while maintaining a fair and consistent selection process. By applying GIS thoughtfully, you reduce the risk of bias and build a reputation as an inclusive, responsible employer.

Note: The GET team are available to support managers with training, clarification, or queries about applying the GIS fairly and appropriately.



Commitment #4

Keep improving accessibility and support for disabled people

We are committed to building an inclusive and accessible workplace. We recognise the diversity of disabilities and understand this is a continuous process. We will regularly review our policies and practices, involve those with lived experience, and take ongoing steps to remove barriers and promote equity across all areas of employment.

Review policies to ensure fairness

Regularly reviewing your workplace policies is essential to maintaining an inclusive environment and ensuring disabled employees are treated equitably. Inclusive policies help reduce the risk of discrimination, build trust, and create a workplace where everyone can thrive.

- **Regularly review workplace policies and procedures** to ensure they do not unintentionally disadvantage disabled employees or applicants. This includes policies on recruitment, attendance, performance management, flexible working, and leave. Look for any barriers that could disproportionately impact disabled staff and update them accordingly
- **Engage with disabled employees when developing or updating workplace policies** to ensure their experiences and insights inform decision-making. This helps identify potential issues early, increases buy-in, and leads to more practical and inclusive outcomes. Consider using anonymous feedback tools or employee networks where appropriate
- **Ensure equal access to training, promotions, and career progression opportunities**, including making reasonable adjustments to how training is delivered or how performance is assessed. Fair access to development helps retain talent, supports morale, and demonstrates a genuine commitment to inclusion at every level of the organisation

For additional guidance and practical resources, visit <https://eeos.gg/issues-work>.

Examples of indirect disadvantage in workplace policies

- **Rigid attendance policies**
A “no exceptions” policy on punctuality or absence may disadvantage employees with disabilities that involve medical appointments, fatigue, or fluctuating health conditions (e.g. multiple sclerosis, chronic pain, or mental health conditions).
→ Reasonable adjustments might include flexible start times or relaxed absence thresholds for disability-related absences.

- **Universal performance metrics**

Using the same performance targets (e.g. speed, output volume, or customer call times) for all employees may disadvantage someone whose disability affects their pace or working style.

→ Reasonable adjustments could involve assessing performance based on quality, not quantity, or allowing more time for certain tasks.

- **Mandatory team-building activities**

Requiring attendance at loud, physically active, or socially intense events could exclude individuals with sensory sensitivities, mobility impairments, or social anxiety.

→ Offering alternatives or making events optional can create a more inclusive environment.

- **One-size-fits-all training delivery**

Delivering training only via in-person workshops or dense written manuals may disadvantage employees with hearing impairments, visual impairments, or neurodiverse learning styles.

→ Accessible formats (e.g. Captions, screen-reader friendly documents, or visual aids) can help meet diverse needs.

- **Homeworking restrictions**

A policy that limits or prohibits remote work might disadvantage disabled employees who find working from home more manageable due to mobility, pain, or sensory processing needs.

→ Where possible, allow flexible or hybrid working as a reasonable adjustment to remove these barriers.

- **Promotion criteria tied to networking or visibility**

If promotion relies heavily on being seen in the office or attending social events, it may disadvantage employees who work remotely due to disability or those who cannot attend events for health reasons.

→ Fair criteria should focus on performance, outcomes, and capability—not visibility.

Key takeaway: Even neutral policies can have unintended consequences. Reviewing policies through a disability inclusion lens—and making reasonable adjustments where needed—ensures fairness and legal compliance while supporting an inclusive culture. For more local support visit <https://eeos.gg/issues-work>.

Commitment #5

Anticipate and provide reasonable adjustments

We will support employees to succeed by understanding and offering workplace adjustments. We recognise that legal language, like the definition of disability or what’s considered “reasonable”, can be confusing or unclear. But at its core, this is about something every good manager already does: making sure people have the right tools, flexibility, and environment to do their job well.

We are committed to creating a workplace where everyone feels supported and has a fair opportunity to thrive. This includes making adjustments that allow disabled and neurodivergent employees to perform at their best.

The guidance below is designed to help you think practically about adjustments, not as a legal checkbox, but as part of being an inclusive, responsive, and people-focused leader.

What does the law say about adjustments?

Employers have a legal duty to make reasonable adjustments for disabled people when something in the workplace puts them at a substantial disadvantage. The aim is fairness, as far as possible, ensuring everyone can access the same opportunities.

Beyond the legal requirement, adjustments are simply part of making your team work better.





So, what does ‘reasonable’ mean in practice?

There is no one-size-fits-all answer, but here are some principles to guide you:

- Adjustments should be **practical and effective**—they do not have to solve everything, simply help remove a barrier that’s making the job harder
- Reasonableness depends on several things: cost, how easy it is to implement, your business size and resources, and how it might impact others
- Small businesses might offer flexibility with hours or tasks; larger organisations might provide more specialist support like job coaching or technology
- Most adjustments are low-cost or free—and many are simply about being flexible or open to doing things differently
- If costs are a concern, the States of Guernsey Access to Work Grant may be able to help cover them <https://gov.gg/article/197725/Access-To-Work-Grant>
- Importantly, the employer covers the cost of reasonable adjustments; disabled employees should not be expected to pay for their own workplace adaptations

Think people, not paperwork: How to approach adjustments

- Talk to the person. They are the expert in what works for them. Keep the conversation open, respectful, and practical
- Do not wait for a formal diagnosis. If you notice someone is struggling, respond with empathy and a problem-solving mindset

- Consult professionals when needed. Occupational health, HR, or specialist advisors can provide guidance to help tailor adjustments effectively
- Review regularly. Needs can change over time; check in and be ready to adapt

Examples of reasonable adjustments

These will vary depending on the role and individual, but might include:

- Flexible working hours or location
- Use of assistive technology (e.g. screen readers, dictation software)
- Equipment (e.g. specialist chair, larger keyboard, ergonomic mouse)
- Phased return to work after sickness or time off
- Modified duties or adjustments to workload
- Extra time for tasks or training
- Changes to performance expectations or timelines
- Providing a mentor, buddy, or in-work support

Extra help and resources

You are not alone in this. You can:

- Contact **Guernsey Employment Trust (GET)** for guidance or help designing adjustments
- Work with disability organisations or occupational health professionals to find the right solutions
- Use available funding schemes like [Access to Work Grant](#) for equipment where eligible
- The [Managing adjustments - Scenarios \(Part 1\) - Business Disability Forum](#) is a useful resource to refer to

Final thought

Supporting your team isn’t about knowing all the answers, it is about being willing to listen, learn, and make small changes that have a big impact. Thinking of reasonable adjustments as part of good management, rather than legal compliance, helps build a fairer, more productive workplace for everyone.

Commitment #6

Offer disabled individuals opportunities to develop workplace skills

Many disabled job seekers face barriers that have limited their access to employment, such as inaccessible recruitment practice, inflexible workplace environments, and a lack of inclusive development opportunities. These barriers—not the individuals’ impairments—can result in gaps in employment, limited work experience, or reduced confidence.

Additionally, some disabled people may have had limited access to education or training due to a lack of appropriate support, inaccessible learning environments, or discriminatory attitudes in the education system. This can impact qualifications, skill development, and confidence in navigating the job market.

Offering meaningful and inclusive development opportunities helps remove these systemic barriers. It enables individuals to gain real-world experience, build confidence, and develop workplace skills in environments that recognise and accommodate diverse needs. These experiences support longer-term employment outcomes, strengthen CVs, and help individuals explore roles that align with their interests and strengths. Employers can support this commitment in the following ways:

Work experience placements – key information

- Typical duration: Placements usually last 6–8 weeks but can be shorter depending on individual needs and workplace capacity
- Part-time basis: Most placements are part-time, allowing for flexibility and gradual skill-building
- Real-world exposure: They provide practical experience in a real work environment, helping individuals understand workplace routines and expectations

Creating a meaningful placement

Work experience should be:

- Safe, structured, and purposeful
- Collaborative, with clearly defined objectives
- Designed with learning outcomes and structured tasks that reflect real job roles

A good placement can help individuals:

- Develop transferable skills
- Grow in confidence
- Enhance their CVs and employability

Tip: Start the process with an informal coffee and chat. This helps build rapport, explore interests, and ensure the placement is tailored and productive for both the individual and the employer.

Considerations for employers

Employers are encouraged to take part where practicable, provided adequate supervision and support can be offered.

However, there may be limitations in some sectors due to:

- Legal requirements (e.g. DBS/police checks)
- Health and safety regulations or risk assessment complexity
- Limited supervisory capacity
- The nature of the work, which may restrict access to a full range of duties



Support from Guernsey Employment Trust (GET)

- GET can assist in designing and supporting placements that are realistic, safe, and beneficial.
- A health and safety assessment, conducted by an IOSH-trained GET staff member, must be completed and passed before the placement begins.
- Regular check-ins involving the participant, employer, and GET to ensure ongoing support and help address any challenges early.
- GET can also support employers and participants involved in Kickstart Placements, working alongside the Job Centre. For more information on the Kickstart scheme, visit: <https://www.gov.gg/Kickstart-placement>

Job tasters or work trials

- Typically last 1–2 days and allow candidates to try out a specific role before committing to an application
- Provide an opportunity for both the candidate and employer to assess fit
- May be paid or unpaid, depending on the individual's circumstances and agreement with GET
- Should include a clear plan of tasks and responsibilities, with feedback provided at the end

Mock interviews

- Help candidates prepare for formal interviews in a professional setting
- Feedback from industry professionals helps participants refine answers, boost confidence, and improve presentation
- Can be tailored to different industries or specific job types for relevance
- Also a valuable development opportunity for employers; staff involved in mock interviews can build coaching skills, deepen their understanding of inclusive recruitment, and contribute meaningfully to community engagement

Additional considerations for employers

- Ensure that the environment is accessible, welcoming, and inclusive for all participants
- Provide reasonable adjustments where needed (see Commitment 5)
- Consider offering mentorship or buddy systems to help participants settle in and learn
- Be open and honest about the realities of your workplace while remaining encouraging and constructive
- After any experience, offer specific and supportive feedback—whether on CVs, interview style, work performance, or general workplace conduct
- Understand that not all development leads directly to employment, but every opportunity builds skills, confidence, and employability



Commitment #7

Ongoing training and development to support disability inclusion

We will provide ongoing training and development for managers and supervisors to ensure they have the knowledge, skills, and confidence to support disabled and neurodivergent employees effectively.

An inclusive workplace culture is built through informed and empowered leadership. By committing to regular, up-to-date training on disability awareness, inclusive communication, and reasonable adjustments, we will promote a working environment where all employees feel supported and valued. This commitment includes equipping managers to identify and remove barriers, respond appropriately to access needs, and lead inclusively at every stage of the employee journey.



Disability inclusion training

- Provide regular training for managers and supervisors on disability and neurodiversity awareness, inclusion, and good practice
- Cover key topics such as:
 - Understanding different disabilities and neurodivergence (visible and hidden)
 - The importance of workplace accessibility and reasonable adjustments
 - Exploring unconscious bias and building an inclusive culture where disabled employees feel respected, involved, and valued
 - Understanding and successfully implementing the Guaranteed Interview Scheme
 - Legal responsibilities under equality and employment legislation
- Encourage participation in interactive sessions, including case studies and lived experience discussions

Implementing internal policies and good practice

- Ensure managers are familiar with company policies on disability inclusion, reasonable adjustments, and support mechanisms
- Provide clear guidance on how to implement these policies in day-to-day management
- Offer access to external resources or specialist support where necessary (e.g. Guernsey Employment Trust, Occupational Health)

Proactively engaging in conversations about reasonable adjustments

- Encourage managers to have open and supportive discussions with employees about their needs
- Provide guidance on how to identify and implement reasonable adjustments, such as:
 - Flexible working arrangements
 - Assistive technology
 - Adaptations to workload, environment, or job responsibilities
- Ensure adjustments are reviewed regularly to meet evolving needs



Supporting employees returning from long-term sick leave

- Maintain supportive contact during the employee's absence, keeping communication open and empathetic without applying pressure
- Develop a structured return-to-work plan, tailored to the individual's needs
- Offer phased returns, where appropriate, to help employees gradually reintegrate
- Ensure access to necessary resources and support (e.g. mental health support, workplace adjustments)
- Foster a positive and understanding culture, ensuring returning employees feel welcomed and valued

Ensuring everyone's voice is included and valued

- Promote inclusive leadership, where all employees feel heard and respected through open dialogue and active listening
- Adapt communication styles and feedback approaches to suit individual needs and preferences
- Support opportunities for peer connection and shared learning—for example, through informal networks or discussion groups, where appropriate
- Involve employees in shaping inclusive practice, ensuring they feel ownership and belonging in the process

Free guidance and toolkits

UK-based and Guernsey-relevant resources

- **Guernsey Employment Trust (GET)** – Offers local guidance, employer support, and resources specific to disability inclusion in Guernsey
www.get.org.gg
- **Employment and Equal Opportunities Service** – Explain Guernsey's current employment and discrimination legislation and help you to access further information
<https://eeos.gg/>
- **ACAS – Disability at Work Guidance**
Free advice for employers on disability discrimination, reasonable adjustments, and inclusive workplace practice
<https://www.acas.org.uk/disability-at-work>
- **Business Disability Forum** – Free Resources and Blogs
Offers some open-access guidance, including case studies and toolkits
www.businessdisabilityforum.org.uk
- **SCOPE** – A selection of useful toolkits to help you and your business to be more accessible
<https://business.scope.org.uk/toolkits/>
- **CIPD** – Inclusion and Diversity Resources
Guides and factsheets on neurodiversity, workplace adjustments, and inclusive leadership
<https://www.cipd.org/uk/topics/equality-diversity-inclusion/>
- **Lexxic** – Neurodiversity in the workplace, practical advice and toolkits for line managers
<https://lexxic.com/resources>

Training opportunities

- **Signpost** – The States of Guernsey has been working closely with disability organisation AccessAble and a number of charities in Guernsey to produce a free bespoke training tool for anyone in Guernsey to access
<https://www.signpost.gg/article/178674/Training>
- **Autism Guernsey** – Offer training to organisations that have—or might have—autistic staff and customers or clients
<https://www.autismguernsey.org.gg/training>



- **Guernsey Mind** – Offers a range of Mental Health Awareness and Training Programmes for businesses and individuals
<https://www.guernseymind.org.gg/training/>
- **Guernsey Employment Trust** – Promotes disability awareness and understanding in your workplace
<https://www.get.org.gg/employers/training>
- **Consortium** – The Guernsey Institute, Walkers, Equality Guernsey, Focus HR, Guernsey Employment Trust and Guernsey Disability Alliance offered free training for local equality and discrimination awareness. The Consortium has now been disbanded but the training is available on EEOS
<https://eeos.gg/resources-organisations-my-issue-about-employing-people-discrimination-prevention-discrimination-21>
- **Unltd** - Offers disability confident training
<https://unltd.gg/>
- **Employers Network for Equality and Inclusion (enei)** – Offers webinars training and best practice guides (membership may be required for full access)
<https://www.enei.org.uk/>

Additional tools and guidance

- **Web Accessibility Initiative** – Provides a list of web accessibility evaluation tools
<https://www.w3.org/WAI/test-evaluate/tools/list/>

Commitment #8

Become a Disability and Inclusion Ambassador

Being a Disability Inclusion Ambassador means leading by example and embedding inclusive practice in a way that is genuine, respectful, and sustainable. It is about treating people as people—not as symbols of inspiration—while building a workplace culture where all employees, including disabled and neurodivergent individuals, can thrive.

This role is not about visibility for visibility's sake; it's about making inclusion real, valued, and part of everyday working life.

Embed inclusion without tokenism

- Normalise the use of reasonable adjustments as just good practice—not special treatment
- Build policies that support phased returns to work and flexible working, ensuring they are accessible to all
- Be mindful of language and avoid 'inspiration' narratives that position disabled people as exceptional simply for working
- Ensure representation and storytelling is employee-led, never imposed or used solely for marketing gain

Share practice with confidence

Many organisations feel hesitant to speak publicly about their disability inclusion efforts. We understand those concerns. To support you:

- GET can co-create communication templates, short joint press releases, or video case studies that showcase inclusion
- Focus messaging on inclusive practice, policies, and learning, rather than personal stories alone
- Emphasise how the team as a whole benefits—inclusion supports retention, morale, and innovation

Recognise individual and team contributions

- Celebrate achievements through inclusive recognition schemes that highlight contributions to workplace culture—not just productivity
- Encourage peer-led shout-outs for colleagues who champion accessibility, collaboration, or positive change
- Promote stories of team resilience and adaptability when supporting a colleague's adjustment or return to work

Call out barriers and bias

- Address and challenge microaggressions, such as making assumptions about someone's abilities or downplaying accommodation requests
- Review policies that may disadvantage disabled staff unintentionally—such as rigid sickness absence triggers or one-size-fits-all onboarding
- Create safe spaces and confidential routes for employees to report concerns
- Train staff and leaders to identify and address unconscious bias and normalise inclusive behaviour at every level

Engage with the community and lead progress

- Collaborate with disability organisations like GET to employ, or support disabled job seekers
- Offer internships, apprenticeships, or work placements designed with accessibility in mind
- Align disability inclusion efforts with your CSR or ESG commitments, reinforcing that inclusive employment is integral to long-term business success

By becoming a disability inclusion ambassador, —you are contributing to a fairer, more capable, and more human workplace for everyone.



Conclusion to commitments and guidance

By adopting these eight commitments, employers demonstrate clear leadership in creating inclusive workplaces where disabled people can thrive. Signing up to the Employers' Disability Charter is a practical way to show your commitment to equality, accessibility, and positive change.

To find out more, view additional resources, or become a signatory, please visit www.get.org.gg or contact us at info@get.org.gg

The case studies that follow showcase how different organisations are already putting these commitments into action, offering inspiration and practical examples for others beginning their journey.

Case Studies - Commitment #2

Driving essential vs marginal

Example 1: Delivery driver for a logistics company

Essential duty: driving

- **Scenario:** The employee is a **full-time delivery driver** whose primary responsibility is to operate a vehicle to deliver packages to customers.
- **Driving = essential duty** because:
 - It is a core function of the job
 - The job cannot be performed without regular driving
 - Most of the employee's workday involves driving
- **Reasonable adjustment:** If the employee becomes unable to drive due to a disability (e.g., vision loss), no reasonable accommodation can eliminate the need to drive without fundamentally changing the job. Therefore, reassignment to a different position (if available) might be the only accommodation

Example 2: Office Administrator at an estate agent company

Marginal duty: driving

- **Scenario:** The administrator occasionally drives to pick up office supplies or deliver documents (a few times per month)
- **Driving = Marginal Duty** because:
 - It is not central to the role
 - The job could still be performed effectively with minimal or no driving
- **Reasonable Adjustment:** The employer might:
 - Reassign the driving tasks to another employee
 - Allow the employee to use delivery services or arrange rides when necessary
 - Permit remote alternatives, like electronic document delivery

Key takeaway

- **Essential duties** are fundamental and non-negotiable without changing the nature of the job
- **Marginal duties** can often be reassigned or adjusted as a reasonable accommodation without undue hardship to the employer

Example 3: Reviewing driving licence requirements

Context:

Daniel is an experienced outreach worker based in Guernsey. Due to a long-term visual impairment, he is unable to drive. Despite this, he is fully independent and uses public transport, walking, and occasional lifts to travel reliably around the island.

What happened:

Daniel applied for a community liaison role with a local organisation. The job description listed a valid driving licence as essential, even though the role primarily involved pre-arranged meetings at locations accessible by other means. There was no requirement to transport equipment or respond to emergencies.

Daniel contacted the organisation to explain that he could meet the travel demands of the role using alternative transport. However, the employer confirmed that a licence was mandatory, and his application was not considered.



Why this matters:

This is an example of **indirect discrimination**—where a standard requirement (holding a driving licence) can unfairly disadvantage disabled applicants, even if it is not directly related to their ability to do the job.

Good practice:

In Guernsey, where distances are short and accessible transport options are available, employers should consider **reframing requirements**. Rather than stating that a driving licence is essential, consider specifying:

“The ability to travel independently to different sites across the island is required.”

Unless driving is absolutely essential to the role, focusing on the outcome (ability to travel) rather than the method (driving) creates a more inclusive and equitable recruitment process.

Key takeaway:

Review travel-related job criteria carefully. Making reasonable adjustments and ensuring requirements are proportionate helps you stay compliant with discrimination legislation—and widens your talent pool.

Example 4: Traditional job interview challenge for an autistic candidate

Scenario:

An autistic candidate applies for a software development role. They are highly skilled in coding and problem-solving but are invited to a **traditional panel interview** with several senior managers asking open-ended questions like:

- “Tell me about a time you faced a challenge at work.”
- “Where do you see yourself in five years?”
- “How would your coworkers describe you?”

Why this can be challenging:

1. Social communication differences

- The candidate may struggle to **interpret vague or abstract questions** and might need extra time to process them
- Eye contact, tone of voice, or facial expressions may not match neurotypical expectations, leading to misjudgement of confidence or enthusiasm



2. Difficulty with unstructured, hypothetical questions

- Open-ended or hypothetical questions can be **overly abstract** or lack clear context, making it hard for the candidate to know what is expected
- They may give very **literal or concise answers**, which could be misinterpreted as disinterest or lacking insight

3. Stress in socially demanding settings

- Panel interviews in unfamiliar environments can trigger **sensory overload** or anxiety, affecting the candidate’s ability to showcase their skills
- Performance in this setting may **not reflect their true capabilities** in the actual job

Alternative interview adjustments

To create a fairer process, the employer could:

- Offer **questions in advance** to allow processing time
- Use **skills-based assessments** or **job trials** instead of relying solely on verbal interviews
- Allow the candidate to bring **written examples** of past work
- Offer a **one-to-one interview** in a quiet space rather than a panel format

Key takeaway

Traditional interviews often emphasise **social fluency over job-relevant skills**, which can unfairly disadvantage autistic candidates—even when they are highly qualified for the role.

Example 5: Medical checks in a healthcare setting

Context: a nursing home hiring new employees

The nursing home is onboarding clinical staff (e.g. Nurses, Carers) and non-clinical staff (e.g. HR Officer, Finance Assistant).

Clinical staff (e.g. Nurse, Carer)

Job role involves:

- Direct patient contact
- Exposure to bodily fluids
- Risk of transmitting infections

Appropriate medical checks:

- Immunisation records (e.g., Hepatitis B, MMR, TB testing)
- Fitness to perform clinical duties (e.g. ability to stand for long periods, manual handling of patients if needed)
- Occupational health screening for infection control

Why this is justified:

- These checks are necessary to protect patients, staff, and comply with health and safety regulations
- The medical checks are directly relevant to the job duties and environment



Office staff (e.g. HR Administrator, Finance Assistant)

Job role involves:

- No direct patient care
- Office-based work (computers, phone)
- Minimal or no exposure to clinical environments

Appropriate medical checks:

- Only general onboarding health declaration (if applicable)
- Reasonable adjustments review if a disability is disclosed
- No infectious disease screening or physical fitness tests unless specific job tasks require it (e.g., rare travel to clinical areas)

Why full checks would be inappropriate:

- Imposing the same medical checks as for clinical staff would be unnecessary and potentially discriminatory
- Medical checks must be proportionate to the role and avoid over-collection of health information under privacy and equality laws

Good practice guidance

- Conduct a job-specific risk assessment to identify which health checks are truly relevant
- Ensure all checks are:
 - Job-related
 - Consistent with business necessity
 - Compliant with privacy laws and anti-discrimination regulations
- Avoid blanket policies—tailor checks based on role type and exposure risk

Commitment #4

Example 6: Reviewing a workplace reasonable adjustments policy

Initial situation:

A large employer undertakes a review of its **reasonable adjustments policy** for disabled staff. Initially, the draft policy is developed by HR and legal teams, with minimal input from disabled employees or staff networks.

Problem identified:

- The draft includes a **standard list of adjustments** but lacks flexibility
- It assumes a “one-size-fits-all” model (e.g. offering ergonomic chairs for everyone with a physical disability)
- Timeframes for implementing adjustments are vague
- The language is formal and medicalised, which some staff find off-putting



Consultation process introduced:

The employer decides to meaningfully **consult with disabled employees and staff disability networks**, as well as line managers with experience supporting adjustments.

This includes:

- Focus groups with disabled staff
- Anonymous surveys to gather lived experience
- Co-design workshops with representatives from disability staff networks

Outcomes of inclusive consultation:

1. Policy improvements:

- The final policy includes a clear timeline for adjustment requests (e.g. triage within 5 working days)
- A “passport” system is introduced so employees do not need to re-explain their needs when they change teams
- Language is updated to be more supportive and empowering, reducing emphasis on diagnosis and focusing more on function and need

2. Greater buy-in and trust:

- Staff felt heard and valued
- Disabled staff reported feeling more confident to disclose and request support

3. Improved manager guidance:

- A manager toolkit was co-developed with staff to ensure inclusive, practical implementation—addressing both legal and human elements

Key takeaway:

Inclusion and representation make policy more effective. Engaging those with lived experience leads to more practical, trusted, and equitable outcomes that better reflect the real-world diversity of needs.

Commitment #5

Example 7: The importance of involving the individual in workplace adjustments

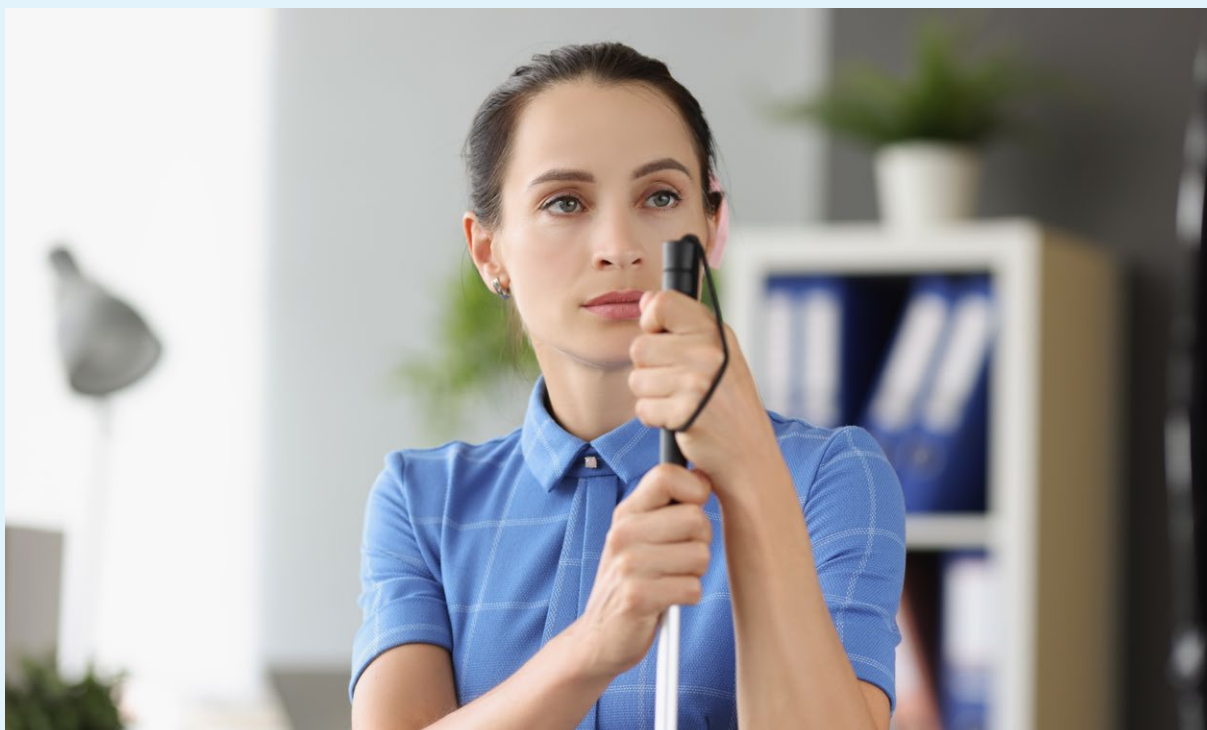
A well-intentioned employer wanted to support a visually impaired employee during a training session. Without consulting the employee, they printed all training materials on A3 paper, assuming the larger page size would help.

However, this did not remove the disadvantage. The A3 format was bulky, difficult to handle, and did not improve readability because the font size was too large. The employee found the materials frustrating to use and still struggled to access the content.

If the employer had asked the employee, they would have learned that the most helpful adjustment was font size 16 on standard A4 paper—a simple, practical change that would have fully met their needs.

Key takeaway:

Even well-meaning adjustments can miss the mark if the person they are intended to support is not involved. The most effective accommodations come from a conversation, failure to consult could be a breach of The Prevention of Discrimination (Guernsey) Ordinance 2022.



Commitment #6

Example 8: The value of honest, specific feedback

Scenario:

A GET client, on a 6-week work experience placement in an admin role is responsible for data entry and responding to basic email enquiries. They are enthusiastic and punctual but often miss key details in emails and input information inconsistently.

Initial approach:

Their supervisor, wanting to be encouraging, gives only general positive feedback:

“You are doing well—just keep it up!”

While well-meaning, this does not help the individual understand what they are doing right—or where they need to improve.

Result:

The placement participant continues making the same mistakes, becomes frustrated, and starts to lose confidence.

What happens when feedback is honest and specific

Midway through the placement, the supervisor changes approach:

“I really appreciate your enthusiasm and commitment—it’s clear you care about doing a good job. One area to focus on is double-checking email replies for tone and clarity. For example, yesterday’s reply to the client missed their main question, which caused some confusion. Would you like to sit down and look at a few examples together?”

Result:

- The feedback is specific, actionable, and respectful
- The individual understands exactly what to improve and how
- They gain confidence by seeing clear progress week by week
- They finish the placement with stronger communication skills and a clearer understanding of professional expectations

Key takeaway:

Vague praise or avoiding constructive feedback can limit growth. **Honest, specific, and supportive feedback** helps individuals understand their strengths, address challenges, and build real confidence based on progress—not just reassurance.

Commitment #7

Example 9: Delivering inclusive health & safety training to a diverse team

Scenario:

A facilities team includes:

- A Deaf employee who uses British Sign Language (BSL)
- A neurodivergent team member with ADHD
- A staff member with a visual impairment
- A multilingual employee with English as a second language
- Several part-time workers with limited availability

The organisation is rolling out mandatory health and safety training.



Accessible training considerations implemented:

1. Multiple formats

- Training is available as a video with BSL interpretation and captions, a screen-reader accessible document, and a printable visual guide with key safety signs
- A live in-person session is offered with a BSL interpreter and the option to ask questions

2. Flexible access

- Staff can complete training in short modules over time or attend a group session
- Recordings are provided for those unable to attend live sessions

3. Inclusive design

- Plain language is used throughout to support understanding for staff with cognitive differences or limited English proficiency
- Key messages are repeated visually, verbally, and in writing

4. Sensory considerations

- The in-person session is held in a quiet, low-stimulation environment, and the agenda is shared in advance to reduce anxiety

Why it matters:

By planning for different learning styles, communication needs, and working patterns, the employer ensures that every team member can engage with the training safely and confidently—without needing to request individual adjustments.

Final conclusion

These case studies show the positive impact that the Employers' Disability Charter can have for individuals, organisations, and the wider community. By working together, we can build workplaces that value everyone's contribution and remove barriers to opportunity.

We invite you to join this growing movement. Sign up to the Charter today at www.get.org.gg or email info@get.org.gg to learn more and pledge your support.



Fort Complex, Les Tracheries Road, L'Islet,
St Sampson, Guernsey GY2 4SN.

T 01481 247 999

E info@get.org.gg