

Employing People with Disabilities: Promoting Diversity, Equality and Inclusion at CCEP (Coca-Cola Europacific Partners Indonesia)¹

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The idea of an inclusive work environment at Coca-Cola

The dream of employing people with disabilities began when Rendar saw that many colleagues in the customer service industry had recruited people with disabilities and it was proven that they were capable of working as Contact Center Agents with good productivity and performance. This noble dream that Rendar had was triggered by his direct interaction with a disabled individual, namely his late father who became blind due to a brain tumor. Before experiencing blindness, his father was as an architect. However, he had to get retired from 2004 to 2006, the year he passed away. Rendar was very inspired by his father because despite his limitations, his father could still be productive and carry out activities at home both safely and independently. This personal experience of Rendar has made him very sensitive to people with disabilities and made him an individual who really appreciates the values of diversity, equality and inclusion.

Rendar is a practitioner in the customer service or contact center industry in Indonesia and he has had 14 years of experience in this industry. Currently, Rendar works at Coca-Cola Europacific Partners Indonesia as the Head of Contact Center. Besides, as a practitioner in the customer service industry, Rendar is also a member of and actively participates as one of the administrators of the Indonesia Contact Center Association (ICCA). His career at Coca-Cola Amatil Indonesia began after Rendar graduated from Universitas Jenderal Soedirman. His first position was as a Quality Assurance officer at the Coca-Cola Cibitung factory whose task was to ensure that all products of the factory meet the quality standards of The Coca-Cola Company (TCCC). Then in 2009, Rendar received an offer to develop his career at Coca-Cola Customer Service or internally known as the National Contact Center. His career started as a staff member and then he continued to get opportunities to develop and reached his current position as Head of Contact Center or Head of Customer Service in the National Contact Center (NCC) division whose task is to provide the best customer service and experience for Coca-Cola customers.

¹ This teaching note can be retrieved from CELEB FEB UI (celeb-febui@ui.ac.id)

His 13 years of experience in the customer world has enabled Rendar to build an extensive network in addition to being one of the Management Board of the Indonesian Contact Center Association. With this network, Rendar learned that the customer service industry had started to campaign for an inclusive work environment, especially for people with disabilities, and many people had even been hired, especially in the position of Contact Center Agent. This made Rendar even more motivated to make it happen, especially since his current position as Head of Customer Service makes it possible for him to carry out this noble idea that received a good response from the HR Director who recently joined Coca-Cola Amatil Indonesia, Mrs. Herni Dian. This good welcome began with Mrs. Dian's visit to the National Contact Center (NCC), and on that occasion Rendar had many discussions with Mrs. Herni Dian and he used this moment to convey his noble idea to be able to recruit and employ people with disabilities in the NCC division. Mrs. Herni Dian responded positively and asked Rendar to immediately draw up a plan and invite ThisAble Enterprise, which is a company that supplies workers with disabilities owned by Angkie Yudistia, who is currently a special staff member of the President of the Republic of Indonesia. In March 2020 the team from ThisAble Enterprise came to the Coca-Cola Amatil Indonesia with its head office in the South Quarter Tower, South Jakarta. Rendar, together with the HR Director and his staff, met with the ThisAble Enterprise team, which at that time was represented by Nicky Clara as Chief Operating Officer. The results of this meeting are the company's future plans to recruit people with disabilities with a pilot project at the National Contact Center in May 2020.

Unfortunately, this noble plan had to stop due to the COVID-19 pandemic at the end of March 2020, which caused the company to focus more on handling the pandemic. Consequently, the plans to recruit people with disabilities were not a management priority at that time, coupled with management's decision to freeze external recruitment. At the end of 2020, further turbulence emerged in the Coca-Cola Amatil Group with the discourse of acquiring Coca-Cola Amatil to become part of Coca-Cola European Partners, currently the largest company bottling Coca-Cola products in the world. This eventually actually happened on May 8 2021 with the merger of two bottling companies, namely Coca-Cola Amatil (CCA) and Coca-Cola European Partners (CCEP) into one unit, Coca-Cola Europacific Partners (CCEP).

Company Profile: Coca-Cola Europacific Partners

Coca-Cola Europacific Partners (CCEP) is a multinational company with a wide geographical coverage which currently operates in 29 countries, and is headquartered in London, England. CCEP is globally supported by 33,200 employees, has 79 factories, sells 16.4 billion liters per year, and reaches more than 600 million consumers in its operating regions (<https://www.cocacolaep.com/about-us/places/>).

CCEP Indonesia is part of CCEP Australia, Pacific and Indonesia (API Business Unit) which is also part of CCEP's global operations. CCEP has a vision to make changes and create a better future. Therefore, it is critical for CCEP to represent inclusivity and diversity in the brands they create and sell, as well as in the communities they serve. This also means having a commitment to create a workplace where everyone is accepted to be themselves, valued, and recognized, regardless of differences in perspectives, experiences and work backgrounds of each individual. CCEP believes their strength comes from diversity, and that this is the best thing to do.

CCEP Indonesia has more than 5,000 employees in 8 factories spreading throughout Indonesia. There are Bekasi Factory 1 in Cibitung, Bekasi Factory 2 in the MM2100 Industrial Complex, Rancaekek Factory in Bandung, Pandaan Factory in Surabaya, Mengwi Factory in Bali, Medan Factory, Lampung Factory, and Bawean Factory in Semarang. CCEP Indonesia serves more than 450,000 customers directly with an investment of 320,000 cold drink equipment such as coolers and dispensers because their products served better when cold. CCEP Indonesia is under The Coca-Cola Company which produces certified soft drinks such as Coca-Cola, Sprite, Fanta, and non-soda products such as Minute Maid, Frestea, and Ades (<https://www.cocacolaep.com/id-id/>).

One of CCEP's missions is to provide the best service to its customers. Therefore, the National Contact Center (NCC) has a strategic role in providing a good customer experience to consumers and making a significant sales contribution to CCEP Indonesia's total sales volume. NCC Indonesia is known as one of the best contact centers in Asia Pacific, even in the world, because it has received a lot of recognition from Contact Center associations at national, regional and global levels. As one of the teams that is very involved in the company, NCC is also the first division in CCEP Indonesia to employ Persons with Disabilities (PwD). This is in line with one of the Pillars of Diversity, Equity and Inclusion (DEI) in CCEP Indonesia which consists of: (1) Multigenerational; (2) Disability; (3) Gender; and (4) Culture and Heritage.

Diversity is a mix of great things that make each person unique, be it age, ethnicity, gender identity, disability, etc. Equity is the process of ensuring that processes and programs are fair and provide equal opportunities for each individual. Inclusion is about CCEP accepting and creating a culture where everyone, regardless of background or experience, feels welcome, valued and able contribute to CCEP's success. This is also the basis for improving performance, competitiveness and better business growth. CCEP Indonesia is committed to developing an inclusive and diverse culture, in line with the strategic direction 'This is forward'. CCEP Indonesia, among other things, encourages gender non-discrimination movements in the workplace through the Gender Equality Commitment and employing workers with disabilities.

The urgency of inclusive employment for people with disabilities

Indonesia implements Law Number 13 of 2003 concerning Employment which recognizes equal employment opportunities for workers with disabilities. In Article 5, it is stated that "Every worker has the same opportunity without discrimination to get a job". In this law, the Government requires companies to employ workers with disabilities. According to Law Number 8 of 2016 concerning Persons with Disabilities in article 53: 1) The Central Government, Regional Government, State-Owned Enterprises and Regional-Owned Enterprises are required to employ at least two percent of people with disabilities from the total number of employees or workers, 2) Private companies are required to employ at least one percent of people with disabilities from the total number of employees or workers.

The number of people with disabilities in the workforce in Indonesia is quite large. Disabled people have the same needs as non-disabled people. According to the ILO (2013), the reasons people with disabilities need work are to earn income, to utilize their abilities, and to contribute to society. According to the Ministry of Manpower (2021), currently there are 17.74 million people of working age (15 years and over) who are people with disabilities. Of that number, 7.8 million people with disabilities entered the workforce or only 44 percent of the Labor Force Participation Rate (TPAK). The Open Unemployment Rate (TPT) for this disability group reaches 3 percent (Ministry of Manpower 2021).

Based on the Melwood Economic Impact Study, people with disabilities can contribute to the economy when they are involved (Shulman 2020). In the United States, workers with disabilities earn approximately \$27.7 million. In 2017, they contribute to federal, state, and local taxes amounting to \$11.9 million covering 25 regions, namely in Maryland, Virginia, and Washington, D.C., where Melwood employs more than 1,200 workers with various abilities. In other words, discrimination against people with disabilities in the workforce can have a negative impact on the economy. In addition, a study conducted by Accenture (2022) found a strong correlation between a company's financial performance and well-implemented disability inclusion practices. The Indonesian government also implements a quota policy for people with disabilities in companies. According to the Government Regulation of the Republic of Indonesia Number 43 of 1998, the regulation of quotas is clearly regulated in Efforts to Improve the Social Welfare of Persons with Disabilities which is stated in Article 28 which reads: "An entrepreneur must employ at least 1 (one) person with disabilities who meets the work requirements and job qualifications as workers in his company for every 100 workers in his company".

Government intervention through the obligation for companies to employ people with disabilities shows an affirmative policy. Affirmative policy is a policy taken with the aim of providing the same opportunities to certain groups as other groups in the same field (Hukumonline.com). Apart from that, to encourage companies to employ people with disabilities, the Minister of Manpower of the Republic of Indonesia also issued Ministerial Decree Number 326 of 2019 concerning Guidelines for Awards for Companies that Employ Workers with Disabilities. Through this ministerial regulation, the government asks companies to pay more attention to workers with disabilities. In addition, companies that are able to implement an inclusive work environment can improve the company's good image and encourage demand for their products. According to Google (2019), consumers are more likely to buy a product if they are shown advertising that is perceived as inclusive. According to a survey by Google, 64% of participants said they took some action after seeing an ad they considered inclusive.

Initial efforts to recruit people with disabilities

Taking into account his personal experiences interacting with people with disabilities, trends in the contact center industry that employs people with disabilities, as well as government regulations, Rendar, the Head of National Contact Center Coca-Cola Amatil Indonesia was fully aware of the urgency of employing people with disabilities and was trying to raise this issue in the managerial ranks Coca-Cola's highest in early 2020. However, it seems that management at that time was unable to realize this idea because at the same time the company was in the transition phase of transferring ownership from Amatil to Coca-Cola Europacific Partners (CCEP). Apart from that, the Covid-19 pandemic that hit Indonesia and the world had also drowned out the issue of inclusivity at Coca-Cola. The company's focus at that time was how to adapt to new work patterns due to the Covid-19 pandemic. Therefore, discussions about recruiting people with disabilities have stopped since March 2020.

However, Coca-Cola's acquisition of Amatil by Coca-Cola Europacific Partners (CCEP) brought a new chapter for Rendar to revive the idea of recruiting people with disabilities. Rendar tried to communicate his idea to Ichidina Daya, Head of the Organization Learning and Talent Division at CCEP Indonesia. Rendar did not expect that Ichidina's response would be very positive. Ichidina agreed with Rendar's initiative to employ people with disabilities and conveyed these thoughts to (Acting) Director of People and Culture, Lucia Karina.



Figure 1. CCEP Pillar of Diversity, Equity and Inclusion (DEI) Indonesia
Source: CCEP Indonesia

Lucia Karina agrees that employing people with disabilities must be done, not only because it is required by law but also because it is in line with CCEP Indonesia's DEI Pillar and the Sustainable Development Goals agenda. Daniel Hall, Director of Commercial Development & Marketing, also supports this idea as he believes that having an inclusive workplace for people with disabilities will allow CCEP to better understand the needs of their diverse customers and be able to serve them better. Apart from that, it is hoped that employee morality in the company will increase along with a work environment that respects differences.

However, because CCEP Indonesia had no experience in employing disabled people, Lucia Karina, Ichidina, and Rendar had concerns about CCEP Indonesia employing people with disabilities. They could not imagine how other CCEP Indonesia employees would react, whether accepting or rejecting, if they had co-workers with disabilities. As a global company, CCEP Indonesia also has high key performance Indonesia (KPI) standards, so there were doubts about the ability of people with disabilities to achieve various company targets. Apart from that, they also needed to take into account the budget allocation needed to provide adequate accommodation for employees with disabilities so that they can work well. Furthermore, even though statistically there are quite a lot of people with disabilities in Indonesia, Lucia Karina apparently experienced difficulties in finding candidates with disabilities who are ready to work. Stigmatization regarding the low ability and work readiness of people with disabilities in society limits the opportunities for people with disabilities to get involved in the labor market. Regardless of the positive or negative impacts that companies may face in employing people with disabilities, CCEP Indonesia needed a thorough preparation process to make this pilot project a success.

Job analysis for employee candidates with disabilities

Even though employing people with disabilities is mandatory for companies, implementing inclusion in the workplace is a challenge. Lucia Karina felt that the preparation stage was the most difficult phase. This was because they had no previous experience employing people with disabilities. They also did not have an adequate general idea of the characteristics and criteria of people with disabilities who were suitable to be employed at CCEP Indonesia. Therefore, Ichidina and Rendar sought help from someone who already had experience employing people with disabilities, namely Evi Riawati, former Vice President of Mandiri Contact Center, and Treasurer of the Indonesia Contact Center Association. Evi is also heavily involved in the Center for Vocational Rehabilitation for Persons with Disabilities (BBRVDP) as an instructor. Evi explained to them how to prepare the work environment so that people with disabilities feel welcome in the workplace.

The first step taken by CCEP Indonesia was to identify types of work that were suitable for people with certain disabilities to give them equal opportunities to work. Law no. 8 of 2016 states that disabilities consist of five categories, namely physical, intellectual, mental, sensory and multiple disabilities. With full support from top management, Rendar's Division, National Contact Center, was chosen as a pilot division for employing people with disabilities. The type of work in this division does not require heavy physical activity or long mobility, so this type of work can relatively be done by people with disabilities.

Next, Ichidina and the People and Culture Division identified the characteristics and types of disabilities that were appropriate to the type of work that will be offered. At the same time, Ichidina also identified supporting facilities in the company, especially in the contact center, which could support employees with disabilities in working. Ichidina thought about hiring employees with disabilities who were most likely to adapt to the current conditions of the company's infrastructure and facilities first. The company planned to place employees with disabilities at the Cibitung National Office, while Ichidina assessed that the condition of the facilities at that location was still limited. For example, the stairs and toilets were not designed for the disabled.

Ichdina also considers the availability of labor candidates with the disabilities in question. To work in the contact center, prospective employees with disabilities need to have good communication and computer skills. To ensure candidate availability, the People and Culture Division again contacted Evi Riawati to look for candidates with appropriate qualifications. In this case, Ichdina and Rendar were considering selecting candidates with physical disabilities, especially leg disabilities, to fill the available positions. However, Evi Riawati said that if the company had a laptop with a voice recognition feature, then workers who didn't have hands can be hired. However, because the company did not yet have these facilities, Ichdina only said that as long as disabled worker candidates with limited hands can operate a computer, then CCEP Indonesia was open to these types of disabilities.

The next step was to prepare the selection process and ensure that prospective employees with disabilities could participate in all selection processes properly. Evi Riawati, with long experience at the Center for Vocational Rehabilitation for Persons with Disabilities (BBRVPD), knows and understands the abilities of children with disabilities under her guidance, so she can help companies find suitable candidates. Assistance and guidance from Evi Riawati convinced the company to collaborate with BBRVPD. In this case, Evi Riawati also recommended four candidates for disabled workers using the criteria that had been submitted by the company.

Creating an inclusive work environment

Along with the process of searching for employee candidates with disabilities, People and Culture Division also started an initiative to build awareness among all CCEP Indonesia employees regarding disability issues. Lucia Karina directed the People and Division Culture to develop a systematic program to socialize the DEI pillars, especially the Disability pillar, so that employees would be able to welcome and work together with colleagues with disabilities. Without mutual respect and support from colleagues, Lucia Karina believes that workers with disabilities will feel uncomfortable working, which can lead to a loss of motivation to work. Therefore, she thought that companies needed to build a supportive environment for people with disabilities and ensure that they had support from their peers. Ichdina also viewed the importance of supporting the implementation of inclusiveness from workers in the factory with a total of 600 people.

Therefore, apart from preparing technical equipment, factory employees must also have an understanding of disabilities. Even though in daily work not all employees will interact directly due to different work locations, with the possibility of indirect interaction, whether in the canteen or at the factory gate, Ichdina wanted to ensure support from all workers. The socialization stage of the company's plan to recruit employees with disabilities was carried out in the form of providing education and training to factory employees. Training was carried out by building awareness regarding inclusiveness for all leaders in the factory. Management specifically asked for support from these leaders to provide understanding to the team and all existing employees.

The education delivered by management to all employees did not only explain the definition of disability and types of disabilities. The company also provided interaction sessions in the form of videos and group discussions to show all employees that employees with disabilities are no different in terms of performance and achievements. The team provided an illustration in the video which described that physical limitations do not limit the achievements that a person can achieve. For example, the company shared the story of a person without arms and legs, but who could pursue the profession of an extraordinary photographer. Campaign materials were also prepared without emphasizing the disability aspects of prospective employees, but rather on the strengths, enthusiasm and determination of people with disabilities.

That way, factory employees understand that employees with disabilities also have advantages, and disability is not something that should be hidden. Through this training session, many employees were inspired, so that the campaign goal of changing employee perspectives and behavior could be achieved. To ensure that awareness of disability issues can be raised, campaign activities were not only carried out once but continuously. A series of campaign activities to increase awareness were carried out involving all levels of employees, from management to staff in October 2021, a month before people with disabilities joined the company.

Subsequently, the People and Culture Division began preparing facilities to support people with disabilities. Lucia Karina considered it important to prepare accommodation in the workplace and surrounding areas. However, Lucia Karina believes that it is not only the support system within the company and the preparation of workers with disabilities that must be prepared; support must also come from the disabled person's family and the community. The company then mapped the types of jobs with disabilities employed and the accommodations required.

Selection process and induction program

The selection process was discussed by the team with Evi Riawati from BBRVPD. From the results of consultations with Evi Riawati, input was obtained that in the selection process there should be no treatment differences towards prospective worker candidates with disabilities in any form. Fundamentally, Evi Riawati said that disabled worker candidates want to be treated equally without any differences. This is in line with concepts and values owned by the company. Before consulting with Evi Riawati, the team experienced a dilemma, namely whether the company needed to lower standards in the recruitment process when selecting candidates with disabilities. Knowing that in principle, candidates for disabled workers wanted to receive the same treatment; therefore, the company implemented similar stages in the selection process for both disabled and non-disabled workers, for similar positions in the National Contact Center. The selection process consisted of three stages. The first stage was CV selection, where the company carried out an initial sorting based on work experience. In the second stage, the company conducted an intelligence test on the candidate. After that, the candidate underwent a final interview, both with the user and with the human resources (HRD) department.

CCEP Indonesia began selecting eight employee candidates with disabilities. Four of the candidates were Evi's recommendations. The People and Culture Division also involved Rendar and two of his managers, Mohamad Irvan (Customer Care Operations Manager) and Muhammad Iqbal (Sales Operations Manager) in the selection process, because candidates with disabilities would be placed at the National Contact Center (NCC). The selection test was carried out online where prospective employees with disabilities were asked to demonstrate their ability to carry out several tasks. Apart from technical competency, Rendar and his managers also considered the attitudes of the candidates, how they faced the situation where the majority of employees at CCEP Indonesia had never had colleagues with disabilities. The personal qualities of people with disabilities that Rendar, Irvan, and Iqbal considered were self-confidence and work experience in the contact center field.

After going through the selection process, in November 2021 there were two candidates with disabilities, Saifuddin and Sandi Saputra, who joined and signed an internship contract as a trial period. Both of them have physical disabilities due to an accident that occurred several years ago. Saifuddin had to have his left leg amputated above the knee due to an accident that occurred in 2009 and currently uses crutches as a walking aid. Meanwhile, Sandi had to have his right arm amputated due to an accident and is currently using a prosthesis. Both of them have good soft skills and are considered to have a positive attitude in interacting during the selection process.

Rendar then prepared the introduction and job training process for Saifuddin and Sandi. Due to the pandemic conditions, training could not be carried out face-to-face. Instead, the training was carried out online for two weeks to help Saifuddin and Sandi adapt better to the job and work environment. After training, Rendar appointed two buddies to help Saifuddin and Sandi adapt. Rendar also arranged for the two of them to be placed after the buddy program ended so that Saifuddin and Sandi could work as employees of CCEP Indonesia's National Contact Center.

These employees with disabilities then worked together with their colleagues at the CCEP Indonesia National Contact Center, Cibitung, Bekasi, West Java. Rendar was happy to see that his idea to employ people with disabilities was finally being realized by his company and did not expect that other employees would also be enthusiastic about working with colleagues with disabilities. Rendar really appreciated the Factory Manager's initiative to provide special parking spaces for staff with disabilities without being asked. Rendar also felt the support of all employees at the Cibitung Factory which was realized through their active participation in intensive training and inclusion campaigns for people with disabilities.



Figure 2. CCEP Indonesia's Inclusion Experience for Persons with Disabilities
Source: CCEP Indonesia

Working with employees with disabilities

Rendar and his managers worked together to make employees with disabilities feel welcome and empowered. They helped employees with disabilities adapt and listen to their aspirations, concerns and complaints. Ichdina felt that there were no obstacles when employees with disabilities carry out their work. Ichdina also believed that employees with disabilities have good self-confidence. Apart from that, management also provided friends (buddies) for employees with disabilities if they had any complaints or discomfort that needed to be addressed at work. Management appointed two team leaders as the buddies of the two employees with disabilities, where they were asked to tell their buddies any problems and hopes they had.

With the role of buddies, Ichdina felt that the problems faced by employees with disabilities can be identified earlier. For example, when employees with disabilities submitted complaints regarding income, the management could explain that the cause of the decrease in income was due to a decrease in workload and the number of national holidays that month. Another condition was the emergence of a sense of disappointment from employees with disabilities which could not be avoided by the company due to differences in contracts, company products and the daily salary they receive compared to other employees. Ichdina assessed that critical moments like this were something that management must face so that they could manage the workers' disappointment. By communicating their feelings to the management, employees with disabilities could understand and continue to perform well according to their employment status.

Management also continued to increase awareness of employees with disabilities, one of which was through monumental opportunities. For example, at the celebration of International Day of Persons with Disabilities, NCC, the People and Culture Division, held a large event, where many workers attended online and employees with disabilities had the opportunity to share their profiles, strengths, social media activities and businesses. This provided inspiration for other employees. Rendar saw that employing people with disabilities had increased employee morale, especially at the National Contact Center. The pride of being involved in inclusion projects was proven by the fact the National Contact Center's employee engagement score achieved the highest figure among other divisions in CCEP Indonesia.

CCEP's agenda for employing employees with disabilities in the future

The recruitment of two employees with disabilities at CCEP was a pilot or initiative project. Management wanted to see the success and benefits of implementing inclusiveness in the company, including on management's image. With experience in employing employees with disabilities, apart from gaining benefits in terms of image, in the long term Ichdina hopes that direct experience related to diversity will provide a new perspective in looking at customers. Diversity itself will be very good for customer service. For example, as a Fast-Moving Consumer Goods (FMCG) company, the company can accommodate the needs of customers with disabilities through product designs that are friendly to the disabled. Diversity can provide broad benefits, including from a business perspective.

In addition, the success of this initiative project will be an example for other functions. Ichdina hopes that in the future employees with disabilities will not only be in the National Contact Center (NCC). The successful implementation of recruiting people with disabilities for the first time will also make CCEP Indonesia more confident in employing more people with disabilities and offering types of jobs with better career opportunities in the future. Therefore, Lucia Karina targets to reach 1% of employees with disabilities and create a more inclusive workplace where diversity is normal. Lucia Karina realizes that external support is very important, especially support from the Government. Ichdina also hopes for more concrete support from the government for companies as implemented in other countries, such as tax reduction incentives when employing employees with disabilities in companies. In addition, achieving 1% will not be possible without clear direction (roadmap) and guidance from the Government to provide qualified workers with disabilities. Society's perspective towards people with disabilities must also be shaped so that society can support the inclusion of people with disabilities in all aspects, including education and employment.

Closing

Even though it is not yet mandatory to employ at least one percent of people with disabilities in companies, the government plans to make this mandatory in 2023. To carry out the mandate of the law, companies face their own challenges both from the internal and external environment. Companies that have no previous experience and interaction with people with disabilities do not know how to start an inclusion program for people with disabilities. In this case, CCEP has started its initiative through a pilot program by employing two employees with disabilities at the National Contact Center (NCC). With this experience, companies should become more confident in achieving the statutory targets.

In implementing this idea of inclusivity, Rendar was fortunate to know Evi Riawati who has experience in employing people with disabilities in the Contact Center, who helped Rendar in preparing an inclusive work environment for people with disabilities and looking for candidates according to the qualifications set by CCEP Indonesia. Apart from that, the two people with disabilities who were recruited, Saifuddin and Sandi, showed that they could work well and achieve the set performance targets. In October 2022, Saifuddin and Sandi took part in the 'The Best Contact' competition Center Indonesia 2022' organized by the Indonesia Contact Center Association. In this event, Sandi won a silver medal in the disability agent category, adding to CCEP's confidence that they are able to recruit and develop employees with disabilities well.

By showing good performance during the internship, Saifuddin and Sandi's employment status was increased to contract employees. By becoming contract employees, Saifuddin and Sandi are entitled to compensation and benefits that apply to all CCEP employees, including career development. Apart from that, CCEP Indonesia also plans to recruit five new disabled employees with an internship scheme to increase the proportion of disabled employees at CCEP towards 1% as mandated by law.

Campaigns on awareness and acceptance of colleagues with disabilities are needed to create an inclusive environment for people with disabilities. A series of campaigns and training have been carried out by CCEP Indonesia and have been proven to get better employee responses when companies recruit people with disabilities. Apart from that, facilities/accommodations such as special parking spaces show readiness to welcome people with disabilities.

However, the external environment presents challenges to employing people with disabilities. The absence of a national roadmap and guidance on steps to create an inclusive workplace for people with disabilities makes it difficult for companies to find candidates with disabilities. Reflecting on CCEP Indonesia's experience, Lucia Karina expressed the importance of education for society to change society's perspective and stigma towards people with disabilities, to be able to empower people with disabilities in the workplace. In addition, inclusive education and training programs must be provided based on identifying the types of work that can be done by people with disabilities.

Discussions

1. Explain the challenges faced by CCEP Indonesia in employing people with disabilities.
2. Describe the steps that companies can take to create an inclusive work environment based on CCEP Indonesia good practices.
3. Explain the key to CCEP Indonesia's success in creating inclusive employment opportunities.
4. Explain the implications faced by stakeholders from the decision to implement the policy of employing people with disabilities in CCEP Indonesia. (Hint: from the internal aspect: HR division, finance division, supervisors in the company, and colleagues; external aspect: job training center)

