



OUTCOME REPORT

Inclusive by Design

Embedding Disability Inclusion in the Workplace

31 March, 2026

In collaboration with:

ImInclusive 

Prepared by:

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Programme:

Diversity in Business
Leadership

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Disability inclusion in the workplace presents a strategic opportunity to strengthen not only workforce systems but also long-term community-centered quality of life initiatives aligned to the ***UAE Year of Family***.

Pearl Initiative's **Diversity in Business Leadership Programme**, in partnership with ImInclusive, organised a webinar titled:

Inclusive by Design – Embedding Disability Inclusion in the Workplace
on **31 March 2026, from 10:30 to 11:30 AM GST**

Transforming inclusion commitments to action, embedding disability inclusion into governance frameworks, operational systems, and leadership accountability structures is increasingly becoming a priority in the workplaces.

Moving from intent to systemic integration presents the opportunity to shift inclusion as a cross-cutting priority that shapes workplace culture, strengthens intergenerational equity and contributes to sustainable community impact.

Through an engaging and in-depth dialogue, the session explored disability inclusion through a governance and systems lens, structured across three interconnected dimensions of Intergenerational Inclusion, Family Wellbeing and Community Impact.

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The discussion featured insights from:

Speakers

- **Dr. Ghuwaya Al Neyadi**, Senior Vice President of National Identity, Wellbeing & CSR, **ADNOC**
- **Dr. Noura Al Shehhi**, Disability Inclusion Advocate, **ImInclusive**
- **Hafsa Qadeer**, CEO and Founder, **ImInclusive**
- **Anne Loos**, Senior Executive Advisor, **PwC Middle East**

Session Moderator

Aldana AlHashmi, Disability Inclusion Advocate, **ImInclusive**

Below are the key insights from the session:

1. Inclusion as a Governance and Strategic Priority

- Disability inclusion must be embedded within governance structures rather than treated as a standalone initiative. Organisations that integrate inclusion into decision-making processes are better positioned to manage it operationally and drive long-term value creation.
- While awareness around disability inclusion has improved, a significant gap remains in practical execution.

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- Organisations need to move beyond policies to embed inclusive practices within operations, systems, and workplace design.
- Building an inclusive culture requires a shift in mindset across all levels of the organisation.
- Leadership accountability and clear ownership are critical to driving meaningful progress and plays a key role in enabling inclusion through awareness, training, and day-to-day decision-making.

2. Access as an Enabler

- A key aspect highlighted strongly throughout the discussion was that importance of access as a true differentiator in creating opportunity. Inclusion goes beyond intent and requires organisations to actively enable equitable access to education, work spaces, tools, and opportunities.
- Embedding access through inclusive design in the workplace, assistive technologies, and equitable participation in decision-making is essential to translating inclusion into meaningful and sustained impact.

Key Challenges

- Inclusion often remains at the level of intent, with limited translation into practical, day-to-day implementation.
- Physical and digital environments are not consistently designed to be accessible, limiting full participation.
- Cultural and mindset barriers persist, affecting how inclusion is understood and prioritised within organisations.
- Lack of structured frameworks and clear guidance on how to embed inclusion within organisational systems.



Key Challenges

- There is a gap in awareness and capability among leaders and teams to effectively support inclusion in practice.
- Organisational systems and processes can unintentionally exclude, particularly in hiring, workplace design, and communication.
- Perception of inclusion as a compliance requirement rather than a strategic priority.
- Limited accountability mechanisms and absence of measurable indicators to track progress and outcomes.