Diversity and inclusive culture in organisations: the views of people with disabilities in the audiovisual communication sector

Diversidad y cultura inclusiva en las organizaciones: la opinión de las personas con discapacidad en el sector de la comunicación audiovisual

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Abstract:

In recent years, intangibles have taken centre stage in organisations' management, including corporate culture, talent acquisition and diversity- as part of the 2030 Agenda. However, the data shows that the employment of people with disabilities is still very residual**.** In this scenario, addressing the situation of people with disabilities seems timely, given that, beyond employment figures, few studies investigate their opinion, even less so if it is linked to corporate culture or social responsibility. This work aims to reflect this reality, find out the view of those directly affected by the management of disabilities in corporate culture, detect weaknesses and strengths, and propose improvements, if appropriate.

Keywords:

Diversity; inclusion; corporate culture; disability; audiovisual.

Resumen:

En los últimos años, los intangibles han tomado protagonismo en la gestión de las organizaciones; entre ellos, la cultura corporativa, la captación del talento y la diversidad -como parte de la Agenda 2030- . Sin embargo, los datos reflejan que el empleo de las personas con discapacidad es hoy todavía muy residual. En este escenario, abordar la situación de las personas con discapacidad parece oportuno dado que, más allá de las cifras de empleo, apenas existen trabajos que investiguen su opinión y menos aún, si se vincula con intangibles como la cultura corporativa o la responsabilidad social. Este trabajo quiere reflejar esta realidad, conocer la opinión de las personas directamente afectadas sobre la gestión de la discapacidad en la cultura corporativa para detectar puntos débiles y fortalezas, y proponer mejoras, si fuera oportuno.

Palabras clave:

Diversidad; inclusión; cultura corporativa; discapacidad; audiovisual.

1. Introduction

1.1. Disability and its political, legal and social context.

Since 1983 Spanish legislation has been committed to "the social integration of disabled people", as stated in article 4 of the Royal Decree 1451/1983, 11 May, which also states that "public and private companies employing 50 or more workers must ensure that at least 2 per cent of them are disabled workers".

The State Public Employment Service (SEPE) (2022) recognises that "people with disabilities are a vulnerable and large group" and that "there is, therefore, a varied and extensive set of impediments that deprive people with disabilities from fully exercising their rights". Furthermore, it is stated that "this collective's incorporation into the job market is essential for achieving their full integration" (SEPE, 2022). For this reason, companies have many incentives and government financial assistance for hiring them.

Despite this driver, according to the National Statistics Institute (INE) (2022), in 2020, 34.3% of people aged 16 to 64 with an officially recognised disability were active, 0.3 points more than in the previous year. This activity rate was 41.8 points lower than that of the non-disabled population.

In the latest report on the general situation of disability in Spain, 2 out of 3 people with a disability are unemployed (INE, 2022). In Europe, only half of people with disabilities are employed, compared to three out of four people without disabilities. 28.4% of the people with disabilities are at risk of poverty or social exclusión (*Oberservatorio Estatal de Diversidad, 2021)* compared to 17.8% of people without disabilities (European Commission, 2022). For this reason, the European Union's Strategy on the Rights of People with Disabilities 2021-2030 (European Commission, 2010) states that "they should be able to assert their human rights and enjoy equal opportunities and participation in society and the economy".

Fifty-nine per cent of people with disabilities believe that there are few job opportunities, rising to 67.9% for people with intellectual disabilities, according to the study *The labour market of the Future and its Impact on People with Disabilities* (Randstad Foundation, 2021). With a view to the future, the problem of employability is evident, as most of the offers refer to routine manual jobs (59.12%), followed by routine cognitive jobs (28.06%) (Randstad Foundation, 2021).

Paradoxically, never in history has workplace inclusion been promoted so much. The 2030 Agenda (UN, 2015) has called for employability initiatives for people with disabilities in companies. The Sustainable Development Goal (SDG) 10-Reducing inequalities reflects this need: to enhance and promote social, economic and political inclusion of all people, ensure equal opportunities and reduce the disparity of outcomes.

To this end, according to the Adecco Foundation (2019), we must respond to 7 significant challenges. Including "Generating a sustainable cultural change in the companies that favours transitioning from the quota system to a commitment to sustainable inclusions", as well as "greater accessibility in business environments, transport and communication and information systems that facilitate the participation of people with disabilities under equal conditions" and the "Elimination of unconscious biases and prejudices that become a major barrier to accessing an ordinary company". The Juan XXIII Roncalli Foundation

(2017) highlights mistrust and prejudice, continuity, training and apprenticeship and job insecurity among the most common problems when people with disabilities are looking for a job.

The International Labour Organisation (ILO) (2022) lists the advantages of an inclusive workplace, including talent acquisition and more significant innovation (employees with diverse experiences apply different approaches to solving problems), a greater sense of belonging, higher retention and a better image. In other words, everyone benefits from an inclusive workplace.

Companies publicly declare their support for inclusion under the term "inclusive culture". Among the benefits are "improved corporate culture and increased productivity" (Visualfy, 2022). According to the I.L.O. (2022), companies with an inclusive corporate culture and policies could increase profitability and productivity, given their remarkable ability to attract and retain talent. Subsequently, companies could enhance creativity, innovation, openness and a better reputation.

The Global Pact and Accenture (2021) have drafted a new report on gender equality, diversity and inclusion based on a survey of more than 1,100 CEOs and 1300 professionals from 113 countries and 21 sectors. It states that diversity and inclusion are still a priority for companies worldwide despite the havoc wreaked by COVID-19. In fact, according to the document, 92% of companies surveyed globally report having diversity and inclusion initiatives underway, and 94 % of respondents report that race, gender, LGBTIQ+protection, and disability initiatives have not been negatively affected by the pandemic (Global Compact & Accenture, 2021).

In recent years several terms have sought to make this commitment visible, such as the Innodiversity Index of the Diversity Foundation or the D&I index (Red Acoge, 2022). Similarly, rankings such as Great Place to Work (2022) and an international benchmark in Senior Management and Cultural Transformation consulting from the consultancy Refinitiv (2022) or the Seres and Talengo Foundation (2020, p. 13), which has created the Diversity and Inclusion Maturity Index, in which culture is one of the variables. Diversity Strategies, Equity and Inclusion (DE&I) or Diversity, Equity, Inclusion and Belonging (DEIB) strategies (*CEOFortheDiversityGuide, 2022) are already being discussed.

However, despite this effort, there is "a significant gap between commitments and the implementation of specific measures among Spanish companies", according to the report *Contribución de las empresas españolas a la Estrategia de Desarrollo Sostenible 2030* (*Pacto Mundial*, 2020). In this report, SDG. 10 is in the middle of the table regarding the areas where Spanish companies have the most significant impact, at 48%.

In *Making the Future of work inclusive for People with Disabilities* (Fundación ONCE & I.L.O., 2019), five key objectives are set out for the inclusion of people with disabilities in future work, new forms of employment and employment relationships that integrate disability and inclusión; development of skills and lifelong learning that are inclusive of people with disabilities; universal design incorporated into the development of all new infrastructures, products and services, accessible and affordable assistive technologies, measures to include people with disabilities in the growth and development in areas of the economy.

The U.N.'s Strategy for Disability Inclusion (U.N, 2019) includes, among its four indicators, the organisational culture indicator, where employment appears (indicator 13). Exceeding the requirements in this indicator implies an employment policy or strategy, and other policies or strategies related to human resources include the willingness to attract, hire and retain employees with disabilities and promote their professional development. Adecco Foundation (2022) contains *Trends in diversity, equity*

and inclusion in 2023, how diversity is incorporated as a corporate strategic element, and where the culture implicitly channels this performance.

In conclusion, these companies' institutions' and foundations' numerous initiatives for inclusion clash with the reality of the data, which shows low implementation. Therefore, further research into the reasons for this situation is necessary if change is brought about.

1.2. Corporate culture

Corporate culture or organisational culture is one of the intangibles that has gained the most relevance in recent years (Abuín-Vences & García-Rosales, 2021; Adnan *et al.*, 2018; Pisar & Mazo-S., 2020) due to its contribution to competitiveness (Mayorga-Gordillo & Añaños-Carrasco, 2020). According to Páramo-Morales (1998), from an Organisational Theory perspective, the organisation has a culture and, in turn, is a culture. However, the term has several approaches depending on the discipline (Díaz-Soloaga, 2020). Among the significant references on organisational culture, Hofstede (2015, p. 548) defines it as "a system of shared values, rules, norms and institutions, most are which are unconscious and unwritten, socially transmitted and capable of regulating the social forms of the group". Among the functions of culture, according to Villafañe-Gallego (1999), culture constructs corporate identity, makes the organisation internally cohesive**,** favours staff involvement in the business project and determines the internal climate. Regarding the levels of culture, Schein (1988) refers to productions, values, and basic underlying assumptions.

Among the numerous organisational and cultural change management models are Wilber (1977), Villafañe-Gallego (1999), Schein (1988), Hofstede (2015) and Barrett (2022), among others. Barrett's (2022) model is the closest to disability inclusion in organisations. This model has seven levels (Ardura, 2020) and is inspired by Abraham Maslow's hierarchy of needs theory. Barret's (2022) model is based on understanding true motivations, the values that matter and motivate. Companies that embrace diversity would be ranked at the highest level of this model.

The enunciation, transmission and internalisation of values in most organisations is a starting point for general positive or negative behaviours within the entity, as they are the grounds for the rules that regulate general behaviour (Wiewiora *et al.,* 2013). A new definition of a culture committed to society includes the extension of ethics to corporate social responsibility as a value shared by everyone within the organisation, improving its credibility and reputation (Mañas-Viniegra *et al.,* 2020).

1.3. Diversity and Corporate Social Responsibility (CSR)

Today disability in business lies within the framework of sustainable management as a result of incorporating Corporate Social Responsibility into organisations' strategic management (Romeo et al., 2021). The 2030 Agenda sets seventeen goals for companies to achieve sustainable development: "We are determined [...] to combat inequalities within and between countries, to build peaceful, fair and inclusive societies, to protect human rights [...]". Companies have been directing all their efforts towards fulfilling these objectives since then. Although they are not an obligation, given that CSR. is voluntary (Saavedra-Robledo et al., 2010), since 2018, a major regulatory step forward has been taken. This progress stems from Law 11/2018, 28 December, on non-financial information and diversity. Disclosing non-financial information is a significant pillar for the

transition towards a sustainable global economy that combines long-term profitability with social justice and environmental protection (Actualidad Jurídica Uría Menéndez, 2019).

The ESG criteria (Environmental, Social, Governance) (Forética, 2022), generally adopted by companies, include the social aspect, as did the three areas of CSR. in their origins (Saavedra-Robledo et al., 2010). The consultancy firm Canvas (202) mentions Purpose and the Reinvention of Capitalism, and the IV Brands with Values Study by the consultancy firm 21Grams (2021) highlights the value of citizens for companies to promote equality and diversity among their employees. The Study *La marca como fenómeno social. Corporate Activism trust and co-creation* (Grupo Complutense de Gestión de Marca y Comunicación, 2022) further addresses how it has traditionally been argued that companies should maintain a neutral stance on social issues. However, brands increasingly adopt corporate activism strategies and act as social agents. This new reality encourages companies to have an inclusive culture where the SDGs, ESG. and stakeholders' expectations are met (Fundación ONCE & G.R.I., 2018).

1.4. Disability in corporate culture

In the few studies that address the management of culture and diversity, "the data show companies' high degree of satisfaction after hiring people with disabilities, and they usually continue to do so" (Bengoetxea-Alkorta, 2014, p. 543). Crowther and Duarte-Atoche (2014) also explicitly mention the financial benefits. After interviewing different employers about the employment of individuals with disabilities, Analuiza et al. (2020) found various benefits for the company, such as strengthening their corporate image, increased internal competitiveness, a more humane work environment and other tax benefits. Lindsay et al. (2018) carry out a rigorous review of the benefits in scientific literature, where they find improvements in profitability, turnover and retention, reliability and punctuality, employee loyalty, company image, competitive advantages (diverse customers, customer loyalty and satisfaction, innovation, productivity, work ethic, safety), inclusive work culture and awareness of capacities. Secondary benefits for people with disabilities included improved quality of life and income, increased self-confidence, a more significant social network and a sense of community.

Among the difficulties when hiring people with disabilities were:

> One of the aspects to consider in the area of disability related to work is the diversity of disabilities and their different degrees, which makes it challenging to provide a global or joint solution to the problem of disability (Redondo-Ciruelos, 2014, p. 59).

According to Bengoetxea-Alkorta (2014), companies lack information about the world of disability, which, together with stereotypical prejudices, lack of channels for labour intermediation and lower levels of training for people with disabilities, leads to low employability and low-skilled positions for this collective.

Diversity and inclusion are needed in the workplace. However, prejudices and stereotypes are an obstacle to achieving this (Llorente-Barroso et al., 2023), to be part of the corporate philosophy as its central axis of corporate culture (Villafañe-Gallego, 1999). In this sense, academic literature is almost non-existent; there are no academic studies on values, identity, brand and diversity, as nearly everything is focused on Corporate Social Responsibility and its impact on the brand or its reputation.

According to Analuiza et al. (2020), individuals with disabilities are more enthusiastic, committed and competitive when carrying out their assigned tasks according to their abilities. According to Velarde-Talleri et al. (2018), organisations that employ people individuals with disabilities report being satisfied with their work.

Specific difficulties have been observed regarding other cultural elements and employee relations (Guerrero-Alvarado et al., 2022; Mena-Méndez, 2019). Avecilla-Ulloa and Tapia-Ubillús (2018, p. 27) point out that "in terms of the perception of others, informants consider that in many cases their colleagues judge them because of their condition as people with limitations, undervaluing them by comparing them to those who are considered normal". Velarde-Talleri et al. (2018) refer to discriminatory practices based on rigid beliefs, hence the importance of working on the issue of prejudice motivated by social stereotypes, as stated by Hammes and Nuerberg (2015) or Llorente-Barroso et al. (2023).

Regarding the cultural element of space (Mena-Méndez, 2019), disability is no longer an option. Instead, it is now a legal obligation. Thus, in terms of the cost involved in adapting the space, there is no unanimity. Velarde-Talleri *et al.* (2018) gather entrepreneurs' complaints about the investment, whereas Paredes-Gascón et al. (2012) report the opposite.

Regarding the employers' opinion, on the one hand, some studies reveal that there are currently no equal opportunities in the hiring processes and that individuals could fill many jobs with functional diversity; furthermore, employers state interest, compliance with norms and criteria, and responsibility as positive aspects of their disabled workers' professional skills (Rosselló-Ramon & Verger-Gelabert,2008). The data obtained leads to the conclusion that two main factors condition employment; training and the type of disability. For Bengoetxea-Alkorta (2014), non-compliance with the 2 per cent quota is notable and widespread. It also seems evident that it is not a priority in workplace inspections. However, there is often an absence of people with disabilities with suitable profiles to cover companies' job offers (Rodríguez-Gonçalves, 2019).

Among the proposals for advancing inclusion, companies must consider each worker's skills and abilities, considering each disabled worker individually and uniquely (Redondo-Ciruelos, 2014). Bengoetxea-Alkorta (2014) proposes a series of measures, such as promoting the activity of people with disabilities, information and awareness-raising for social economy enterprises, considering the variables of gender, type, age, degree of disability, requirements, labour intermediation, training-employability- qualification, economic incentives.

Different research linked to Human Resources (HR) management of diversity has been found in the scientific literature on the object of study. The work by Cabañes-Clemente (2018, p. 157) points to change management as an essential step; however, although they mention culture, it appeals to the need for HR to acquire "an increasingly strategic role within the organisation, playing a key role in the transformation processes". Furthermore, this research sets out guidelines closely linked to corporate culture, including: helping management to communicate the vision of change, identifying and involving all the leaders and collaborators affected by the change process and maintaining the organisations' commitment through communication and training, taking the cultural changes into account (Cabañes-Clemente, 2018).

Some more advanced works have focused on models and metrics. The work by Romeo-Delgado et al. (2016) is of great interest as it designs a model to "analyse and diagnose the degree of implementation and development of the corporate social responsibility actions that facilitate job integration of individuals with disabilities". The classification model (Modelo DIL-D ©)

seeks to provide professionals with objective tools to promote integrating people with disabilities in the workplace. It has four dimensions: policies, management systems, facilitators and culture. Regarding culture:

> Finally, regarding culture, there is a certain incongruence between the amount of knowledge and active support by managing disability and inclusion policies and turning them into corporate objectives (KPIs) and benefits for people with disabilities. At a global level of the DIL-D © model, this incongruence is reflected in the existence of 13.8% of companies with high levels of strategic development but low levels of operational development (AB) (Romeo-Delgado et al., 2016, p. 130).

At the intervention level, it is necessary to help organisations operationalise strategies by providing intervention actions Modelo DIL-D ©, diagnosing Corporate Social responsibility actions focused on the labour integration of people with specific disabilities that encourages all stakeholders' involvement.

Along these lines, Gálvez-Sánchez et al. (2021) propose a series of quantifiable and monetising indicators of the social impact generated by implementing Corporate Social Responsibility actions aimed at labour inclusion of people with disabilities, which complement and are aligned with the GRI (Global Reporting Initiative) standards 401 and 413. The conclusions state that absenteeism levels are lower than the national average. Furthermore, they point out that access to the labour market allows for personal and professional development for disabled employees, which reduces their level of support and normalisation in the workplace. Finally, from a financial perspective, inclusion in the labour market strongly impacts Public Administration in terms of savings and direct income. Therefore, in line with the results of the research by Kolotouchkina et al. (2022), it is advisable to develop ethical and responsible governance committed to the digital inclusion of all citizens to facilitate their participation in society.

In conclusion, the scientific literature on corporate culture and disability is scarce nationally and internationally, and the disparate approaches must be addressed; very few are linked to communication and the management of intangibles; the lack of scientific literature, paves the way for new research, especially now that this issue is becoming more valuable in business management and the social impact that it entails.

1.5. Disability and Employment in the communication sector

Sánchez-Valle *et al.'s* (2022) work is one of the most specific on this issue. According to these authors, the representation of disability in the media has gained visibility. Still, they consider it necessary to improve the media treatment of people with disabilities to achieve normalisation (Kolotouchkina *et al.*, 2021a, 2021b). They perceive information on disability as biased, sensationalist, stereotyped, and depersonalised, presenting individuals with disabilities as a homogenous collective. In this line, Solves *et al.* (2018) show how even events as relevant as the Paralympic Games come second to more popular sports events during the Games. Concerning their employment situation, the results show contrasting opinions that lead to the conclusion that there are still many prejudices and barriers to achieving true inclusion. Communication professionals with disabilities demand that their situation be normalised, that it transcends accessibility and prioritises full inclusion. The 2% quota for mandatory hire is not complied with, and "There is no social culture of integration of people with disabilities" (Viñarás-Abad *et al.,* 2021, p. 8). Sánchez-Valle *et al.* (2022) mention invisible barriers and conclude that vertical segregation exists. Disability

needs to be made visible to break this glass ceiling, normalised in which the skills and competencies of people with disabilities in the communication sector are valued.

Few studies address the role of internal communication for inclusion. Meléndez-Labrador's (2016) work concludes that internal communication can break down or perpetuate general and specific organisational communication barriers in laboral inclusion processes, in this case, for people with hearing impairment.

Another line of research is Llorente-Barroso *et al.'s* (2022), in which the authors seek to determine the importance of disability in Spanish and Portuguese-listed companies' non-financial annual reports. The complexity of these documents leads to relatively fewer mentions of disability in these reports. However, IBEX35 companies are more interested in diversity and inclusion than PSI20 companies. The data shows Iberian companies' commitment to accessibility and training for the inclusion of people with disabilities in the workplace but also indicates that their actions tend to respond to compliance with regulations rather than a genuine commitment to society. Studies in the United Kingdom (Khan et al., 2019) demonstrate a similar scenario, where findings show no reporting on the employment of individuals with disabilities.

Incorporating GRI. Standards is emphasised to ensure transparency and fairness (Fundación ONCE & GRI, 2018). The discourse of the main agents (López-Cepeda et al., 2021) is worth noting. It highlights the insistence on fundamental rights, contributing to society's broader understanding and positive perception of individuals with disabilities. Finally, in terms of training Viñarás-Abad and Gonzálvez-Vallés (2020, p. 633) support "learning the value of diversity in social communication" in the university environment as a preliminary step to ensure that future company directors lead this change towards inclusion.

2. Methodology

This research examines corporate culture and disability and inclusion management within the audiovisual and communication sectors. These areas gave rise to the object of this study.

A deductive and empirical method has been used to accomplish this goal. This involves formulating general statements based on prior experience to observe and understand the phenomenon. This approach allows us to draw universal conclusions through inference (Lafuente-Ibáñez & Marín-Egoscozábal, 2008). In this study, the dependent variable is corporate culture, while the independent variables include elements such as corporate values and labour relations (Schein, 1988; Villafañe-Gallego, 1999). These variables are documented in the codebook used for content analysis.

The next step involved setting the objectives that will guide the research.

PO1: To determine the role of disability in managing corporate culture in organisations.

PO2: To ascertain the opinion of individuals with disabilities on corporate culture and disability and inclusion in the audiovisual sector (where they work).

SO2.1 To determine how employees with disabilities view inclusion as part of the corporate culture through quantitative and qualitative aspects of their discourse.

SO2.2 To identify the issues that affect people with disabilities in their work due to the organisation's corporate culture and management of disability and inclusion.

SO2.3 To determine what the corporate culture on disability is like in the audiovisual sector.

SO2.4 To identify the problems and opportunities that stakeholders detect.

First, to achieve these objectives, a review of the state of the art has been conducted along two different lines: on the one hand, a literature review of academic research, and on the other hand, the analysis of reports and studies from the sector. In the literature review, few sources addressed the links between the terms "corporate culture" and "disability", so the search was extended to concepts such as "corporate social responsibility (CSR)" and "diversity". After establishing the state of the art, three focus groups comprised individuals with different types of disability (physical, sensory, cognitive and intellectual). The focus group technique was adopted because it enables many people to express their views about the object of study (Krueger, 1991) (Vallés, 1997). "The aim of the focus group is to evaluate the opinion-taking process and to identify the influencing factors that shape the participants' opinions (Rogel-Salazar, 2018, p. 124).

Although this technique is qualitative, the data can be analysed quantitatively and qualitatively. In this case, the data allows us to determine the frequency of terms in the discourse and the relationship between them. The quantitative and qualitative information will yield information related to the objectives.

The Atlas.ti Version 22.0 programme was used to systematise the data, including quotes from the participants. The discourse analysis was carried out to enhance the data obtained since the data did not provide relevant information on some occasions, allowing us to address the research objectives. Thus, the data were first analysed quantitively, followed by an exhaustive qualitative analysis of the content from these groups to fulfil the objectives of this work.

The sample was selected together with a company specialising in qualitative research that ensured the criteria were met. All the members of the focus groups are currently working or have worked and are looking for a job in the audiovisual sector (media and related companies, such as production companies, design companies, etc.). The participants were aged between 20 and 55, and both sexes were represented. Almost all the participants have specific training, both university and vocational training, in communication (Vocational Training Module in Video Programming Design and 3D animation, Audiovisual Communication + a Master's Degree in Scriptwriting and Creativity for film and T.V.; Higher Degree in Audiovisuals for the Press; Intermediate Vocational Training in Audiovisual Communication, Photography Module; Degree in Fine Arts (Audiovisual); Degree in Advertising and Public Relations and Doctorate in Information Sciences, etc.). In this sense, the recruiting firm ensured that individuals with sensory and cognitive disabilities possessed the necessary devices or had the adequate capacity to participate, so their contribution was of high quality. The sample selection was challenging; despite the individuals being eligible, they could not always participate in these types of meetings due to their conditions.

The group meetings were conducted face-to-face during the second half of 2022. Meetings with DG1 and DG2 were held first, i.e. one group consisted of people with physical and sensory disabilities and another comprised individuals with a cognitive and intellectual disability. After the discourse was analysed, individuals were selected for the third group DG3, who had all types of disabilities, in which the group comprised people with physical, sensory, cognitive and intellectual disabilities.

Before the groups' development, an argument was drawn to guide the discourse along primary thematic lines to achieve the research objectives. The questions and procedures were standardised to systematise them and enable them to be compared (Morgan, 1996).

Group 1: The physical and sensory disability group.

Group 2: The Cognitive and intellectual disability group.

Group 3: The Mixed group

Table 1. Sample

	Group 1	**Group 2**	**Group 3**
Description	Physical and sensory disability	Cognitive and intellectual disability	Disability (mixed group)
No. of members	7: 3 women, 4 men	7: 4 women, 3 men	8: 4 women, 4 men
Residence	Madrid	Madrid	Madrid
Profession	Audiovisual systems, camera with audio security technician, creative, event management, blogger, etc.	Collaboration on radio programme, YouTuber, press reviewer, scenography	Communication and marketing, graphic design and video editor, video clip maker and post-production camera assistant, sustainability policy analyst and post-production

Source: created by the authors

The argumentation consisted of four main lines common to all groups and a specific line based on the type of disability. Each line had semi-structured open-ended questions. The dynamics began with a brief introduction of the topic by the moderators and a round of participants without specific questions. Next, an open and unrestricted debate was encouraged, whereby questions and comments were not made to foster the exploration of each thematic line, which are linked to the variables related to the study.

Line 1: opinion on the labour inclusion of individuals with disability in companies in the audiovisual communication sector, as well as their own experience (general assessment, position of companies, progress, barriers, actions, motivations). Some of the questions were:

– What is your general assessment of including people with disabilities in the labour market?

– Do you think companies hire people with disabilities out of social commitment and corporate culture, or do they do it to comply with a legal imperative?

– What barriers have you encountered when accessing the job market, and what has motivated you?

Line 2: Experiences and perceptions related to entering the job market and the viewpoints of other individuals with disabilities known to you (job search, HR, possible improvements, role of associations). Some of the questions were:

– If the same C.V.s were received, do you think an individual with a disability would be chosen over someone without a disability?

– What difficulties did you have in finding your first job, and what challenges did you face? After the first job, did you have the same amount of challenges or less or more of them?

– What role does Human Resources play in the employability of individuals with disabilities?

Line 3: The importance or otherwise of education and training in individuals with disabilities employability (profiles, higher education, barriers in education).

Some of the questions were as follows:

– What type of professional profile do companies in the audiovisual communication sector want?

– In your experience, does it help to have a university education and higher vocational education?

– What are the barriers in higher education for people with disabilities (material and human)?

Line 4: Social, institutional and contextual factors influencing individuals with disabilities' employability (family, administrations, disability associations and communication). Some of the questions were as follows:

– Has your family influenced your education and job search? In what way? Is a protective or proactive family better?

– Do you think the relationship with associations for people with disabilities is necessary, and are they involved in employability issues?

– Do you think media and communication need to get involved in the employability of individuals with disabilities?

Finally, participants were encouraged to comment on aspects specifically related to their disability that impacts their work performance (adaptation of the workplace, material and personal assistance, improvements), which had not been considered. In addition, specific issues were evaluated for each disability group.

3. Data analysis and results

A word count was conducted in the first quantitative approach to identify the terms that most appeared in transcripts of the three discussion groups. By quantifying the most repeated words, we determined the relative importance of the terms associated with the focus of our study (culture, values, disability, principles, inclusion) compared to other frequently used words.

After an initial quantitative approach, we identified the extracts that specifically addressed participants' opinions on disability in the companies' and organisations' corporate culture. This information filter was carried out to facilitate the qualitative study, discarding some terms related to other concepts that were not qualitatively linked to this research's object of study. For example, on several occasions, medical or personal issues were addressed, which do not fall within the scope of this study. However, they are vital for understanding the situation of individuals with disabilities.

The extracts from the focus group were coded to perform a qualitative content analysis (Patton, 1990). This involved identifying the main concepts and associated ideas through a deductive procedure based on objective and inferential criteria (Llorente-Barroso *et al.*, 2022). This type of study is related to a thematic analysis and data categorisation so that the central ideas or

themes can be identified and associated with other conceptual lines arising from the analysis (Nowell *et al.*, 2017; Patton, 1990). The coding process was carried out using different types of codes:

– Theoretical Codes are developed deductively from state-of-the-art.

– The Specific Codes are explicitly defined per the research objectives.

– Finally, the Associated Codes were obtained inductively, as they arise from reading the texts themselves.

Table 2. Codebook or code tree

Theoretical codes	Specific codes	Associated codes
Culture	Contract	Barriers
Commitment	Disability	Special Employment Centre
Ethics	Employment	Colleagues
Principles	Equality	Rights
Responsibility	Inclusion	Discrimination
CSR	Law	Foundation
Values	Polícies	Boss
	Subsidy	Handicap
		Opportunity
		Human Resources

Source: created by the authors

Once a codebook or code tree was created in Atlas.ti, intermediate fragments with unique and complete meanings were identified as units of reference and semantic context in the focus groups to identify different codes and the fusion between them. This identification makes it possible to analyse the occurrence of coded ideas (frequency) and study the co-occurrences (confluence or synergy) between codes. Analysing the occurrences enables us to measure how often the code appears in each group through the Grounding (Gr) (Friese, 2021, p. 60). Thus, the more times a concept was identified, the greater the record of occurrences it accumulates and, therefore, its grounding (Gr). The analysis of co-occurrences enables us to determine the confluence between coded ideas in the analysed groups, determining the most robust and intense relationships between codes. Through Sankey diagrams, Atlas.ti allowed us to visualise the confluences between the analyses of the co-occurrence of codes or the relationship between codes and documents according to their occurrence. The Sankey diagram visually shows such interaction processes, focusing on the aspect to be highlighted, emphasising the dominant factors in relationships by

reflecting the relative magnitudes in areas whose breadths are proportional to the represented contribution of each code concerning one or more others (Friese, 2021, pp. 279-280).

3.1. The quantitative and qualitative importance of disability in corporate culture in the audiovisual sector: the opinion of individuals with disabilities

From a quantitative perspective, the terms related to corporate culture do not have a relatively high weight; their presence is very scarce in the three groups' discourse. Specifically, none of the Theoretical Codes emerged as the most frequent; on the contrary, they were significantly distant, such as Culture (2) or Values (0). In particular, Disability takes centre stage (159) but is far from inclusion (18). However, there are terms of an implicit nature in the participants' conversation; among the eight terms with the most significant weight in the quantitative analysis are: Human Resources, Employment, Opportunity, and Colleagues.

Table 3. List of most frequent words

	DG1 DFS	GD 2 CID	DG 3 SCID	Total
Colleagues	3	6	1	10
Contract	4	7	6	17
Disability	69	25	65	159
Employment	9	0	11	20
Inclusion	4	0	14	18
Opportunity	1	2	9	12
Human Resources	7	5	9	21
Total	97	45	115	257

Source: created with Atlas.ti

Table 4 shows the frequency of each code in the codebook. There are no Theoretical Codes; among the specific ones, Disability stands out notably. Perhaps, most remarkable is the frequency of terms that arise in the discourse, i.e. codes obtained inductively.

Table 4. Book codes and frequency

Theoretical codes	Specific codes	Associated codes
Culture 2	Contract 17	Barriers 4
Commitment	Disability 159	Special Employment Centre
Ethics	Employment 20	Colleagues 10
Principles	Equality	Rights
Responsibility	Inclusion 18	Discrimination
C.S.R.	Law	Foundation
Values	Polítis	Boss
	Subsidy 25	Disability
		Opportunity 12
		Human Resources 21

Source: created by the authors with Atlas.ti

Figure 1 reflects the weight of the words in the overall count of the quantitative content analysis, providing a comparative representation of the most reiterated words in the focus groups.

Figure 1: Word cloud of all the documents

Source: created by the authors with Atlas.ti

Table 5 shows the Grounding of each theoretical and specific code in the three groups analysed. This is qualitative information from the data, as it allows each term to be placed in its semantic context in each transcribed group. The criterion used to assess the qualitative weight of the recruitment culture refers to the companies' commitment and behaviour towards ensuring a positive experience for the participants in the groups.

Table 5. Occurrences of Theoretical and Specific Codes by Group

	G1 D.F.S.	G2 D.I.C.	G3 DFSIC	TOTAL
THEORETICAL CODES				
Culture	0	0	2	2
Commitment	0	0	3	3
Ethics	0	0	0	0
Values	0	0	0	0
Responsibility	1	1	1	3
Corporate Social Responsibility (CSR)	0	0	3	3
Principles	1	1	0	2
SPECIFIC CODES				
Disability	69	25	65	159
Employment	9	0	11	20
Equality	0	0	1	1
Contract	4	7	6	17
Inclusion	4	0	14	18
Law	2	0	7	9
Policies	0	1	2	3
Subsidy	13	0	12	25
TOTAL	103	35	127	265

Source: created by the authors with Atlas.ti

Regarding the Theoretical Codes, there are hardly any, or they are non-existent. The participants did not perceive words such as Values, which are fundamental to the companies' identity and permeate the corporate culture. In other words, we deduced a

lack of Values (0) when recruiting these individuals. However, the specific code, Subsidy (25), is highly present, which suggests that recruitment is based more on a policy of subsidies than values.

Among the specific codes, Disability (159) stands out; although it is logical to have such a high grounding when compared to the other codes, it is excessively high, which should be analysed in more depth. It is followed by Subsidy (25) and Employment (20), related to practical aspects of working life.

Inclusion (18) stands out among the Specific Codes with a relatively high grounding, second only to Disability. The code Contract follows closely with 17, so exploring a possible relationship between these codes could be of interest.

DG1 and DG2 were analysed separately to check whether there were differences due to the different nature of the disability; even though this was not one of the study's objectives, it was considered necessary in case it affected the analysis. The Disability code was eliminated due to its high grounding, which did not allow the other codes to be visualised. The main difference is the Subsidy code, which does not appear in the group G2 comprised of people with cognitive and intellectual disability, while it was the term most used in G1, composed of individuals with physical and sensory disability. Contracts, Principles and Responsibility are almost equally distributed between both groups.

They have to realise that they have to make the leap from quantitative inclusion to qualitative inclusion; that is the first big step (Participant 7).

Figure 2. Diagram of Sankey's Theoretical and Specific Codes (deleted disability)
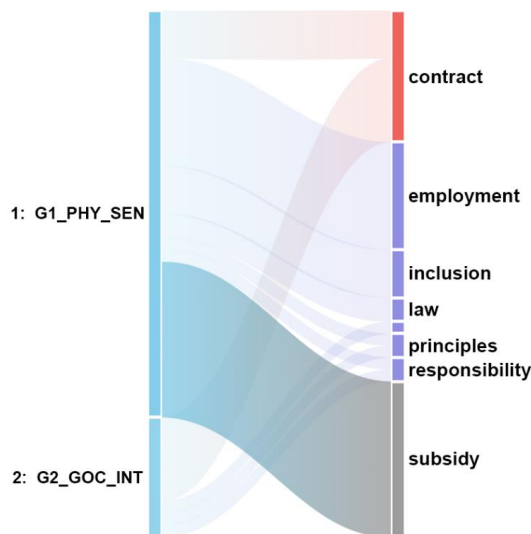
Source: created by the authors using Atlas.ti

The Sankey diagram shows how the terms Subsidy and Contract have a more significant presence than Inclusion or Responsibility. Especially Contract, which appears in both groups. This prevalence may reveal that these individuals' situation is still conditioned more by legislation than culture, i.e., they are hired out of obligation rather than a corporate philosophy voluntarily committed to inclusion.

3.2. Relationships between disability and other aspects of corporate culture in audiovisual companies.

Using an inductive method, the qualitative content analysis of the focus groups has revealed the importance of other concepts associated with the Theoretical Codes and the Specific Codes. These ideas, designated as Associated Codes, have a varied weight in their qualitative contextualisation within each document.

Table 6. Table of occurrences of Associated Codes in each group

	G1 P.I.D.	G2 I.C.D.	G3 PSIC	Total
Barriers	0	0	4	4
Special employment centre	0	0	8	8
Colleagues	3	6	1	10
Contract	4	7	6	17
Rights	7	0	2	9
Discrimination	1	0	4	5
Foundation	0	1	3	4
Boss	4	2	1	7
Handicap	0	4	2	6
Opportunity	1	2	9	12
Human Resources	7	5	9	21
Total	27	27	49	103

Source: created by the authors using Atlas.ti

The fact that these codes appeared in the discourse shows how participants value them, whether or not they have previous theories to support them. Human Resources has the highest frequency, followed by Contract, Colleagues and Opportunity.

These terms appear spontaneously, and some have a high frequency. For instance, Human Resources refers to this department's role. Contract is also related to Human Resources and how it can affect this type of recruitment.

3.3. Qualitative analysis in the discourse on disability and corporate culture

The Theoretical Codes of the research, obtained from the state of the art, show little interaction with the Specific Codes. The low frequency of the Theoretical Codes already pointed to these results. The frequency of the Specific Codes is not very relevant either. The interaction between the CSR. Codes, such as Disability, Law and Subsidy, is noticeable but not significantly pronounced, suggesting that these workers are hired through the management of CSR, whether by law, subsidies or voluntarily. A more specific analysis of the causes would be helpful.

He organises a conference to make companies aware, because of the new Disability Law, that the world needs corporate social responsibility in recycling and that people with disabilities are not just blind people who use a cane or wheelchairs. Instead, there are many types of disability (Participant 14).

I honestly think that Spain lags; if Spain is now committed to the issue of corporate social responsibility for people with disabilities or people with differences, I think it has a lot to do with Europe getting involved (Participant 10).

Table 7. Co-occurrences between the Theoretical and Specific Codes

	THEORETICAL CODES						
	Commitment	**Culture**	**Ethics**	**Principles**	**Responsibility**	**CSR**	**Values**
SPECIFIC CODES							
Contract	0	0	0	0	0	0	0
Disability	0	0	0	1	0	**5**	0
Employment	0	0	0	0	0	0	0
Equality	0	0	0	0	0	0	0
Inclusion	0	0	0	0	0	0	0
Law	0	0	0	0	0	**3**	0
Policies	0	0	0	0	0	0	0
Subsidy	0	0	0	0	0	**1**	0

Source: created by the authors using Atlas.ti

The interaction between Theoretical and Associated Codes is very low. Similarly, the same observation is made regarding CSR., specifically in the case of Opportunity and Human Resources. This relationship demonstrates how CSR. can play a crucial role in facilitating entry into the job market, working hand in hand with Human Resources. The word Opportunity shows this; CSR. has the potential to act as a catalyst for inclusion.

Table 8. Co-occurrences between Theoretical and Associated Codes

ASSOCIATED CODES	THEORETICAL CODES						
	Commitment	Culture	Ethics	Principles	Responsibility	C.S.R.	Values
Barriers	0	0	0	0	0	0	0
Special Employment Centre	0	0	0	0	**0**	0	0
Colleagues	0	0	0	0	0	0	0
Rights	0	0	0	0	0	0	0
Discrimination	0	0	0	0	0	0	0
Foundation	0	0	0	0	0	0	0
Boss	0	0	0	0	0	0	0
Disability	0	0	0	0	0	0	0
Opportunity	0	0	0	0	0	3	0
Human Resources	0	0	0	0	0	3	0

Source: created by the authors using Atlas.ti

Figure 3. Linking Disability and Theoretical Codes and Associated Codes

Source: created by the authors using Atlas.ti

Table 9. Co-occurrences between Specific and Associated Codes

SPECIFIC CODES	ASSOCIATED CODES									
	BAR	SEC	COL	RIG	DIS	FOU	BOS	HAN	OPP	HR
Contract	0	2	0	0	0	0	0	0	0	0
Disability	3	0	1	4	2	2	3	2	4	8
Employment	2	2	0	1	0	2	0	0	0	1
Equality	0	0	0	0	0	0	0	0	0	0
Inclusion	1	0	0	0	1	0	0	0	3	2
Law	0	0	0	1	0	0	0	0	3	3
Polícies	0	0	0	0	0	0	0	0	0	1
Subsidy	0	1	0	0	0	0	0	0	0	1

Source: created by the authors using Atlas.ti

Table 9 shows the interaction between Specific Codes and Associated Codes. Again the interaction between Disability and Human Resources is highlighted, demonstrating this department's importance in recruitment. It also interacts with Opportunity and Rights and, to a lesser extent, Law and Opportunity. The fact that the code Opportunity is related to these other codes may be an aspect to consider for recruitment, as shown by the use of the word Opportunity and its frequency.

"The Human Resources department should have already been prepared for that" (Participant 12).

"They must have it (disability training). That's the problem; they must have it. Human Resources must have it; I won't give in on that. Human Resources are the ones who have to know how to work with a person with a disability because we are just like anyone else, full stop. I'm very sorry, but I can't change my arm; it's an obligation" (Participant 6).

In my case […] in the company where I work, Human Resources and such do help a lot with the inclusion of people with disability in the workplace, especially providing training to middle managers and even supervisors about working with individuals with disabilities. However, it's obviously something complex" (Participant 3).

Figure 4. Disability linked to Specific Codes
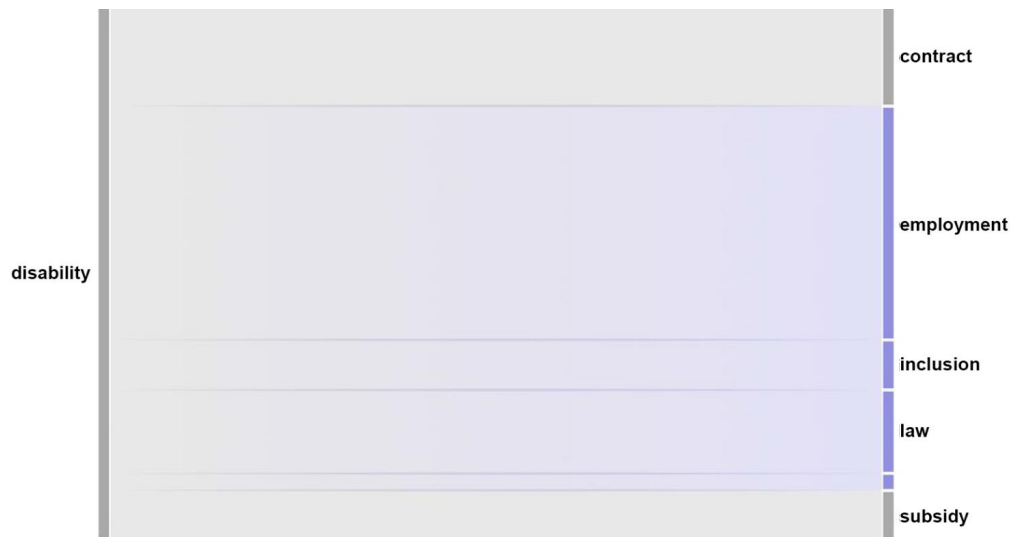
Source: created by the authors using Atlas.ti

4. Conclusions

Based on the results, the following conclusions were made:

– **There is no inclusive culture.** People with disabilities do not perceive an inclusive culture in the audiovisual companies where they work or have worked. The non-existent or almost non-existent frequency of terms such as Values, Ethics, Responsibility, or Principles in their discourse (all elements of the culture) demonstrates that these companies do not have a culture where disability is considered.

– **Subsidised talent.** Subsidies, and not only an inclusive work policy based on corporate values, are the primary source of employment. The high frequency of words such as Employment, Contract or Subsidy shows a discourse highly focused on the issue of recruitment and job stability.

– **Colleagues as leverage for integration.** Regarding the other elements of corporate culture, and relationships, the code Colleagues appeared inductively in the discourse and was prominent. Therefore, we reflected on its value as a critical element for integration, more than we might have expected. It is more frequent than Boss. The discourse shows a lack of middle and senior management for guaranteeing and ensuring the integration of individuals with disabilities and their ability to work well.

– **Human Resources must have disability training.** A Human Resources department with specific training is the key to recruitment. The frequency of this term and the interaction with CSR., Disability and Law (Tables 8 and 9) shows that this de-

partment is fundamental for recruitment and professional development. The need for specific training related to Disability is explicitly stated several times.

– **The opportunity for inclusion.** This specific code, Inclusion, is the only one with a high frequency; it also interacts with Opportunity but has a low interaction with terms such as CSR. or values. These results show a diffuse discourse, moderately conclusive quantitatively but not at all qualitatively.

– **Inclusion is linked to CSR.** The interaction between CSR. with terms such as Inclusion, Opportunity, Law, Disability and Human Resources (Table 7 and 8) confirms the importance of CSR. for inclusion, either through compliance with the law or voluntarily. Participants refer to CSR when referring to possible inclusion.

– **CSR and Human Resources, allies.** As indicated, the interaction of these terms shows the need for close collaboration between these departments, as expressed by the participants.

5. Discussion

The literature review has provided insight into the current situation of disability in organisations' management from a corporate culture perspective, as proposed in PO1. While the institutions' reports and the sector's initiatives promote inclusion under the umbrella of the 2030 Agenda, the scientific literature shows a very different scenario. The lack of production on this topic (corporate culture-disability) made it necessary to broaden the object of study. The results show prejudices and stereotypes as barriers (Llorente-Barroso *et al.*, 2023; López-Cepeda *et al.*, 2021; I.L.O., 2022), but employers are satisfied with these individuals' job performance (Analuiza *et al.*, 2020). In any case, the main conclusion is that there are no references regarding corporate culture or disability.

Regarding the analysis of the focus groups, we must consider that this research uses a quantitative approach that requires further analysis to examine the qualitative aspects of the analysis. These qualitative aspects will provide a more accurate understanding of the frequencies in the use of terms.

The analysis of the groups demonstrates that the opinion of individuals with disabilities on corporate culture and disability and their inclusion in the audiovisual sector, where they work (PO2) is that there is no such culture, as there is no mention of values, principles or responsibility, which are fundamental to culture (Mena-Méndez, 2019). Moreover, it contradicts the United Nations Strategy for Disability Inclusion (United Nations, 2019), which focuses on employment as the path to inclusion. Inclusion is not perceived as part of the corporate culture (SO2.1). Even though The U.N. (2015), the 2030 Agenda and initiatives such as *Red Acoge (2022)* are committed to inclusion. Therefore, there is a gap between the proposals and reality.

Regarding the issues that affect their work due to the organisation's corporate culture and management of disability and inclusion (SO2.2), the main problem is fundamental: individuals with disabilities are not hired under the same conditions as non-disabled people. Laws and subsidies are needed to make this happen. There is no inclusion, even if inclusion is the solution (U.N., 2019; I.L.O., 2022).

Therefore, when determining the corporate culture related to disability in the audiovisual sector (SO2.3), we can affirm that there is no such culture, as the management does not work towards inclusion. This data contrasts with Analuiza *et al.* (2020)

and Lindsay *et al.'s* (2018) work, demonstrating these workers' contributions to the company. Despite this, CSR is leading this emerging initiative, with Human Resources acting as a filter.

Concerning identifying the problems and opportunities that those involved detected (SO2.4), the main issue is that there is no inclusive culture in companies, and these individuals do not perceive specific initiatives because they do not come from management (Adecco Foundation, 2022). Despite Meléndez-Labrador's work (2016) on the contribution that internal communication can make. Although this priority is stated (U.N. & Accenture, 2021), the need for new forms of employment and labour relations that integrate disability and inclusion is not conveyed to managers and colleagues, as requested by Fundación ONCE and I.L.O. (2021). Concerning opportunities, new professional profiles supported by new technologies are highlighted, as demanded by numerous agents (Fundación ONCE & I.L.O., 2021).

Inclusion is not promoted (SDG10), and the lack of opportunities perpetuates stereotypes and prejudices (Bengoetxea-Alkorta, 2014). However, an opportunity is on the horizon. The fact that the term inclusion has a high frequency shows a certain awareness in society. Using the word inclusion shows that people are discussing a new way of managing disability in the corporate culture and, therefore, in the company. The main opportunity comes from CSR but goes hand in hand with Human Resources (Fundación Adecco, 2022).

Finally, it is worth highlighting the opportunity for inclusion; although limited, appears in the results. "Having a coherent organisational culture with a mission and values that different professional profiles can identify with" (Seres & Talengo Foundation, 2020, p. 21). Culture can and must be the catalyst that makes this philosophy a reality. This vision can be effectively realised by implementing all aspects of an inclusive culture.

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7. Specific contribution from each author

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