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Rimi Lietuva, UAB: Journey towards employment of people with disability

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Case study on Master level

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Abstract

Rimi Lietuva is one of the largest retailers in Lithuania. Rimi Lietuva's retail network is designed to meet the most diverse needs of customers and to serve them as well as possible. The company has more than 3000 employees representing various generations, different nationalities, various backgrounds and different skills and abilities. Rimi Lietuva has a huge focus on employee diversity and inclusion. Behind this orientation lies the commitment of the organization and its CEO to corporate social responsibility and wiliness to help people to find the job who are usually "left behind".

Keywords

Diversity management, inclusion, human resource management, corporate social responsibility, employees with disability.

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Macro level

What do we mean by disability?

According to the U.N. Convention on the Rights of Persons with Disabilities (2006), “persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others”(UNCRPD, 2006: article 1, purpose).

The World Health Organization (2011) argues that: „Disability is the umbrella term for impairments, activity limitations and participation restrictions, referring to the negative aspects of the interaction between an individual (with a health condition) and that individual’s contextual factors (environmental and personal factors)” (p. 4) (Figure 1). Usually, people with disability have less access to education and work opportunities, and are more likely to live in poverty than those without a disability.



Fig. 1 Disability icons (Source: www.pixabay.com).

The labour market situation of disabled people

The World Health Organization (2011) reports that about 15% of the world’s population has a disability and this number is increasing. Approximately one in six people in the European Union (EU) aged 15 and over lives with some kind of disability (Lecerf, 2020). Turning to Lithuania, in 2020 the number of persons of working age with disabilities was 153.6 thousand persons (Socmin, 2020).

At European Union (EU) level, 50.6 % of persons with disabilities are employed, compared to 74.8 % of persons without disabilities (Lecerf, 2020). In Lithuania, only about a third (28.9%) of disabled people of working age has a job, others are either prevented from working by health, or they fail to find employment (Milieškieńė, 2019)

Till recently, people with disability constitutes one of the most disadvantageous groups among the labour force in Lithuania. Such situation can be explained by the Soviet heritage, which lasted for 50 years. In those times, disabled people were isolated from society, leaving no possibility to have any contacts with them. Disabled people were called “invalidas” and were usually kept at special educational and/or health care establishments with full maintenance. The state provided sheltered employment for some groups of the disabled (for instance, people with visual and hearing impediment), as they worked in the isolated environments. Accordingly, the society had no knowledge or experience as to how communicate and behave with disabled people (Bučiūnienė and Kazlauskaitė, 2010)

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The main legal documents regarding people with disabilities rights, including right to work

| | |
|---|--|
| Title | U.N. Convention on the Rights of Persons with Disabilities (CRPD) |
| Webpage | https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html |
| <i>Part from the document regarding people with disability employment</i> | <p>Article 27 – Work and employment</p> <p>1. States Parties recognize the right of persons with disabilities to work, on an equal basis with others; this includes the right to the opportunity to gain a living by work freely chosen or accepted in a labour market and work environment that is open, inclusive and accessible to persons with disabilities. States Parties shall safeguard and promote the realization of the right to work, including for those who acquire a disability during the course of employment, by taking appropriate steps, including through legislation, to, inter alia:</p> <ul style="list-style-type: none"> a) Prohibit discrimination on the basis of disability with regard to all matters concerning all forms of employment, including conditions of recruitment, hiring and employment, continuance of employment, career advancement and safe and healthy working conditions; b) Protect the rights of persons with disabilities, on an equal basis with others, to just and favourable conditions of work, including equal opportunities and equal remuneration for work of equal value, safe and healthy working conditions, including protection from harassment, and the redress of grievances; c) Ensure that persons with disabilities are able to exercise their labour and trade union rights on an equal basis with others; d) Enable persons with disabilities to have effective access to general technical and vocational guidance programmes, placement services and vocational and continuing training; e) Promote employment opportunities and career advancement for persons with disabilities in the labour market, as well as assistance in finding, obtaining, maintaining and returning to employment; f) Promote opportunities for self-employment, entrepreneurship, the development of cooperatives and starting one's own business; g) Employ persons with disabilities in the public sector; h) Promote the employment of persons with disabilities in the private sector through appropriate policies and measures, which may include affirmative action programmes, incentives and other measures; i) Ensure that reasonable accommodation is provided to persons with disabilities in the workplace; j) Promote the acquisition by persons with disabilities of work experience in the open labour market; k) Promote vocational and professional rehabilitation, job retention and return-to-work programmes for persons with disabilities. <p>2. States Parties shall ensure that persons with disabilities are not held in slavery or in servitude, and are protected, on an equal basis with others, from forced or compulsory labour.</p> |
| Title | Strategy for the rights of persons with disabilities 2021-2030 |
| Webpage | https://ec.europa.eu/social/main.jsp?catId=1484&langId=en |
| <i>Part from the document regarding</i> | <p>4. Decent quality of life and living independently</p> <p>Independent living, quality social and employment services, accessible and inclusive housing, participation in lifelong learning, adequate social protection and</p> |

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| | |
|---|---|
| <i>people with disability employment</i> | a strengthened social economy are indispensable for decent living for all persons with disabilities. |
| Title | Law on the social integration of the disabled |
| <i>Webpage</i> | https://www.e-tar.lt/portal/lt/legalAct/TAR.199156E4E004/asr |
| <i>Part from the document regarding people with disability employment</i> | Article 13. Employment of the disabled |

Table 1 The legal documents regarding people with disability rights.

Company background

Rimi Lietuva belongs to Rimi Baltic, which is one of the fastest growing retailers in the Baltic states. Rimi Baltic is a part of ICA Gruppen (<https://www.icagruppen.se/en/about-ica-gruppen/#/>). Rimi Baltic operates four chains that are favorite among customers – Rimi Hyper, Rimi Super, Rimi Mini and Rimi Express. Since 2020 Rimi also has an e-store in all three Baltic Countries. The company employs over 12000 people across the Baltics and has 290 stores (Table 2)

| | Rimi Estonia www.rimi.ee | Rimi Latvia www.rimi.lv | Rimi Lithuania www.rimi.lt |
|---------------------------|--|---|--|
| Rimi Hypermarkets | 17 | 38 | 38 |
| Rimi Super | 20 | 33 | 21 |
| Rimi Mini | 43 | 54 | 5 |
| Rimi Express | 3 | 7 | 11 |
| Stores in total | 83 | 132 | 75 |
| <small>*July 2021</small> | | | |

Table 2 Number and type of stores in Baltic countries (source: <https://www.rimibaltic.com/>).

Rimi Lietuva retail network is designed to meet the most diverse needs of customers and to serve them as well as possible. Company believes that only a good atmosphere at work and sincere and simple communication with colleagues helps to serve the supermarket customers with quality and a smile. Rimi Lietuva has more than 3300 employees and the number and types of stores are the following: **39** „Hyper Rimi“, **21** „Super Rimi“, **5** „Mini Rimi“, and **11** „Rimi Express“ (total 76) (data from November, 2021).

Rimi Lietuva vision - We make every day a little easier.

Rimi Lietuva mission - We create the shopping experience of tomorrow. We drive healthy and sustainable choices that improve people’s lives and society. Every day.

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Rimi Lietuva values:

Simplicity – we think easy first

Entrepreneurship – we create opportunities

Commitment – we make a difference

The company is convinced that a common approach and vision of basic values increases greater clarity to the customer and attractiveness among current and future employees. It makes it easier to make decisions, thereby improving the internal efficiency.

More about values: <https://www.rimibaltic.com/>

The whole history of Rimi Lietuva could be found at <https://www.rimi.lt/apie/istorija>

The number of Rimi Lietuva employees, including employees with disability, is provided in Table 3.

| | 2021 | 2020 | 2019 | 2018 | 2017 |
|--|------|------|------|------|------|
| Total number of employees, at the beginning of the year: | 3370 | 3147 | 3291 | 3317 | 3390 |
| Number of employees with disability: | 138 | 135 | 112 | 85 | 72 |
| Total number of administrative staff, at the beginning of the year: | 237 | 227 | 218 | 219 | 210 |
| Number of employees with disability: | 6 | 6 | 6 | 4 | 4 |
| Total number of employees working in shopping centers, at the beginning of the year: | 3133 | 2920 | 3073 | 3098 | 3180 |
| Number of employees with disability: | 132 | 129 | 106 | 81 | 68 |

Table 3 Dynamics of employee number, period.

The majority of disabled employees are people with hearing impediment, however there are staff with other disability aspects. Disabled people work in various positions from cashiers till top level managers.

It is noteworthy that Rimi Lietuva does not use the terms “people with disability” or “disabled people”. Rimi Lietuva instead prefers the term “people who have different abilities”.

Journey towards employment of people with disability: the story begins

The idea regarding the employment of people with disability

In 2007, Rimi Lietuva came up with the idea to hire people with disability. The argumentation behind this decision was twofold. First, the situation in the labour market was extremely difficult

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as the lack of employees was high. Thus, Rimi Lietuva tried to fill the vacancies by starting to employ people from diverse groups, namely the disabled. Second, the personal intention of staff working in the Human Resource Management Department played a significant role, as they knew disabled people living nearby and wanted to help them become a “real part” of society. As the Country HR Manager at Rimi Baltic Group said, “the intention was to show them to the society as at that time, they were unseen, hidden somewhere; the society was wearing different ‘backpacks of prejudice’. Hence, we wanted to pull those stereotypes down.”

In 2007, the first question for Rimi Lietuva was where to find the disabled people because as it was mentioned before, employment of people with disability was not a common practice in the former Soviet countries.

Rimi Lietuva decided to start with a non-government organisation, which dealt with disabled people. The idea was to contact this non-government organisation, to prepare a printed job advertisement and simply post it on the bulletin board. However, the biggest surprise awaited them, when, after entering the non-government organisation, representatives of Rimi Lietuva saw a huge amount of job advertisements already posted. So, Rimi Lietuva was not the first business organisation to try to attract people with disability. However, the interest of these people was extremely low.

Rimi Lietuva started building the contacts and talking with the disabled. The conclusion the company drew was that no organisation before has established a real contact with these people. Thus, Rimi Lietuva decided to “build the bridge” (Figure 2).

BUILD THE BRIDGE



Fig. 2 Bridge (Source: www.pixabay.com).

For “building the bridge”, Rimi Lietuva employed a person A, who had a hearing impairment. The main responsibility of this employee was to carry out the selection of the candidates. Thus, employee A performed all the functions during the recruitment and selection process, from posting of job advertisements to communication with relatively closed communities of the disabled people. As a result of their hard work, 6 hearing-impaired people were employed in Rimi Lietuva in 2007.

The main challenges at the beginning of the process

According to the Country HR Manager at Rimi Baltic Group, at the beginning of the process, four main challenges were obvious.

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First, preparation of managers to work together with the disabled people. Some of the managers were convinced that people with disability were not able to work, they were hidden, and just received benefits from state. Preparing managers to deal with disabled employees, to communicate in case they do not speak, to give the feedback, and to convey training material and a standard of customer service was and still is challenging.

Second, preparation of current employees to work with people with disability.

Third, preparation of the disabled people to work. At the beginning, for 90% of people with disability it was the first job in their life. They did not know what interview meant. These people needed encouragement. Rimi Lietuva organised excursions around the company, at the shopping centres showing workplaces and rest zones, demonstrating and explaining work procedures, introducing them to colleagues. The core intention was to increase the confidence of these people.

Forth, preparation of family members of the disabled people as some of them were scared and felt anxious about how their son/daughter would manage to work. Such questions as “What will the neighbours say “ or “How will he/she reach workplace?“ were raised.

Due to employee turnover and other reasons, Rimi Lietuva deals with all of the mentioned four challenges over and over again.

In addition to the mentioned four challenges, at the beginning, it was necessary to make agreements with the disabled employees regarding cards and posters for the clients informing them that some of the staff were hearing-impaired. Some of the disabled people did not want to wear badges stating that they were deaf. The argument behind such wish was the desire to be “the same as others”, to belong to the same group of staff. This notwithstanding, eventually, the agreement was made in favour of badges (Figure3). This was highly influenced by the clients Rimi Lietuva clients as some of them behaved rudely shouting at the disabled employees (e.g. “Aare you deaf? Can't you hear what I am saying?“).



Fig. 3 Information card with text: “You will be served by a hearing-impaired employee”. Source: <https://www.rimi.lt/apie/tvarumas/bendruomenine-veikla/ivairove>.

Rimi Lietuva was the first retailer in Lithuania to employ people with disability. Naturally, clients were not used to being served by people who had some health issues. Rimi Lietuva also made a great impact on society education in terms of how to communicate with the disabled people. The current clients value Rimi Lietuva for company’s actions in diversity management.

Hiring and retaining employees with disability: the story continues

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The preparation of employees of Rimi Lietuva to work together with people with disability

The list of core measures employed by Rimi Lietuva for managers' preparation to work with people with disability is provided below.

- Basic course of sign language (as the journey of Rimi Lietuva towards employment of people with disability started with the employment of hearing-impaired people, they organised these courses at the beginning). Now, the sign language is taught only during the Diversity month.
- Regular meetings (monthly, weekly) to teach some psychological techniques to provide feedback to hearing-impaired people, how to write on the sheet of paper, how to invite them to a meeting etc.).
- One-page leaflets with information regarding all work organisation aspects: phone numbers for contacting when having issues; how to write an SMS for the disabled people etc.
- Mediator - employee A, who was responsible for recruitment, served as a mediator between managers and employees with hearing impairment.
- Leaflets for managers prepared by the HRM department with the key labour law aspects regarding work and rest conditions for people with disability.
- Information for the disabled employees on the information boards in each shopping centre.
- Family members as the contact persons for disabled employees.

Rimi Lietuva also dedicated time to transform the work and people management processes. For instance, the whole video material used for training was subtitled; it has become a norm to have a sign language interpreter at all events for employees (even if only one person with hearing impairment participates).

Rimi Lietuva evaluates the success of manager preparation to work together with the disabled people. For this purpose, feedback from managers and people with disability is used. Seeing that from 2007 till 2010, not a single disabled person left Rimi Lietuva, this indicates that initially, the preparation of Rimi Lietuva staff to work together with the disabled people was successful. It is noteworthy that there are still some employees working since the very beginning.

Where to find and how to attract people with disability to work for Rimi Lietuva?

According to the Country HR Manager at Rimi Baltic Group, the starting point is that Rimi Lietuva does not distinguish employees with disability from others. All candidates and employees are perceived as candidates and employees of Rimi Lietuva. The main channels and ways for finding and attracting people with disability used by Rimi Lietuva are:

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- Job advertisements with a hint included that the workplace is adapted for people with disability (as a matter of fact, not all workplaces are adjusted for the disabled people due to the all building, infrastructure of the buildings and other reasons).
- Being active in non-governmental organisations for the disabled people.
- Strong contacts with public establishment SOPA, whose core activity is to promote employment of those who are facing difficulties in finding a job in the labour market.
- Open door days.
- Social partners such as Social Taxi (“Socialinis taksi”), which provides a unique service that helps to ensure the organisation of trips for people with disabilities to places of economic and social employment.
- Communication in various conferences.
- Partnership with educational institutions.
- Bring-a-friend programme (“Atvesk draugą”).
- Traineeships.
- Disabled employees make presentations during various conferences sharing their successful work stories.
- Disabled employees invites their friends, classmates, and colleagues from the disabled communities to join Rimi Lietuva.
- Social initiatives, like “No difference” (“Jokio skirtumo”) (Figure 4). (see more at <https://www.rimi.lt/naujienos/rimi-jungiasi-prie-iniciatyvos-jokio-skirtumo-toliau-didina-skirtingus-gebejimus-turinciu-asmenu-integracija>).



Fig. 4 Social initiative “With or without disability – no difference”. Source: <https://www.rimi.lt/naujienos/rimi-jungiasi-prie-iniciatyvos-jokio-skirtumo-toliau-didina-skirtingus-gebejimus-turinciu-asmenu-integracija>.

Some of the disabled candidates apply of their own accord because of the information spread in the public that Rimi Lietuva was and still is the leader in the field of employment of people with disability.

Rimi Lietuva operates some shopping centres, where the number of employees with disability is as high as 10 percent.

The value Rimi Lietuva receives as a result of employing people with disability

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According to the Country HR Manager at Rimi Baltic Group, “It is difficult to measure the value the organisation receives. I think the value is rather affective <...> what we have observed is that teams become more tolerant <...>, a lot of employees feel proud working in such an organisation”. This notwithstanding, there are some tangible aspects too. First, young people (generation Z) apply for jobs in Rimi Lietuva, because they are more committed to the corporate social responsibility idea and know from schools or media that Rimi Lietuva is committed to employing people with disability. Further, Rimi Lietuva changes the stereotype thinking in the society demonstrating that retailer industry is suitable for working with disability. Disabled employees educate the society, especially children and especially in small towns. Each year, Rimi Lietuva conducts a customer service survey. According to its findings, Rimi Lietuva is perceived as having the highest service standard. Such result might be influenced by the fact that clients were served by disabled people. Incidentally, according to the survey of Rimi Lietuva customers, conducted by academic researchers, 9 out of 10 clients told that they would choose a cashier with a hearing impairment; 7 out of 10 told that they consciously go to a cashier with a hearing impairment.

Next, the employee engagement index in Rimi Lietuva is very high and this could be a result of integration of people with disability. Moreover, the staff turnover in teams with disabled people are lower in comparison to the teams without them. Such people are “more united, tight as a fist, they are eager to help each other and more willing to substitute for each other, <...> they find more occasions to celebrate” (Country HR Manager at Rimi Baltic Group). Based on the previously conducted survey, the work climate in shopping centres with disabled employees is better. Finally, Rimi Lietuva serves as an example that a business can employ people with disability without the state support. The company consciously does not apply for state support. According to Rimi Lietuva, a small business might need some assistance from state; however, a big company like Rimi Lietuva can contribute to the solving of employment issues without the state money.

How much does it cost / What is the cost for Rimi Lietuva to employ people with disability?

Rimi Lietuva does not calculate the costs of hiring and retaining an employee with disability, or of adjusting workplaces for the disabled people. Hence, a return on investment is not calculated. Such behaviour is conscious due to several reasons. First, it also costs other employees to adapt. Employment of people with disability reflects the commitment of Rimi Lietuva to corporate social sustainability. Second, the policy of the parent company ICA Gruppen (<https://www.icagruppen.se/en/about-ica-gruppen/#!/>) has a strong focus on environmental issues, diversity management, and inclusion and this leaves room for manoeuvre for Rimi Lietuva.

Lithuania, Latvia, Estonia – do the culture and countries differ?

Rimi Lietuva was the first to employ people with disability compared to Rimi Latvia or Rimi Estonia. Moreover, Rimi Lietuva was also the first to join the Diversity Charter. Now, Rimi Lietuva invites colleagues from Latvia and Estonia to join it too.

Rimi Latvia started to work more intensively in this area in the last year (before, they were not active). Now, they have more people with disability employed than Rimi Lithuania. Turning to

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Rimi Estonia, their behaviour in this area evolves organically (they are not passive, but not active either) according to the developments transpiring in the society. Incidentally, according to the law, all shopping centres must be adjusted for people with disability.

Rimi Baltic allows Rima Lietuva to decide on the type and the number of initiatives regarding actions in the field of diversity management. The aim and ambition of Rimi Lietuva is to have 10 percent of employees with disability in the overall staff composition.

Retaining employees with disability

In general, practices and initiatives for retaining employees are the same for people with disability and all the others. There are no special practices designed and implemented for people with disability. All motivational measures can be found in the company's website and are mentioned in job advertisements. As a matter of fact, the turnover of employees with disability is not high; it is lower than average in the labour market.

Some of the measures for retaining employees include flexible working hours, work nature flexibility, financial support for studies, additional health insurance, training and development programmes, mentoring programmes, bonuses, free meals, and fruit.

Rimi Lietuva respect the wish of disabled people not be distinguished from others. Rimi Lietuva does not want to distinguished some people because all of us have specific abilities.



Fig. 5 Why to choose being together? Source: <https://www.rimi.lt/karjera/kodel-verta-rinktis-rimi>.

Questions

1. Describe the concept of 'diversity management'. Explain the nature of a relational framework that bridges the divide between macro-national, meso-organisational and micro-individual levels? How could this framework be explained in the case of Rimi Lietuva?

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2. From the point of human resource management, please consider the arguments behind the decision of Rimi Lietuva to start a journey towards employment of people with disability.
3. Imagine that you were a Rimi Lietuva representative in 2007. How would you have started the journey towards employment of people with disability?
4. How do you evaluate the initial challenges Rimi Lietuva faced in 2007?
5. How do you evaluate the measures used to prepare the Rimi Lietuva staff to work together with people with disability? Identify and justify the top 10 most suitable measures for each stakeholder group.
6. What do you think about the recruitment policy of Rimi Lietuva? How do you evaluate the channels and ways Rimi Lietuva uses to attract the disabled people to work? Identify and justify the top 10 most suitable channels and ways for attracting people with disability.
7. Consider the value Rimi Lietuva receives as a result of employing people with disability. How could the value be enhanced?
8. What do you think about the fact that Rimi Lietuva does not calculate the cost of employing and retaining people with disability? Cost versus being socially responsible?
9. What are (could be) the benefits of Hiring People with Disabilities?
10. Is it possible for business to behave in a socially responsible way without state support? Explain your position.
11. Is diversity inclusion at work really happening in Lithuania, Latvia, and Estonia? Could it be just a passing fancy? Why do companies employ people with disability?
12. When do we have the European Diversity month? What is the aim and content of this initiative? What advantages and disadvantages of the European Diversity month can you identify from the human resource management perspective?
13. How would you describe the Diversity Charter? What is the aim of the Diversity Charter? What advantages and disadvantages of the Diversity Charter can you identify from the human resource management perspective?
14. How do you evaluate the position of Rimi Lietuva for retaining employees with disability? Analyse the job advertisements and other information provided in the website of Rimi Lietuva and make a list of measures used for attracting and retaining the employees. Are these measures sufficient for retaining the employees? Identify and justify the top 10 most suitable measures for retention of people with disability, keeping the nature of industry (retail) in mind.

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15. Provide the plan for Rimi Lietuva while helping to have 10 percent of total staff employees with disability.
16. How, in your opinion, do the employees with disability feel in Rimi Lietuva? Provide some arguments based on the story you familiarised yourselves with.

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Teaching Note

(a) Discipline background and target groups

Discipline background of the case study:
Human resource management

General target groups:
Master level students

(b) Synopsis according to the integrated case method process

[Synopsis] This case is about Diversity Management and Inclusion in Human Resource Management, more specifically about employees with disability hiring and retaining in Rimi Lietuva, UAB. The case includes also macro level issues on people with disability. The case is designed for students who seek to gain knowledge about diversity management and inclusion. This case was developed in a close cooperation with Rimi Lietuva, UAB. The preparation of the case consisted of following stages:

- Oral presentation of the project to Rimi Lietuva, UAB.
- The first discussion on the topic with COUNTRY HR MANAGER AT RIMI BALTIC GROUP
- In depth interview with COUNTRY HR MANAGER AT RIMI BALTIC GROUP (recorded interview).

(c) Type and format of the case

This written case is an exercise case. It allows student to apply specific techniques explained in a traditional lecture. It includes infographics and photos.

(d) Teaching objectives, target groups and target courses

[Objectives] This case is designed to reach such learning objectives as:

- to understand how is important to attract to work diverse groups of employees, namely employees with disability
- to be able to manage work of diverse groups of employees
- to be able to propose and implement practices in order to retain at workplaces people with disability

[Target group] The case is written for Master students (the 1st year).

[Target courses] The case is especially intended for courses in management and human resource management.

(e) Teaching approach/area and strategy/organisation

[Approach/area] The case is intended to gain knowledge in human resource management and especially concentrates on the following topics:

1. diversity management
2. inclusion at workplaces
3. employees with disability
4. hiring
5. retention of employees

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6. corporate social responsibility
7. attitudes on macro and organisational levels
8. personal values

Students are required to study theoretical material related to diversity management and inclusion, employee attraction, employee retention, corporate social responsibility.

The case is prepared for teamwork. Therefore, before starting to work on the case students have to organize teams. The team should consist of 3-4 team members. The case can be studied in the classroom or combining homework and work in classroom.

[Strategy/organization] of the case study has been organised as follows:

1. **Case Briefing:** The teacher should present the topic, its purpose, time frame and course. After, students should read the case study carefully. A 30-minute time period should be allowed for this. The teacher can ask students to read the case before coming to class. Students should be given time to discuss details of the case study and the associated work assignment with the teacher. A further 60 minutes should be allowed for this.
2. **Case Coaching:** While working on the case, students should have the opportunity to interact with the teacher in the form of coaching sessions. For this purpose, approx. 60 minutes should be scheduled again.
3. **Upload of analysis results:** After 1 week, students should upload their results to the learning platform in the form of a presentation.
4. **Case presentation.** Students should present their results orally during the period of 15 minutes including discussion as well.

(f) Evaluation/Grading

[Evaluation criteria] Evaluation shall take place based on the following criteria:

- a. Completeness
- b. Accuracy
- c. Argumentation
- d. Activity

[Grading/weights criteria] Evaluation shall take place based on the following criteria

| | |
|--|-----|
| MAXIMUM NUMBER OF POINTS ACHIEVABLE, thereof for | 100 |
| • Case research: max. 60 points | |
| • Case presentation: max. 30 points | |
| • Class participation: max. 10 points | |

FINAL GRADUATION: 60 + 30 + 10 = **100**

(g) Analysis and solution outline

A detailed case analysis and solution outline

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Questions

1. Describe the concept of 'diversity management'. Explain the nature of a relational framework that bridges the divide between macro-national, meso-organisational and micro-individual levels? How could this framework be explained in the case of Rimi Lietuva?

Students should read write in advance: Syed, J., & Özbilgin, M. (2009). A relational framework for international transfer of diversity management practices. *The International Journal of Human Resource Management*, 20(12), 2435-2453.

2. From the point of human resource management, please consider the arguments behind the decision of Rimi Lietuva to start a journey towards employment of people with disability.

Two core arguments: economic and personal values of staff working in the human resource management field. It is suggested to discuss the individual (personal) influence of the top level management on decisions in the organisations.

3. Imagine that you were a Rimi Lietuva representative in 2007. How would you have started the journey towards employment of people with disability?
4. How do you evaluate the initial challenges Rimi Lietuva faced in 2007?
5. How do you evaluate the measures used to prepare the Rimi Lietuva staff to work together with people with disability? Identify and justify the top 10 most suitable measures for each stakeholder group.

Stakeholder theory.

6. What do you think about the recruitment policy of Rimi Lietuva? How do you evaluate the channels and ways Rimi Lietuva uses to attract the disabled people to work? Identify and justify the top 10 most suitable channels and ways for attracting people with disability.

Recruitment plan. Communication with stakeholder groups. Mouth-to-mouth policy.

7. Consider the value Rimi Lietuva receives as a result of employing people with disability. How could the value be enhanced?
8. What do you think about the fact that Rimi Lietuva does not calculate the cost of employing and retaining people with disability? Cost versus being socially responsible?
9. What are (could be) the benefits of Hiring People with Disabilities?

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10. Is it possible for business to behave in a socially responsible way without state support? Explain your position.

Recommended reading: Agudelo, M. A. L., Jóhannsdóttir, L., & Davídsdóttir, B. (2019). A literature review of the history and evolution of corporate social responsibility. *International Journal of Corporate Social Responsibility*, 4(1), 1-23.

11. Is diversity inclusion at work really happening in Lithuania, Latvia, and Estonia? Could it be just a passing fancy? Why do companies employ people with disability?

12. When do we have the European Diversity month? What is the aim and content of this initiative? What advantages and disadvantages of the European Diversity month can you identify from the human resource management perspective?

European Diversity month https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-management/european-diversity-month-2021_lt

13. How would you describe the Diversity Charter? What is the aim of the Diversity Charter? What advantages and disadvantages of the Diversity Charter can you identify from the human resource management perspective?

References: Lietuvos įvairovės chartija, <https://diversity.lt/>
Diversity charters by EU country. https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-management/eu-platform-diversity-charters-turns-10_en

14. How do you evaluate the position of Rimi Lietuva for retaining employees with disability? Analyse the job advertisements and other information provided in the website of Rimi Lietuva and make a list of measures used for attracting and retaining the employees. Are these measures sufficient for retaining the employees? Identify and justify the top 10 most suitable measures for retention of people with disability, keeping the nature of industry (retail) in mind.

15. Provide the plan for Rimi Lietuva while helping to have 10 percent of total staff employees with disability.

16. How, in your opinion, do the employees with disability feel in Rimi Lietuva? Provide some arguments based on the story you familiarised yourselves with.

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