



**The global collective of
CEOs with one vision:**
To end disability inequality
through business performance

January 2020

The Leaders of the Inclusion Revolution



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**The World
Economic Forum**



This report is dedicated to Janet Riccio, one of our first V500 Leaders. Janet passed away in August 2019 after a year-long fight with ALS. Without her, The Valuable 500 would not be what it is today. She is pictured here with Caroline Casey during our first Valuable Leader Conversation in New York, May 2019. Click here to watch ‘A Valuable Conversation’ with Janet Riccio.

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Executive Summary

The Valuable 500 was launched at the World Economic Forum Annual Meeting in Davos in January 2019 with the ambitious goal of persuading 500 CEOs to make a public commitment to advance disability inclusion in their organizations. Since then, over 235 executives in 24 countries around the world, have committed to putting disability performance on their leadership agenda.

The Valuable 500 has encouraged CEOs to look at the entire enterprise and value chain and address disability as part of their organization's brand experience, talent strategy, and innovation and product design programs as well as accessible facilities and business processes. Many CEOs have told us of their ambitious commitments and their staff's enthusiastic response to signing up to The Valuable 500 and some are already starting to see evidence of progress within their organizations.

We believe that we are reaching a tipping point. This report summarises this incredible journey, relays first-hand insights from prominent global business leaders, and welcomes new leaders and companies to join the inclusion revolution.



01

Introduction



**Inclusive
businesses create
inclusive societies.** 

Caroline Casey
Founder and Creator,
The Valuable 500



Caroline Casey

Founder and Creator,
The Valuable 500

We are at a tipping point of the ‘inclusion revolution’. A year ago, CEOs could plausibly say that disability inclusion was not on their business radar. They can no longer say that.

Thanks to the hard work and creativity of my colleagues at The Valuable 500 and the support of our sponsors and strategic partners, Omnicom Group, Virgin Media, EY and One Young World we have reached out to over 2,800 CEOs and their companies around the world and made them aware of an important business opportunity: There are already over 1.3 billion people in the world – 15 percent – living with some form of a disability; together with their friends and families, they have an estimated spending power of \$8 trillion a year. And the numbers grow year on year as we age and as advances in medicine enable us to live longer.

Arising from the heightened awareness of issues concerning diversity and inclusion, and a younger generation ‘bringing their whole selves’ to work, there can scarcely be a CEO who is not aware of a colleague with a disability or someone who cares for someone with a disability. According to a survey by Glassdoor, 67 percent of job applicants said diversity mattered when they considered job opportunities and 57 percent said they thought companies should be doing more to increase diversity.

Inaction is no longer an option. If disability is not on your agenda, then neither is diversity, and business leaders risk their organisations being left behind.

CEOs around the world, in every industry, are stepping up and putting disability performance on their leadership agenda. In the past year, over 235 CEOs and their companies have signed up to The Valuable 500 and committed to real change, not only because it is crucial to their brands, productivity, innovation and sustainable growth, but also because it is the right thing to do. Put simply, The Valuable 500 is where the needs of global business coincide with the aspirations of persons with disabilities and their families – worldwide, both as customers and employees.

In the coming year, we will continue to welcome new leaders and companies to The Valuable 500, and we will create the first global leadership collective to share insights and energy. With this report, I invite you to learn more about this movement and be a part of this magnificent moment in time.

Paul Polman

Chairman
The Valuable 500

When I retired from Unilever last year after 10 years at the helm, my best retirement present was the company commitment to hire significantly more people with disabilities.

We all qualify as people with different abilities, and that's how I like to think about the 1.3 billion people around the world already living with disabilities and those of us who will become disabled over time. Only by embracing true diversity in all senses will we gain the full respect from society and win long term.

Dignity and respect as well as equity are some basic human values to make this world function for everyone. We need to give everybody a chance to develop themselves to their fullest potential and this is driving my determination to fight for people left behind. Indeed, disability inclusion is a concrete and practical way businesses can tackle the worldwide epidemic of inequality and popular concerns about fairness and accountability. Hard to see how CEOs can gain the respect from employees and society at large if they don't fight for inclusion.

Imagine overlooking 15 percent of the world's consumers and their families: If you don't take them seriously, they will go elsewhere! Why would you not want to provide every employee with the tools and flexibility that they need if they are to be at their best? Instead, figure out how you can meet peoples' needs: in a world plagued by slow growth, all I see are opportunities. My mission with The Valuable 500 is to rally CEOs and help them engage people with disabilities and drive their organizations to new heights. Yes, it's a moral case but it also makes enormous economic sense.

For CEOs, this requires leading from the top and making a commitment. Join The Valuable 500. Table the issue as 'business improvement' with your board and executive leadership team. Meet with and listen to people with disabilities and challenge assumptions. Then, talk about your commitment: employees, especially young people, are looking for meaning in their work and they want to do the right thing.

Do this, and you will unlock a lot of good in your company. Above all join the other CEOs from all sectors representing over \$3.8 trillion in revenues and growing to become the business and societal leaders the world is looking for now more than ever.



**“The Valuable 500
is one of the most
important catalysts for
change, helping to build
inclusive businesses and,
ultimately, inclusive
economies and societies.”**

Saadia Zahidi
Managing Director,
New Economy and Society,
The World Economic Forum

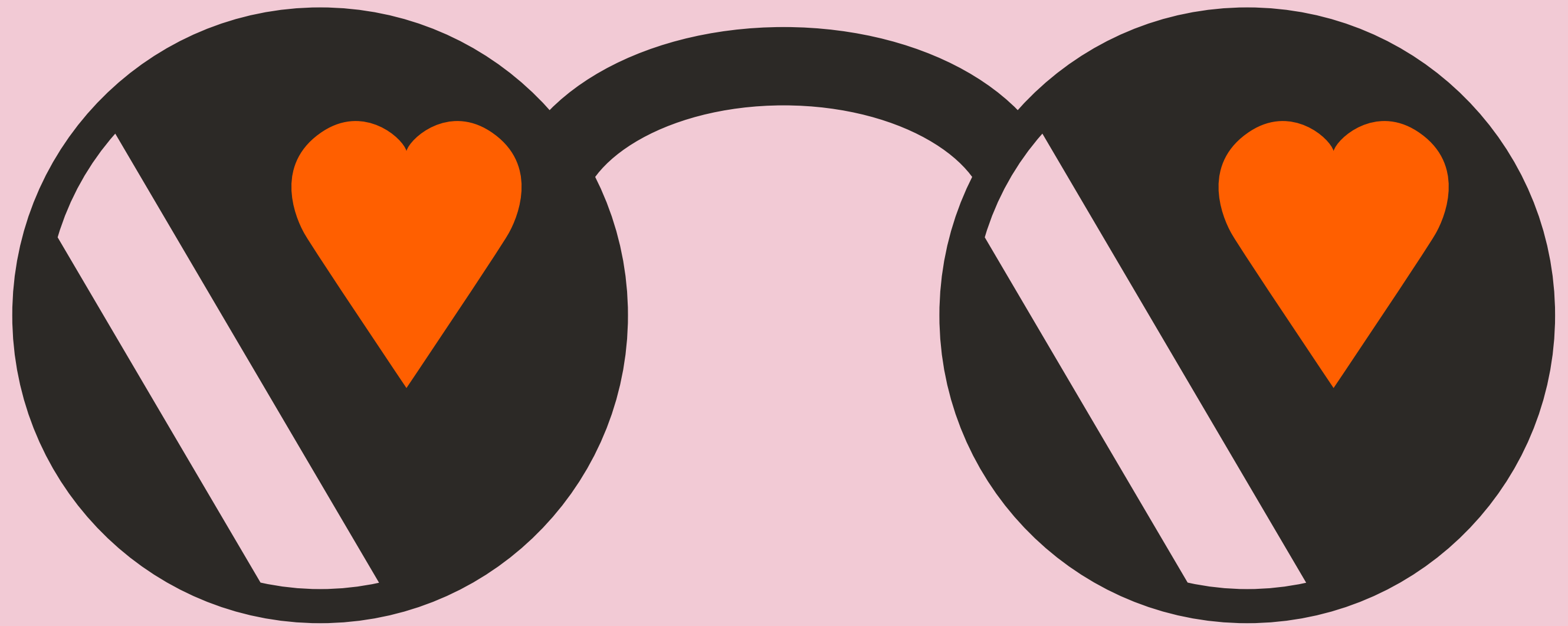
“Realizing the right to full economic and societal participation is not only the right thing to do but benefits everyone in building a common sustainable world.

To tap into the full potential of human diversity, business must address this next frontier of inclusion and create accessible and inclusive working cultures for people with disabilities.

The Valuable 500 is one of the most important catalysts for change in this regard, helping to build inclusive businesses and, ultimately, inclusive economies and societies.”

02

Business and the Inclusion Delusion



The aim of The Valuable 500 is to put disability on the, global leadership agenda.

The movement was launched to gain the attention of global business leaders and enable them to make improving their disability performance a business priority.

By engaging the most influential business leaders and brands, we want to build momentum within business that unlocks the business, social and economic value of people living with disabilities around the world.

Yet while efforts in the business world to promote diversity and inclusion have made great strides, disability has remained on the side-lines. We call this the 'inclusion delusion'.

To this point, in 2018, EY in collaboration with The Valuable 500, conducted an online survey of C-suite members. The survey found that disability is a familiar but silent issue. Personal experience with disability among the executives surveyed was significant: 7 percent of executives reported personally having a disability, 39 percent reported having a family member with a disability and 24 percent were aware of a C-suite colleague with a disability within their organisation. Yet, 56 percent of respondents indicated that the topic of disability rarely or never came up on their leadership agenda. Only 18 percent reported that it came up extremely often or very often. This suggests that executives have a solid base of personal experience on which to build disability confidence initiatives but they struggle to grasp the relevance of their personal experience to their commercial objectives.

There are other challenges to inclusion. Disability is a wide-ranging topic, but when business leaders hear about 'disability performance', they often think narrowly: about providing accessible toilets or hiring people with disabilities to fill targeted vacancies. Those are important endeavours, but the inclusion agenda is a lot bigger than that.

Consultancies, social organisations and governments have been promoting disability awareness, accessibility and inclusion for years. While there have been important accomplishments, the issue is still seen by much of the business community as a niche or the domain of charity or welfare programmes.

Our goal is to turn this equation around: If business takes a lead, society and government will follow. In other words, inclusive businesses can build inclusive societies.

56%

of business leaders indicated that the topic of disability rarely or never came up on their leadership agenda.

– EY/Valuable 500 survey

7 Employers

of the 39 FTSE100 disability confident employers measured disability representation.

– The Responsibility 100 Index, Tortoise Media

The 2020 Index found that 39 FTSE 100 employers (or notable subsidiaries) are Disability Confident employers. However, only 10 of the FTSE 100 reported the proportion of their employees who disclosed as disabled, none referred to representation at a senior management level and we found no companies had calculated a disability pay gap.

A word about words

By 'disability' we mean an impairment that substantially affects a person's life activities. A disability may be visible or invisible – cognitive, developmental, intellectual, mental, physical, sensory or some combination of these.

Some prefer the term 'people with disabilities' because it implies that people live and thrive with impairments. Others prefer 'disabled people' as it points to the failure to remove the physical, business and social obstacles that disable and exclude so many people.

Business leaders often fret that they won't get the words right. Don't try to find the perfect definition of 'disability' or get hung up on political correctness. Preferences differ around the world. Relax, be authentic and ask people how they prefer to be described. We are all learning.

Visible
Invisible
Cognitive
Developmental
Intellectual
Mental
Physical
Sensory

Why this matters

53%

Combined with friends and family, disability touches 53% of consumers.
– Return on Disability Report

\$8t

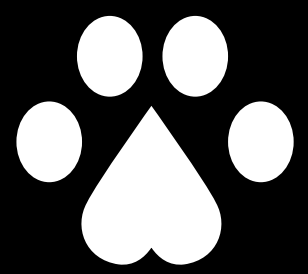
This group has a spending power of \$8 trillion.
– Return on Disability Report

80%

80% of disabilities are acquired between the ages of 18 and 64, the workforce age.
– Disabled Living Foundation

4%

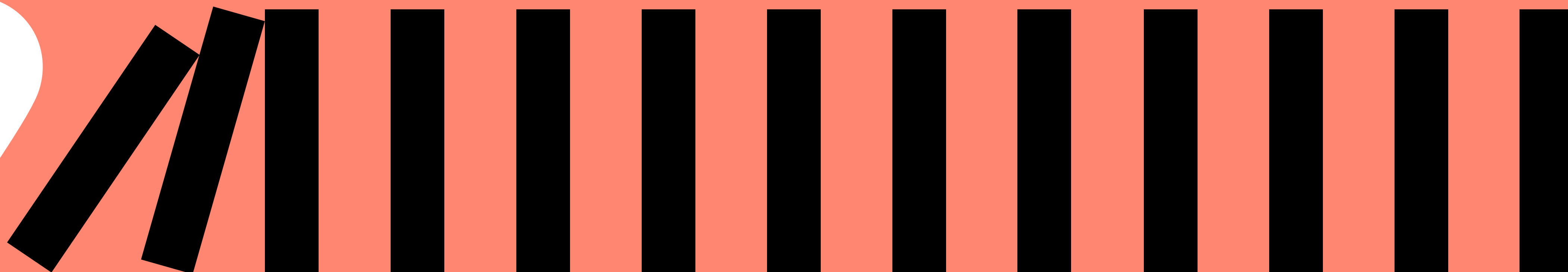
Only 4% of businesses are focused on making offerings inclusive of disability.
– Return on Disability Report



There are more clothing lines for dogs than for people with disabilities.
– Stephanie Thomas of Cur8able

03

Creating the tipping point



Our progress so far

Our collective of global business leaders represent over

235 businesses

Combined Revenue (USD)

\$3.8 trillion

Employees

9,863,000+

Group level signatories

111

Spanning

42 sectors

Market level signatories

124

With headquarters in over

24 countries



Our Valuable 500 CEOs include:

Richard Branson
Karren Brady
Julie Sweet
Satya Nadella
Ashok Vaswani
Marc Benioff
Robert E Moritz
Carolyn Fairbairn
Rosaleen Blair
Thomas Buberl

The Valuable 500 was launched at the World Economic Forum Annual Meeting in Davos in January 2019 with the support of five distinguished and fearless executives: Peter T. Grauer (Bloomberg), Duncan Tait (Fujitsu), Paul Polman, (Unilever), Julie Sweet (Accenture), and Carolyn Tastad (Procter & Gamble North America).

Through word of mouth and by force of example, our champions in the CEO community have engaged their C-suite and board peers. We have also pursued a bottom-up approach and reached out to corporate diversity and inclusion leaders, human resources departments, marketing communications offices and design teams. By the end of 2019, we had asked over 2,800 firms around the world to sign up and join us.

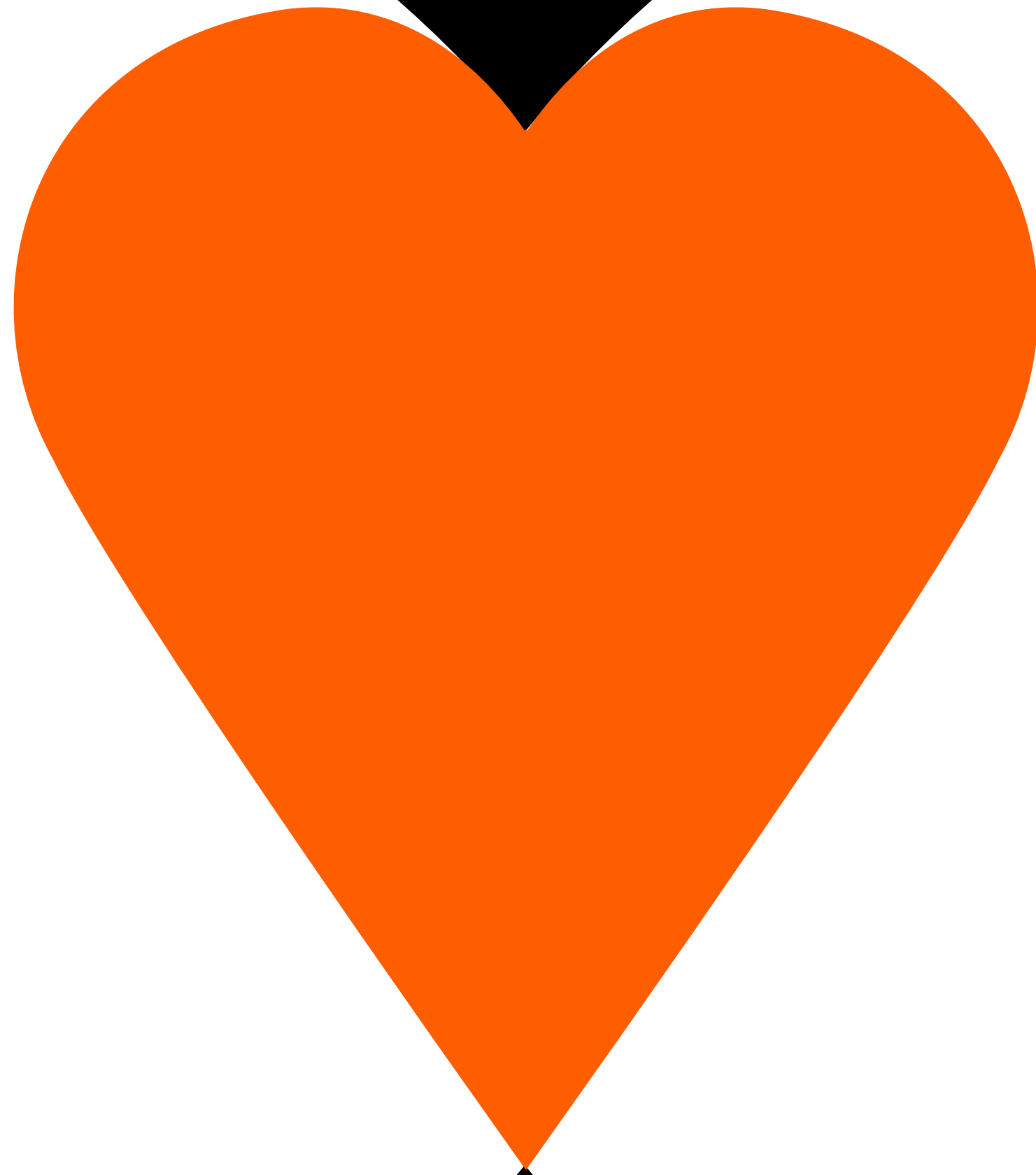
Within a year of getting started—we have received over 235 corporate commitments, representing over 9.8 million employees in companies across 42 sectors, with headquarters in 24 countries around the world. And the number of companies joining the V500 grows daily as there are a further 200+ signatories in the pipeline. In short, CEOs are becoming aware about the issue and are saying yes to becoming more disability confident.

But we have found resistance as well. A concerning majority of business leaders still think of disability in terms of costs rather than benefits or see it as a compliance issue instead of a market differentiator or to do with business improvement and transformation. In some regions, there are accounts of concern that disability will crowd out other diversity and inclusion efforts.

Businesses in 2020 must be inclusive, fair and accountable to everyone. Indeed, one of the biggest developments that has occurred during our campaign, we feel, is that NOT taking a stand for disability inclusion exposes businesses to significant risk.

In January 2019, we made history by putting disability on the main stage of the World Economic Forum for the first time.





“The fact that large global companies are talking about disability out loud and putting it on the leadership agenda is historic and points to a major culture shift in the business community.”

Susan Scott-Parker OBE

CEO and Founder,
Business Disability International

The V500 means business

Insight from disabled employees and consumers can drive much needed innovation, creating meaningful experiences for everyone.

Here are five ways in which this can impact your business.

01 Growth

According to The Return on Disability Report published by the Rod-Group, only 4% of businesses consider the needs of disabled people. And yet, 100% of disabled people spend money.

Given the International Monetary Fund’s prediction of chronic slow growth for years to come, the estimated \$8 trillion spending power of people with disabilities and their families and friends is a valuable market that can help drive growth.

02 Brand

Is your firm in a crowded marketplace, scrambling for customers or talent? Do you face nimble upstarts offering something fresh and bracing? As a brand leader, you are in the privileged position of having significant influence in today’s society. In the same way that consumers look to brands to promote environmental concerns, they also now look to brands to do more for humanity, and for inclusion.

03 Talent

80 percent of people who experience a disability acquire it during their working years. Providing them with the tools and flexibility that they require will enhance productivity, retention and loyalty. Millennials and the younger Generation Z are passionate about equality and inclusion, and they are changing the workplace. Are you willing to risk turning them off by being divers-ish?

04 Design

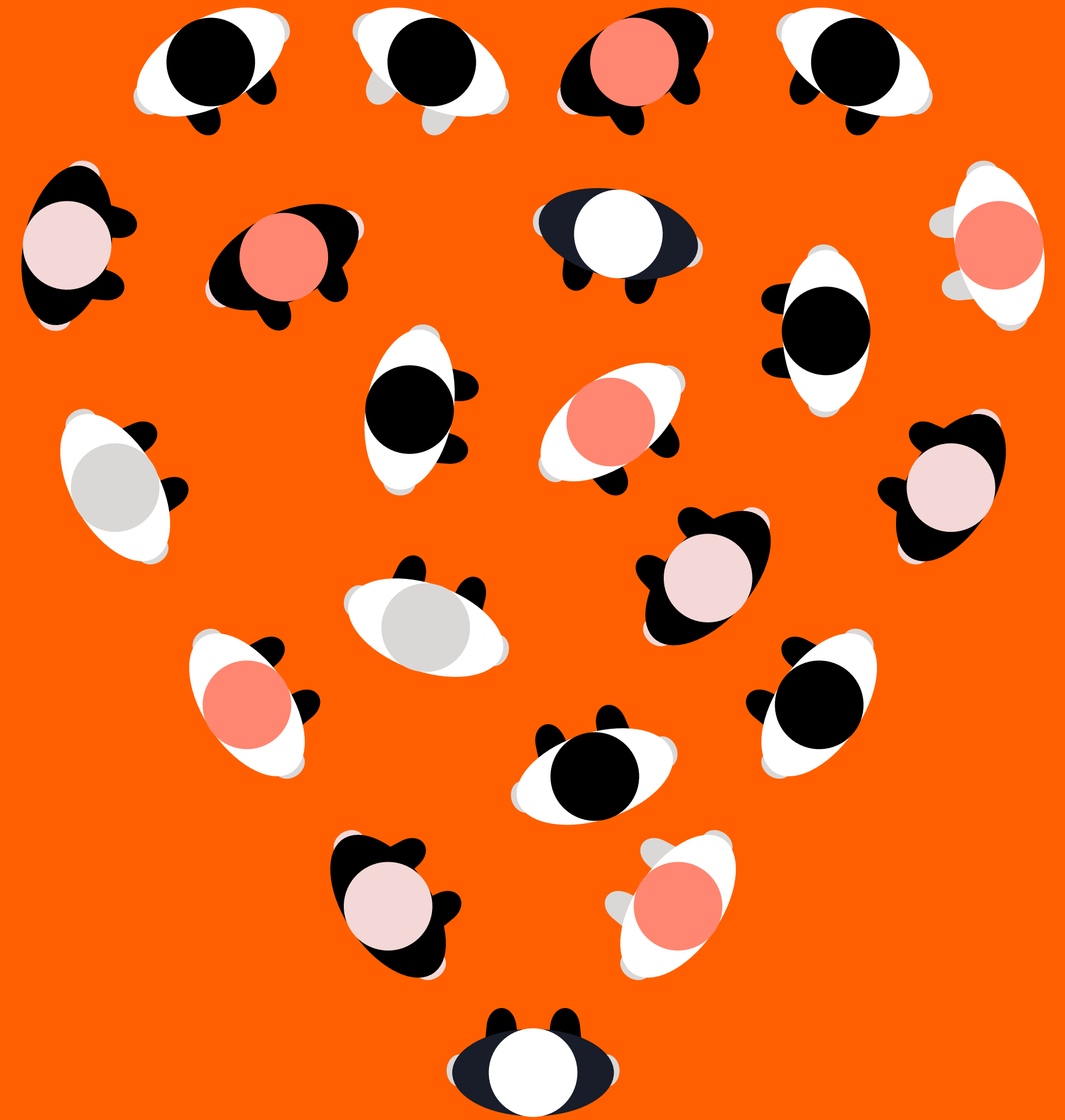
Making places and products accessible requires thinking differently. Universal design is about serving everyone and it has become standard practice in cutting-edge organizations. Why create something new that is exclusionary and expensive to fix down the road?



















































05 Innovation







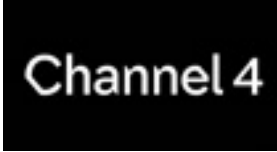










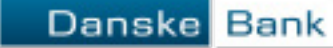
































Ultimately, every company is betting on innovation to carry them into the future. And innovation requires seeing around corners and a different way of thinking, says Frances West, the former Chief Accessibility Officer of IBM. ‘If you are an innovation company, you have to have diversity. You have to have people with disabilities. Authentic inclusion drives disruptive innovation.’



















































04



















































Our V500 Companies






































 <p>Accenture Global</p>	 <p>Acosta Global</p>	 <p>Adecco Global</p>	 <p>Adobe Global</p>	 <p>Aer Lingus Global</p>	 <p>AIG Israel</p>	 <p>Aioi Nissei Dowa Insurance Global</p>	 <p>Alexander Mann Solutions Global</p>	 <p>All Nippon Airways (ANA) Global</p>	 <p>Allegis Group India</p>
 <p>Allied Global Services Global</p>	 <p>AMOT Investments Israel</p>	 <p>Anglo American Global</p>	 <p>ANZ India & Bengaluru</p>	 <p>APM Australia</p>	 <p>Aroma Israel</p>	 <p>ARP Services Global</p>	 <p>Arup Global</p>	 <p>Ashurst Global</p>	 <p>Assuta Israel</p>
 <p>Aston Martin Global</p>	 <p>Atos Global</p>	 <p>AutoTrader Global</p>	 <p>Aviva Global</p>	 <p>AXA Global</p>	 <p>Ayalon Israel</p>	 <p>Azrieli Israel</p>	 <p>BAE Systems United Kingdom</p>	 <p>Bank Hapoalim Israel</p>	 <p>Bank of Austria Global</p>
 <p>Bank of England United Kingdom</p>	 <p>Bank Yahav Israel</p>	 <p>Barclays Global</p>	 <p>Barratt Plc United Kingdom</p>	 <p>BASF Global</p>	 <p>BBC United Kingdom</p>	 <p>Beeline Russia</p>	 <p>Bespoke Hotels United Kingdom</p>	 <p>Bloomberg Global</p>	 <p>Boeing Global</p>
 <p>Bradesco Global</p>	 <p>Brambles Europe</p>	 <p>BraunAbility United States</p>	 <p>Bren Corporation India</p>	 <p>British Airways United Kingdom</p>	 <p>Britvic United Kingdom</p>	 <p>Brookfield Properties India</p>	 <p>BT United Kingdom</p>	 <p>Buzzfeed Global</p>	 <p>Capco United Kingdom</p>

 <p>Carnival Group United Kingdom</p>	 <p>CBI United Kingdom</p>	 <p>CCEP Global</p>	 <p>Central Group Thailand</p>	 <p>Centrica United Kingdom</p>	 <p>Cerealto Siro Foods Global</p>	 <p>Channel 4 United Kingdom</p>	 <p>CIBC Global</p>	 <p>Cinema City Israel</p>	 <p>Cinepolis Mexico</p>
 <p>Cisco Israel</p>	 <p>Citigroup Global</p>	 <p>Citrix United States</p>	 <p>CLAL Insurance Israel</p>	 <p>Clifford Chance Global</p>	 <p>Concentrix Global</p>	 <p>Cummins Global</p>	 <p>Dankse Bank Northern Ireland</p>	 <p>Delek Group Israel</p>	 <p>Deloitte Israel, UK & Ireland</p>
 <p>Deutsche Bank Global</p>	 <p>Direct Line United Kingdom</p>	 <p>Dow Global</p>	 <p>Dr. Reddy's Laboratories India</p>	 <p>DSM Global</p>	 <p>DTSS India</p>	 <p>Dynapack Asia Asia</p>	 <p>E.H. Booths & Co Global</p>	 <p>EcoWize South Africa</p>	 <p>Edelman Global</p>
 <p>Egged Israel</p>	 <p>Enel Global</p>	 <p>Enterprise Holdings United Kingdom</p>	 <p>ESA Europe</p>	 <p>Eversheds Sutherland Global</p>	 <p>Exal Global</p>	 <p>EY Global</p>	 <p>Firmenich Global</p>	 <p>Freshfields Global</p>	 <p>Fujitsu Europe</p>
 <p>Galaxy Surfactants India</p>	 <p>Gatwick Airport United Kingdom</p>	 <p>Gett Israel</p>	 <p>GHD Global</p>	 <p>GlaxoSmithKlien Global</p>	 <p>Google Israel</p>	 <p>Greencore Ireland</p>	 <p>Greggs United Kingdom</p>	 <p>Gulf International Bank United Kingdom</p>	 <p>Hachette UK United Kingdom</p>

 <p>Harel Insurance Israel</p>	 <p>Heathrow Airport United Kingdom</p>	 <p>Herbert Smith Freehills Global</p>	 <p>Hertz Israel</p>	 <p>Hilton Hotel Global</p>	 <p>Hoxby Collective United Kingdom</p>	 <p>HSBC United Kingdom</p>	 <p>IBM Global</p>	 <p>IFF Global</p>	 <p>Inside Ideas Group & Oliver Global</p>
 <p>Interbrand Global</p>	 <p>InterContinental Hotels Group Global</p>	 <p>ITV United Kingdom</p>	 <p>Jacobs Global</p>	 <p>Jaguar Landrover Global</p>	 <p>Japan Airlines Global</p>	 <p>Jardine Motors United Kingdom</p>	 <p>Johnson Matthey United Kingdom</p>	 <p>Jurys Inns United Kingdom</p>	 <p>Kantar Global</p>
 <p>Kao Corporation Global</p>	 <p>Keio Plaza Hotel Global</p>	 <p>Kerry Foods United Kingdom</p>	 <p>Kingsley Napley United Kingdom</p>	 <p>KNT-CT Holdings Japan</p>	 <p>KPMG United Kingdom</p>	 <p>Laguna Clothing India</p>	 <p>Lalit Hotels India</p>	 <p>Lilly Pharmaceuticals Global</p>	 <p>Linde Group South Africa</p>
 <p>Linklaters LLP Global</p>	 <p>Lloyd's of London United Kingdom</p>	 <p>Lloyds Banking Group United Kingdom</p>	 <p>Luton Airport United Kingdom</p>	 <p>Mahindra Group India</p>	 <p>Manpower Group Global</p>	 <p>Marks & Spencer Global</p>	 <p>Marui Group Japan</p>	 <p>McLaren United Kingdom</p>	 <p>Meitav Dash Israel</p>
 <p>Menora Mivtachim Israel</p>	 <p>Merck Global</p>	 <p>Merlin Entertainments Global</p>	 <p>Microsoft Global</p>	 <p>Mitsui Chemicals Global</p>	 <p>Monex Global</p>	 <p>Moscow School of Management Russia</p>	 <p>Mount Sinai Healthcare United States</p>	 <p>Mullenlowe Group Global</p>	 <p>NEC Corporation Global</p>

 <p>NTT Group Global</p>	 <p>O2 United Kingdom</p>	 <p>ÖAMTC Austria</p>	 <p>olive India</p>	 <p>OMD Worldwide Global</p>	 <p>Omnicom Group Global</p>	 <p>Omniserv Global</p>	 <p>Orange Global</p>	 <p>Ornua Co-Op Ireland</p>	 <p>P&G Global</p>
 <p>Page Group Global</p>	 <p>Pearson Global</p>	 <p>Perrigo Global</p>	 <p>Phoenix Group United Kingdom</p>	 <p>Pictet Group Global</p>	 <p>Pinsent Masons LLP Global</p>	 <p>Places Leisure United Kingdom</p>	 <p>Porter Novelli Global</p>	 <p>Psagot Israel</p>	 <p>PT DNP Indonesia Asia</p>
 <p>PVH Global</p>	 <p>PwC United Kingdom</p>	 <p>Quilter United Kingdom</p>	 <p>Randstad United Kingdom</p>	 <p>RAPP Global</p>	 <p>RBS United Kingdom</p>	 <p>Reed Smith Global</p>	 <p>Refinitiv India</p>	 <p>Resource Solutions Global</p>	 <p>RPG Group India</p>
 <p>RSA Group Global</p>	 <p>Sage Global</p>	 <p>Sainsbury's United Kingdom</p>	 <p>Salesforce Global</p>	 <p>Sanofi Global</p>	 <p>Sansera India</p>	 <p>Santander Global</p>	 <p>Sarovar Hotels India</p>	 <p>Savill's United Kingdom</p>	 <p>Sberbank Russia</p>
 <p>Schindler India</p>	 <p>Shell Global</p>	 <p>SHL United Kingdom</p>	 <p>Sodexo Global</p>	 <p>SoftBank Global</p>	 <p>Sony Global</p>	 <p>Sony Music UK United Kingdom</p>	 <p>Spark Minda Group India</p>	 <p>Specsavers Global</p>	 <p>St. James's Place Wealth Management United Kingdom</p>

 Standard Chartered Global	 Startek Global	 State Street India	 Super-pharm Israel	 Syngenta Global	 Taldor Israel	 Telefonica Global
 Tesco United Kingdom & Ireland	 Total Global	 Toto Global	 TSB United Kingdom	 Tyson Global	 Unilever Global	 Vaultex United Kingdom
 Verbund Global	 Vindhya India	 Virgin Active Global	 Virgin Atlantic Global	 Virgin Group Global	 Virgin Media United Kingdom	 Virgin Money/ CYBG United Kingdom
 Virgin Red United Kingdom	 Vodafone Global	 West Ham FC United Kingdom	 Westrock United States	 Williams Lea Tag Global	 Willis Towers Watson Global	 Wilson James Europe
 WPP Global	 Xceed Egypt	 XPS Pensions Group United Kingdom	 Zalando Global	 Zebra Global	 Zurich United Kingdom	 Zwanenberg Food Global

- Our sign ups represent 42 different sectors, with Financial Services taking the lead.
- 33 Financial Services
18 Tech & Software
14 Media & Comms
13 Insurance
11 Recruitment & HR
11 Professional Services
10 Automotive
09 Aviation
09 Hospitality
09 Legal
08 Pharmaceuticals
08 Telecoms
07 Retail
06 Chemicals
06 FMCG
06 Food & Bev
06 Manufacturing
05 Conglomerate
05 Real Estate
04 Health & Fitness
04 Energy
03 Broadcasting

03 Engineering
02 Cinema
02 Education
02 Facilities
02 Fashion & Apparel
02 Fragrances
02 Packaging
02 Security
02 Transport
01 Aerospace
01 Agriculture
01 Construction
01 Logistics
01 Mining & Extraction
01 Music & Entertainment
01 Oil & Gas
01 Ophthalmic
01 Publishing
01 Sports
01 Tourism

Our global reach so far

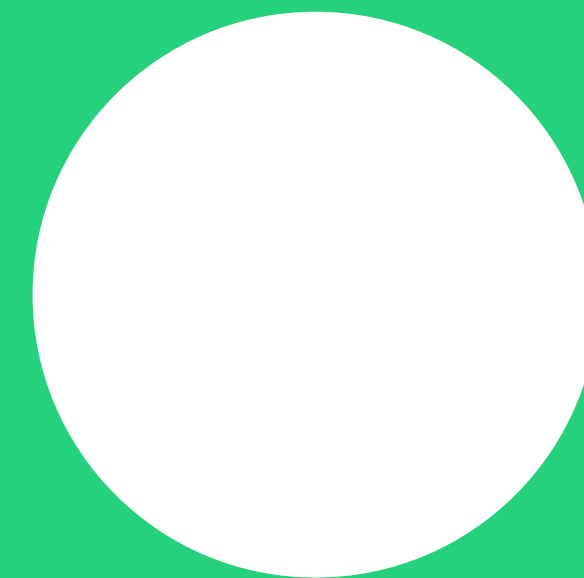
Our V500 companies are based in 24 countries, but collectively they have a global reach impacting people in almost every country around the world.

80% of our Valuable 500 countries are located in five countries: the UK, US, Israel, Japan and India.



05

Moving into action



1 Making the commitment

Joining the V500 begins with three simple steps.

2 3



Make one firm commitment to action this year.

Getting started can be as easy as starting structured dialogues with people with disabilities to better understand their needs and aspirations, creating employee resource groups / allies programmes, and appointing a board-level champion who is accountable for disability performance across the organisation. How CEOs decide to take action is up to them and these commitments typically reflect the stage of the journey they are at. That said, we believe the best commitments are specific, measurable and time-bound.

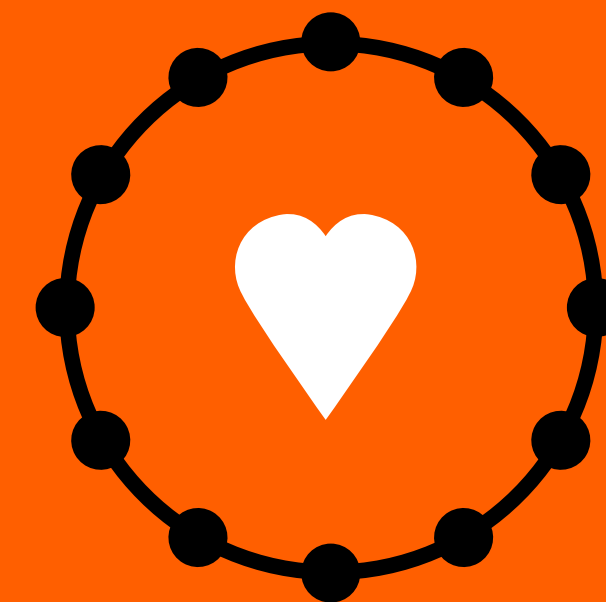
And once engaged, V500 companies can quickly see business benefits. People get excited because they feel they can have a positive impact, and departments want to be involved and join the effort. New tasks and goals are set and everyone sees the win-win opportunity.



Table disability on your leadership agenda this year.

Why is executive attention to the issue so important? Many firms already have vital disability confidence efforts underway, but the initiatives are often siloed and lack attention, resources and accountability from the top. And, frankly, disability confidence cannot be normalised without leaders taking a stand.

We know that executives' attention is extremely precious, so discussions need not be dedicated solely to disability. Rather, commit to addressing the disability dynamic that impacts your discussions of tech transformation, productivity, employee engagement, product offerings, the brand, market expansion, the acquisition of new facilities or talent and recruitment. Do not confine disability to CSR or charity discussions – it is critical that disability confidence is seen to benefit both the company and the societies in which any multinational operates.



Share your commitment with your business and the world.

Although we are unable to monitor progress internally, we do ask our V500 signatories and their own people to report progress routinely to the board. Ultimately, we believe you will want to share your experiences and shout about your successes.



Learning



Governance



Strategy



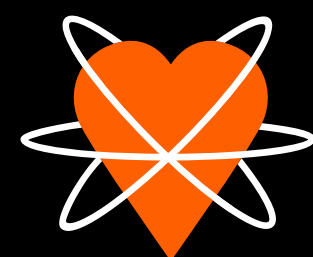
Workforce



Representation



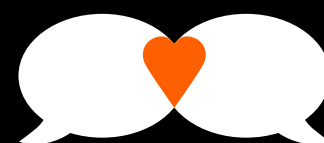
Innovation



Brand Experience



Design Leadership



Communication

Disability inclusion is a journey

Starting out

Learning

Invest in initial conversations with disabled people so you can learn directly from those who have relevant experience.

Governance

Appoint a board-level champion who is accountable for disability performance within your organisation.

Strategy

Lead from the top and set your ambition with a global disability performance strategy.

Scaling up

Workforce

Increase workforce productivity and engagement by learning how to provide the right tools and flexibility for all.

Representation

Review your media and consider how you could present and speak to a broader spectrum of people.

Innovation

Invest in insight from disabled consumers to drive efficiencies and innovation.

Leading the way

Brand Experience

Conduct a brand experience audit to identify usability strengths and weaknesses.

Design Leadership

Educate teams to put inclusive design at the heart of product and service development.

Communication

Ensure everyone within your organisation understands why inclusivity matters to the business, your brand and society.

Starting out

For leaders and firms starting out, joining the V500 has proven to be an effective way to jump into action.

It is important not to try to ‘boil the ocean overnight’. Disability inclusion is new to many people, so we have found that the best practice is to start with a realistically scaled effort. Commitments should challenge and motivate your teams to make progress, but in a way that does not add undue pressure. Understand that there may well be a phase of awareness-raising and education at every level concerning your specific objectives.

Authentic leadership also is key, so we encourage leaders to invest in conversations with people with disabilities to learn directly from those with relevant experiences. Steve Ingham, CEO of PageGroup, a human resource firm, notes that taking someone to lunch is a standard practice in business networking and mentoring. A lunch-and-learn with a person with a disability can be viewed in the same way. Jeff Dodds, COO of Virgin Media Inc., notes that many people shy away from candid discussion of disability because they fear they might not have command of the most up-to-date language. ‘Have the right intent and don’t obsess about getting everything right’, he says.

Then consider the following steps:

Learning

Invest in initial conversations with disabled people so you can learn directly from those who have relevant experience.

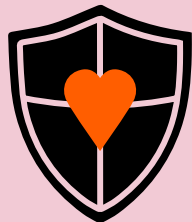
Strategy

Lead from the top and set your ambition with a global disability performance strategy.

Governance

Appoint a high-profile senior executive sponsor to be responsible for improving disability performance within your organisation.

Already in our first year, CEOs that have signed up have reported an enthusiastic response from their staff and told us of encouraging changes within their organisations.



“Our ambition is to be an inclusive, responsible business and to do more to help create a more inclusive society when it comes to diversity and inclusion,”

Stephen Matchett
Deputy CEO,
Danske Bank UK



Danske Bank UK is Northern Ireland’s largest bank and employs around 1,400 people. In 2019, the bank celebrated the UN International Day of Persons with Disabilities by launching an online information hub for employees, including employee videos and blogs and signposting to information for employees and people leaders. The bank also launched Enable, its employee disability network – a core element of the Bank’s diversity, inclusion and belonging strategy and responsible business agenda. This employee-led initiative developed the network’s strategy, charter and workstreams.

The network has strong support from the bank’s Board and it is sponsored by Matchett. Importantly, every member of the bank’s executive management team has made a commitment to enhance disability inclusion in their area in 2020. Matchett adds, ‘I believe passionately in the need for companies like ours to show leadership on disability inclusion. It benefits our workplace, our customers and our business and we can be a power for good when it comes to creating greater awareness and opportunity across Northern Irish society.’



Scaling up

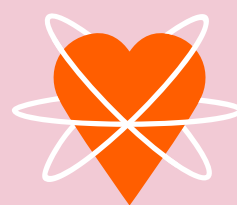
Many multinational firms are already taking positive steps to advance disability inclusion somewhere in their organisation – be it in advertising and communications or technology or in a regional group. For these firms, joining The Valuable 500 helps advance the conversation and scale up efforts already underway.

Those in this situation, might adopt the following practices:



Workforce

Increase workforce productivity and engagement by learning how to provide the right tools and flexibility for all.



Representation

Review your media and consider how you could represent and speak to a broader spectrum of people.



Innovation

Invest in insight from disabled consumers to drive efficiencies and innovation in product design and services offerings.

“We are proud to join The Valuable 500 because Jaguar Land Rover understands the importance of making our business and our products more inclusive.

We are committed to creating experiences people love for life – and that absolutely includes people with disabilities. Everyone at Jaguar Land Rover is hugely passionate about that and now we pledge to do even more.

Engineers are already working on concepts that could benefit the disabled community. One example is a prototype mobility door that opens automatically as the driver approaches – which could assist people with disabilities who use a car as their main form of transport.”

Prof Sir Ralf Speth
Jaguar Land Rover CEO

To celebrate the announcement, Caroline and her sister Hilary, who also has the genetic visual impairment ocular albinism, got the opportunity to drive for the first time.

Trying a Range Rover Velar at Land Rover Experience’s flagship centre at Eastnor Castle, the sisters got the chance to try Land Rover’s famous off-road ability first hand, with the help of an instructor.

[Click here to watch the video.](#)



Leading the way

For the most advanced firms, the V500 is a means to celebrate diversity, build brand value and be perceived as a community leader.

These firms can stress the importance of the following steps:



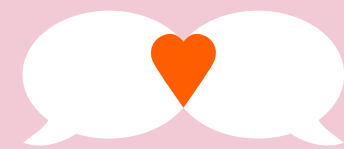
Brand Experience

Conduct a brand experience audit to identify usability strengths and weaknesses.



Design Leadership

Educate teams to put inclusive design at the heart of product and service development.



Communication

Ensure everyone within your organisation understands why inclusivity matters to the business, your brand and society.



Neil Milliken, Global Head of Accessibility at Atos, speaking about the 'Economics of Inclusion' at Designable 2018.

As a technology organization, involved in both the delivery and the design of emerging technologies Atos aims to ensure ease of use by people with varying capabilities, empower and enable people to reach their full potential as employees, customers and stakeholders. Within the last year Atos has appointed a Global Head of Accessibility and launched a far-reaching accessibility policy. Atos have made a commitment to act as a trusted resource to enable access for millions of customers worldwide.

“This policy makes accessibility an explicit requirement within the products and services used within the organization and those delivered to customers”.

**Neil Milliken,
Global Head of Accessibility**

As part of International Day for Persons with Disabilities 2019, colleagues shared their experiences about what it is like to live and work with impairment:

“I have had a hearing loss since childhood, and this has influenced my behavior ever since I started communicating outside of my family circle. While my hearing loss is not profound, it does impact the way I work, where I sit in a conference room, how much I appreciate close captioning in our e-learning courseware, the way I interact with people in person. My advice for my global colleagues would be to not become exasperated if you're asked to repeat your comments: understand that the person may have had difficulty hearing you, or may be so bowled over by what you had to say that they had to hear it again!”

**Denise Reed Lamoreaux,
Global Chief Diversity Officer**

Atos

“At Sainsbury’s, we want to be the most inclusive retailer. To achieve this, we are committing to the following:

- We will continue to focus on inclusion and diversity at the board level, including our disability agenda.
- We will make further progress to enable our colleagues with disabilities to be the best they can be by embedding our workplace adjustment process across the group.
- We will continue to raise the profile of our colleagues with disabilities through our role model campaign, #thisisme.
- We will continue to create an accessible environment for all of our customers.”

Mike Coupe
CEO, J Sainsbury



“I’m so proud that Virgin Media has joined The Valuable 500, and that we continue to make disability and inclusion one of our highest priorities.

We believe that by being an inclusive, barrier-free business and by treating people fairly, we are helping to create a more inclusive society.”

Sir Richard Branson
Virgin



“At Salesforce, we believe that businesses can be powerful platforms for social change and to drive Equality for All. We believe the legacy we are creating for equality must include empowering people with disabilities. By committing to The Valuable 500, we are making ourselves accountable. Senior leaders must make this a company priority, committing time and resources.”

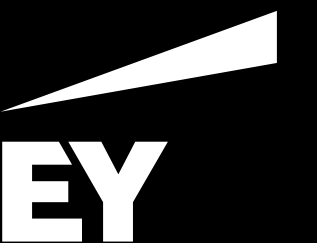
Amy Weaver
President, Legal & Corporate Affairs,
General Counsel, Salesforce



Diversity & Inclusion are essential elements of culture, which defines any organization. These are core pieces of the EY Vision 2020+ strategy. We know we can’t be successful unless our workforce is made up of diverse talent, and all EY people are fully involved and engaged. Our differences make us better. Leveraging our unique strengths and capabilities makes us stronger.

Around 1 billion people in the world have a disability, and 80% of people who experience a disability acquire it between the ages of 18 and 64 – the age range of our workforce. Our aim is to create a better working world, and this is why we are committing to the following areas of focus:

- Enabling EY people to proudly bring their authentic and full selves to work every day.
- Delivering an inclusive employment journey for EY people – from how we recruit to how we develop, retain and promote.
- Providing a more accessible workplace through accommodations and accessible technology and building design.
- Equipping EY people with the skills and knowledge they need to be inclusive of people with disabilities.



06

Stories from the C-suite





Carmine Di Sibio

Global Chairman and CEO, EY

Di Sibio is proud to state that EY's business was, in a way, 'built' on disability. Its co-founder Arthur Young was trained as a lawyer, but over time lost most of his eyesight and hearing. Unable to practice law, he turned to finance and accounting. His disability spurred him to innovate.

This is at the heart of EY's business strategy today, says Di Sibio: the need for new ways of thinking, experimentation and innovation. 'At EY, I have led our global innovation efforts and I have seen time and again the contribution our people—all of our people—can make when they feel trusted, supported and engaged. This is no different for our people with disabilities.'

Di Sibio is particularly proud of EY's Neurodiversity Centers of Excellence which started in the US and are now expanding around the world. EY is recruiting people with neurological differences, such as autism and dyslexia, and creating work environments where they can be successful in some of the most high-demand fields in business today, such as artificial intelligence and blockchain.

EY is also a founding member of the Autism @ Work Employer Roundtable and sponsored ground-breaking research on how the competencies of people with dyslexia align with the skills the World Economic Forum has identified as essential for success in the digital age. 'We're aligning our leading practices around neurodiversity to build a new framework for thinking about cognitive diversity and the future of work.'

For Di Sibio it is a core leadership issue as well: 'I want all people, including those with a disability, to feel they have a place here. It will be good for them, good for EY and it's the right thing to do...I feel so strongly about this that I serve as Co-Chair of our Global Diversity and Inclusiveness Steering Committee. It is important that I am personally attached to these efforts to build the best teams, expand our efforts around diversity and inclusion, and draw on our full range of skills and ways of doing things.'

"I have seen time and again the contribution our people – all of our people – can make when they feel trusted, supported and engaged."

“Have the right intent and don’t obsess about getting everything right.”

Jeff Dodds

COO, Virgin Media

Virgin Media has long-championed disability inclusivity and, as a strategic partner of the V500, is becoming a leading business in helping to create equality for disabled people.

In 2015, the company commenced a long-term partnership with the UK disability charity, Scope. To lay the groundwork, the firm conducted a comprehensive, bottom-up audit of policies, hiring practices and the work environment to understand how it was supporting disabled employees and customers.

As a result, the company has taken a number of steps to improve its recruitment and employment processes, and the products and services it offers to disabled people. This includes training more than 9,000 front-line staff in disability and vulnerability awareness, streamlining of workplace adjustments, setting up a disability employment network, ‘Ultraviolet’, and introducing a ‘Purple Parking Pass’ – to help employees who have long-term conditions or short-term impairments park their car closer to the office.

In addition, Virgin Media and Scope created the Support to Work programme which aims to support one million disabled people with the skills and confidence to get into and stay in work by the end of 2020. Their #WorkWithMe pledge aims to help businesses become more inclusive employers of disabled people, too. Dodds is the senior executive accountable for disability and has ownership of Virgin Media’s Disability Action Plan to ensure the company continues to make progress.

After many years of experience, Dodds has advice to executives just starting out: ‘I know some people may feel uncomfortable talking about disability, but I believe with the right intent, you can get past the awkwardness and start to have open and honest conversations about what your disabled employees and customers need. This will lead to action and help foster disability inclusivity and, in-turn, create equality for disabled people.’





“It’s not just a nice thing to do, it’s about talent.”

Peter T. Grauer

Chairman, Bloomberg LP

Bloomberg has a workforce of close to 20,000, and if the firm represents society, Grauer figures there are at least 3,000 people in the organization challenged in some way by a disability. For him, mental health is a particularly compelling aspect of the issue. Becoming a Valuable 500 firm has had a real-time impact that has made Bloomberg a better organization, according to Grauer. It has dramatically elevated the consciousness of the leadership team. ‘I was so riveted on issues so apparent to all of us such as gender, sexual orientation, and ethnicity, that I had never thought about disability and mental health.’

Disability is now part of annual diversity and inclusion plans for each of the firm’s 20 business units, and executives are held accountable by him for implementation. A new employee resource group devoted to disability has grown dramatically, and that has given disabled employees a greater sense of belonging.

The firm also adjusted its recruiting strategy to attract a more neurodiverse workforce and is tackling unconscious biases within the organization. It is funding research to make its Bloomberg Terminals better able to accommodate people with disabilities. They are also developing indicators of mental health. While the firm has been recognized for this investment in business improvement Grauer acknowledges that there is still a long way to go.

‘Leadership has to come from the top, and designing better decision making is an important part of leadership’, says Grauer. ‘As CEO, my role is to make sure we have the right team, and my role is to be persistent on the diversity front. People are what makes us great and make us stay competitive: That is Mission Number One for me.’ For CEOs approaching a disability agenda, he says, ‘Do your homework on the competitive advantages.’

Steve Ingham

CEO, PageGroup

PageGroup is a global recruitment and staffing firm employing over 7,000 people and a top 250 firm on the London Stock Exchange. Steve Ingham is profoundly aware of the importance of disability inclusion for the success of his clients as well as his own firm. Most PageGroup hires are professionals wanting to develop their skills, who then stay with the company to support the company's long-term organic growth strategy. Moreover, Ingham feels that a diversity of life experiences gives his firm depth and reduces the risk of unconscious biases. PageGroup launched their Diversity & Inclusion strategy in 2012 including Ability@Page which focuses on physical and mental disabilities. The key overall message emphasizing that people should bring their whole selves to work.

In March 2019, Ingham fractured his back in a skiing accident that left him paralyzed and in a wheelchair. He says, 'I was lucky. I had already built a career. For me, it makes no difference whether I am in an office chair or a wheelchair.' But he wonders how he would be treated if he had had to compete for the job years earlier, as a person with a prominent disability. Hearing of the accident, one retired colleague warned Ingham, 'No one will see you. They won't take you seriously', but Ingham was getting back on the job after two months and back full

time after four. The outpouring of support was profound, and Ingham believes his emotional openness about his life situation has deepened his engagement with his staff.

Ingham observes that while his and other companies have made physical accommodations for their staff, he looks at his own organization with a new perspective, and he is convinced a key hurdle to disability inclusion is candidate flow. He points to the screening process: A job interview is stressful enough, but, as he points out, one example of an issue where, if you have autism, the standard guidance to look the interviewer in the eye does not make sense. And many people with disabilities believe or have been told that they will not be hired, creating a tremendous psychological barrier that keeps people out of the job market.

Ingham sees an opportunity, and PageGroup's mission is fit for that purpose: 'changing lives for people through creating opportunity to reach potential'. In joining The Valuable 500, the organization is undertaking several commitments, including conducting a survey in 2019 to determine how many staff members have a disability and whether they are flourishing. The firm has been a Disability Confident Employer in the UK since 2017 and partners with Ability Centre Employment Services in Dubai and the Integreat Centre in Australia.

"If you can't hire talent, you have a problem... and there's this hidden pool called disability."





“What organization doesn’t want to represent the people they are serving?”

Alan Jope

CEO, Unilever

Over the past decade, Unilever has made great strides in fostering a gender-balanced organization. LGBT staff are also well represented. So, disability is a natural extension of the inclusion revolution, says Jope. Moreover, he sees it as a huge business opportunity – to create new products as well as access a range of talent. In Egypt, for example, the firm has had great success employing visually impaired workers in telesales. ‘We want to be a truly diverse organization that reflects the world around us, and our vision is to become the number-one employer of choice for people with disabilities.’ To help achieve this goal, Unilever made this tangible and measurable commitment to The Valuable 500: ‘We will employ 8,000 people with first-hand experience of disability between 2019 and 2024.’

Unilever also focused on creating an internal culture where people can talk openly about who they are and whether they need assistance, and the firm is decisively moving away from stereotypical representations in its external marketing. ‘It makes communications more authentic’, says Jope, adding, ‘What organization doesn’t want to represent the people they are serving?’

As a result of signing up to The Valuable 500, Jope has also made disability inclusion a strategic issue on the leadership agenda for the group’s various businesses, and he has invited people with disabilities to speak to his leadership team. ‘It has to be led from the top’, he says. Also, as part of The Valuable 500, Unilever is committed to sharing ideas and encouraging other firms to take action, but Jope also adds, ‘It would be very arrogant to say we have all the answers. We are all learning in this space.’

Speaking of the bigger picture, Jope points out that economic inequality is one of the world’s most universal and pressing problems in 2020: ‘Disability is just another lens on the inequality issue. Now is a great time to have disability on the agenda of business leaders.’

Charles Trevail

CEO, Interbrand

Trevail is proud of Interbrand's diversity and inclusion efforts, but when he first heard about The Valuable 500, he was sceptical and pushed back. 'Do we need another HR programme?' he wondered. But then he was surprised to learn that people with disabilities account for 15 percent of the population, and he realized they are not being well served by the consumer market. This suspicion was confirmed when he agreed to speak with Caroline Casey about disability inclusion at a major advertising industry convention, and few people showed up for their panel.

In addition to raising his own awareness, joining The Valuable 500 is helping to elevate awareness around the firm. 'We had not even identified the problem of

people with disabilities being overlooked.' He now looks askance at prominent brands that claim they are for everyone when the disabled 15 percent of the population is underserved or not served. 'As a marketer you are trying to solve unmet needs, and a really good marketer is someone who can unlock a market of 1.3 billion people around the world.' Now, Interbrand routinely adds a disability lens when it conducts brand audits for clients that want to be inclusive and relevant to everyone.

Trevail has also come to see disability inclusion as central to his role as a CEO. 'It's hard to be an effective leader if you are not acknowledging 15 percent of your workforce and implying that their issues are not important. That's Leadership 101.'

"It's hard to be an effective leader if you are not acknowledging 15 percent of your workforce."



“We all come into the workplace with biases... Awareness – building is good.”



Bill Winters CBE

Group Chief Executive, Standard Chartered

For Bill Winters, key aspects of disability inclusion are awareness, learning and ‘leaps of faith.’ This has been a long-term, continuing and personal process that began over 15 years ago when he hired a visually impaired person to work on a bank’s trading desk. In addition to making physical accommodations, he says, it was important to pay attention to the culture: How would it feel for a person with a disability to integrate into this new, big-bank working environment? And, would colleagues impose conscious and unconscious biases? Finally, how would this person be evaluated and rewarded? Could we even be sure they’d do the job to the required standard?” (The hire on a hunch was a resounding success.)

Winters notes that no matter how much experience or training an executive or staff member has, ‘We all come into the workplace with biases and they are pernicious.’ Moreover, they vary around the world and thus require consistent leadership attention. ‘Awareness-building is good.’ Disability is one part of a diversity and inclusion agenda that includes gender, ethnicity, religion, and sexual orientation and awareness and expectations on these fronts are dramatically shifting. This is another contemporary leadership challenge. “Millennials don’t want to work for exclusive organizations.”

Awareness also is changing about disability itself. Winters was once invited to a dinner devoted to the topic of neurodiversity. ‘What is neurodiversity?’ he mused. ‘I did a fair amount of reading up.’ Winters learned that neurodiversity referred to conditions such as dyslexia and autism and he realized that he had been working with people with these conditions for years and they were among his top performers. ‘Then I learned that

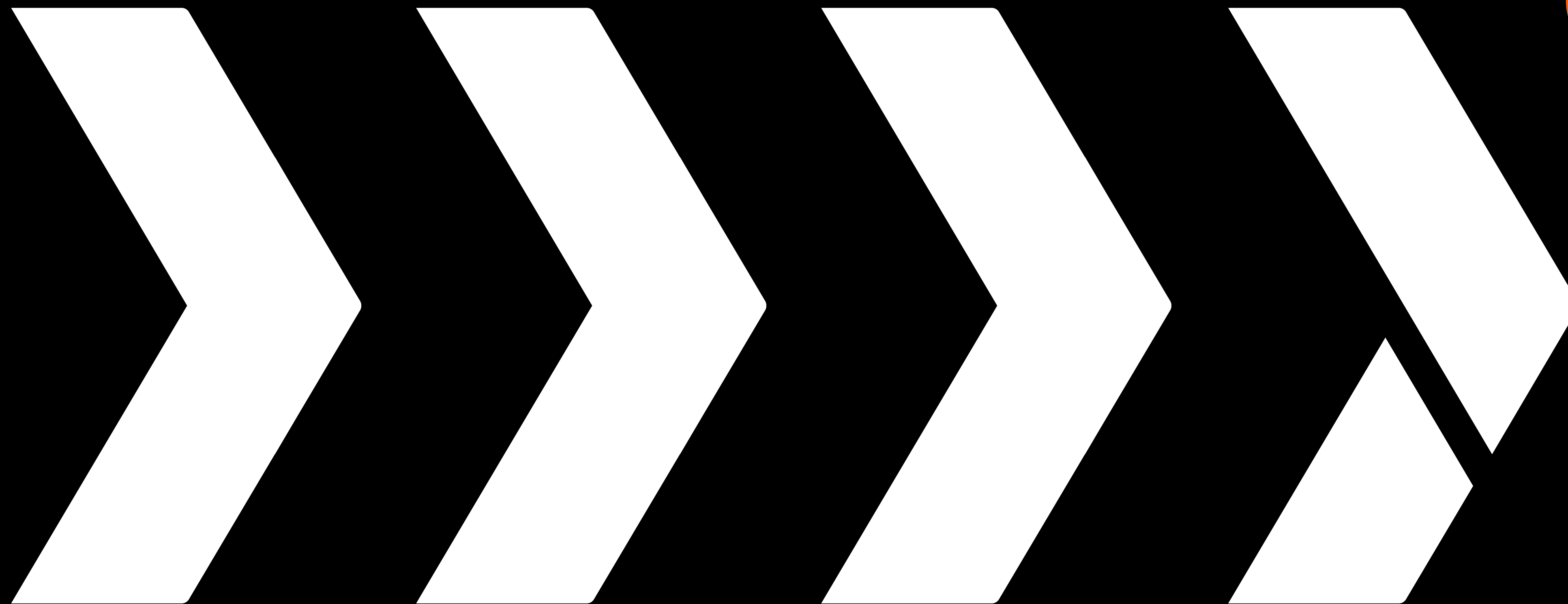
we have discrete neurodiversity programs in our bank. These people are especially great in roles such as audit and investigations that require attention to details and pattern recognition.’ Such informal learning and awareness-building has been very impactful for him.

Standard Chartered is a truly global organization and variation in regulations, the built- environment, and cultural norms affecting people with disabilities across the operating landscape is very challenging. In essence, the firm’s approach is to pay close attention to the appropriate actions to assure success in the local market. But in terms of benefits and accommodations, the firm applies a global corporate standard. A visually impaired or neurodiverse employee, for example, in India is entitled to the same accommodations as one in Germany or China.

Standard Chartered has had a long-standing corporate philanthropy effort—Seeing is Believing—to treat blindness and visual impairment by improving access to eye care. Then the firm started weaving this concern into its business processes. For instance, as part of Standard Chartered’s strategy to be an accessible brand, its mobile banking apps and ATMs worldwide are voice-enabled. A large number of visually impaired colleagues now staff sales desks and call centers. The initial efforts to accommodate these employees required investment and learning, ‘But once you have done it a half-dozen times, the marginal costs are zero.’ He continues: ‘They are consistently high performing. ‘It’s been an unambiguously positive and heart-warming experience.’

07

So what's next?



A more inclusive world

To achieve real change, our V500 leaders and their companies need to move forward and learn more from consumers and employees with disabilities. They must grow in confidence, identify strengths and weaknesses, create and embed policies and practices, and ensure effective governance.

The deadline to join The Valuable 500 has been extended to September 2020, with the final 500 being announced at the United Nations General Assembly. We will continue to build momentum and work with business leaders to complete the sign-up formalities to reach our goal of 500.

We will also inaugurate Phase II development in 2020: a three-year effort to turn The Valuable 500 into a community of like-minded business peers committed to raising their game on disability by sharing models, lessons learned, and energy.

This will include:

- Driving inclusivity best practice with our Valuable 500 CEOs through Leadership, Culture and Brand
- Building a global community committed to inclusion
- Sharing research and insight around inclusivity and business disability performance
- Connecting business leaders with the innovation to integrate disability across the entire value chain
- Continuing to change the global narrative around disability.

We look forward to working with our business leaders and partners to advance the disability inclusion revolution.



“I and we at the Bank of England think this is a fantastic initiative, it’s absolutely the right thing to be doing and we want to commend all the companies that have signed up to The Valuable 500. We signed up because we need to serve all people in the United Kingdom, and in order to our job, we need to move to be as diverse as UK society over time.”

Mark Carney
Governor of The Bank of England

Click here to watch
‘A Valuable Conversation’
with Mark Carney.

The leaders of the inclusion revolution

A D Singh
Abdulla Rizk
Alain Dehaze
Alan Jope
Alberto Martin
Aldo Van Der Laan
Alejandro Ramirez Magaña
Álex Cruz de Llano
Alex Hirst
Alex Leikikh
Alex Mahon
Alexander Thomas
Anand G. Mahindra
Anders Gustafsson
Andreas Fibig
Andrei Sharonov
Andrew Bradshaw
Andrew Croft
Andrew Swaffield
Andy Briggs
Andy Palmer
Anil Madhok
Ankur Gupta
Anthony William Hall
António Horta-Osório
Antony Marke
Ari Pinto
Ari Shamiss
Arik Yogev
Arnon Toren
Asaf Bartfeld
Ashok Giri
Ashok Minda
Ashok Ramachandran
Ashok Vaswani
Avi Edery
Avi Mosler
Barak Regev
Ben van Beurden
Bill Michael

Bill Winters
Boaz Chechik
Bob Moritz
Brad MacAfee
Brett Osrin
Bruce Carnegie Brown
Carmine Di Sibio
Carolyn Fairbairn
Charles Trevail
Charlie Jacobs
Christian Purser
Christian Sewing
Christopher Boardman
Christopher Caldwell
Christopher J. Nassetta
Dame Carolyn Julia McCall
Damian Gammell
Dani Michel
Danny Shimoni
Darian Pickett
Dave Ricks
David Aitman
David Duffy
David J. Henshall
David John Lewis
David Kassler
David S. Taylor
David Schneider
David Shelley
David Thomas
Debbie Crosbie
Denis Machuel
Dennis A. Muilenburg
Duncan Everett
Duncan Tait
Edwin Booth CBE DL
Emanuel Chirico
Emma Walmsley
Eric Hamid
Eric Salama

Feike Sijbesma
Florian Adamski
Francesco Starace
Gary Newton
Gilbert Ghostine
Harry Goddard
Harsh Goenka
Hector Pio Lagos Donde
Herman Gref
Hiroshi Aoi
Iain Conn
Ian Stuart
Ifat Reiter
Ilan Birnfeld
Ilan Raviv
Ilango Periannan
J Boopesh Reddy
J. Erik Fyrwald
Jan Woerner
Jason Carruthers
Jason Iley
Jason Trachsel
Jeroen Temmerman
Jim Fitterling
John Fallon
John Haley
John Holland Kaye
John Jordan
John Perkins
John Wren
Jonah Peretti
Jonas Prising
José Antonio Álvarez
José María Álvarez-Pallete López
Josh Bayliss
Josh Weinstein
Julie Sweet
Jun Sawada
Karan Bajwa
Kari Daniels

Our community of CEOs will use their power, influence and attention to help improve disability performance across the entire supply chain.

Is your name on the list?

Karren Brady
Katherine Garrett–Cox
Kazuo “Kaz” Hirai
Keith Barr
Keith Froud
Kenneth C. Frazier
Keshav Suri
Kevin Kingston
Khaled Shahbo
Lance Rosenzweig
Leon Koffler
Lizzie Penny
Lutz Schüler
Madoka Kitamura
Mamoru Yamamoto
Marc Benioff
Marco Scognamiglio
Mark Carney
Mark Cutifani
Mark Dobson
Mark Evans
Mark Oun
Mark Read
Mark Rigotti
Martin Bruder Müller
Masayoshi Son
Masayuki Emori
Matthew Bucknall
Matthew Layton
Maurice Tulloch
Michael Anghie
Michael Corbat
Michael Mapes
Michael Pooley
Michael Smith
Michitaka Sawada
Mike Coupe
Mike Ethelston
Moloy Banerjee
Murray S. Kessler

Nati Avrahami
Neil Williamson
Nicholas Jonathan Read
Nick Varney
Noel White
Octavio de Lazari
Oliver Harris
Oliver Schmerold
Olivier Brandicourt
Oren Sagi
Patrick Coveney
Patrick Pouyanné
Paul Feeney
Paul Jenkins
Penny James
Peter Grauer
Phil Vaughan
Philip Eric Rene Jansen
Pichai Chirathivat
Pravin Chand Tatavarti
Raghunath Preetham
Reuven Kaplan
Richard Edelman
Richard Foley
Richard Houston
Richard Rees
Robert Zadrazil
Robert Gentz
Robert MacLeod
Robin Sheppard
Roger Whiteside OBE
Rosaleen Blair CBE
Ross McEwan CBE
Rut Aranda
S V Venkataraman
Sandra Dodd
Sarbjit Ghose
Satish Reddy
Satya Nadella
Sean Doyle

Shai Weiss
Shamsher Puri
Shantanu Narayen
Shaul Gelbard
Sherrie Perkins
Simon Litherland
Simon Martin
Sir Ralf Speth
Sri Pools
Staci Kroon
Stéphane Richard
Stephen Hester
Stephen Joseph Rowe
Stephen Parkinson
Steve Hare
Steve Ingham
Steven C. Voorhees
Steven J. Demetriou
Stewart Wingate
Takashi Maruyama
Takashi Niino
Thierry Breton
Thomas Buberl
Tom Linebarger
Tony Hambali
Trevor Mather
Tsutomu Tannowa
Tulsi Naidu
Unnathan Shekhar
Vasyl Latsanych
Victor Dodig
Wael Moustapha
Wolfgang Anzengruber
Yair Hamburger
Yasuzo Kanasugi
Yehuda Ben Assayag
Yoram Naveh
Yuji Akasaka
Yuji Hirako
Zak Brown

What global disability experts say

CEOs need not be alone in promoting change. There is a vibrant and growing network of governmental and non-governmental organizations that companies can partner with and leverage on their journey. Our 2019 Global Expert Partners have supported The Valuable 500 in our mission.

Andy Imperato

Executive Director
Disability Rights California

“CEO Leadership is critical for us to be successful in leveraging the talent and market power of the disability community. In the three decades since passage of the Americans with Disabilities Act, we have made little progress in improving labour force participation rates for this population. I don’t think that will change until we elevate the disability inclusion conversation to the C-suite and board levels.”

Debra Ruh

CEO
Ruh Global IMPACT

“Campaigns like The Valuable 500 are allowing CEOs to show society that they are committed to including their employees, clients, partners, vendors and shareholders with disabilities. Inclusion means accessible ICT and Digital Inclusion. Without these efforts, we widen the digital divide and disenfranchise more people.”

Emi Aizawa

Corporate Planning Department
Mirairo Inc.

“In Japan, disability is often considered as a compliance, welfare, or CSR issue, not something that will increase corporate value. The Valuable 500 can change this mindset and help businesses see the value that disability inclusion generates. Corporate leaders in Japan are very influential and their words and actions have a significant impact on their peers, employees and the general public. Having well-known corporate leaders on board is essential to initiate social change and we have already seen how sign-ups by corporate leaders have encouraged others to join.”

Gina Badenoch

Founder
Capaxia & Ojos que Sienten

“Today, if you’re on a leadership team, you must be an inclusive leader. One with the mind-set to see potential where others see disability. A disabled person’s identity is not defined by their label, it’s simply a part of their story. If we dare to see beyond the label, we can find diverse transferable skills which are an asset. Be curious, lose your fear towards the unknown. The reality is that we can find unlimited beauty and opportunities within difference.”

Carol Glazer

President
National Organization on Disability

“We are proud to partner with The Valuable 500. We have learned that full inclusion simply does not happen without a commitment from the CEO. In the year the U.S. commemorates the 30th Anniversary of the landmark Americans with Disabilities Act, we must redouble our efforts in America and around the world so that employers know how to make the most of our talents.”

Diane Lightfoot

CEO
Business Disability Forum

“In the UK, there is a growing awareness of disability and a growing recognition that it is part of ‘being human’. It is the one strand of diversity which can and most likely will affect every one of us, whether we acquire a disability ourselves or are close to someone who does. As we enter 2020, it feels as though there is a real opportunity and appetite for a sea change that will transform opportunities for disabled people in the UK and worldwide.”

Frances West

Innovation Thought Leader & Author
Authentic InclusionTM

“In the past, technology was about machines, but now it is about people. As a result, most companies in the tech sector today pursue a common set of objectives: breaking down barriers, making things easier and more accessible and giving people freedom. If technology is the future, everyone needs to think of the human first, and this is an opportunity.”

Gregor Demblin

Founder
MyAbility

“Becoming disability confident requires a cultural shift in the whole organization. Our experience from more than 200 strategic projects with major companies clearly shows: The middle management will only drive change, if they have full support from the board. Leadership commitment is one of the key factors for an efficient disability management.”

What global disability experts say cont.

Ishii Yasunobu

Senior Program Director,
Nippon Foundation

“Disability inclusion is generally considered a “cost” rather than an “opportunity.” We need to change this mindset both in Japan and globally. Global business leaders are agents of change. Our world is made up of products and services supplied by business. So if business is changed, everything is changed. Mainstream products and services need to be inclusive. Making donations and addressing disability through CSR only is not the way to go.”

Janina Urussova

CEO
The Art of Inclusion

“In Russia, public sector support for people with disabilities is not very extensive or helpful. As a result, large companies, such as Beeline and Sberbank, have sought to fill gaps via brand communications, product development and hiring.”

Kate Nash OBE

CEO PurpleSpace & Creator
#PurpleLightUp movement

“The Valuable 500 movement is of its time - and is creating a real tipping point in ensuring business leaders understand the importance of having disability on the board agenda. Business leaders driving change down - employee resource groups driving change from the bottom up. So there’s nowhere to hide - building inclusive cultures - and together supporting the process of creating disability confidence from the inside out.”

Meg O’Connell

CEO
Global Disability Inclusion

“It has long been proven that diversity is at the cornerstone of innovation within global companies. In 2020, we will continue to see diversity as a key driver, but companies will expand their diversity efforts to include people with disabilities. Companies have begun to realise disability is not a charitable effort, but a group of people who are talented, capable and are centre stage in the design and development of the world’s most sought after products and services.”

Michal Rimon

CEO
Access Israel

“Israel, the “Start-up Nation” is transforming to an accessible start-up nation thanks to increased awareness and many innovations in the technological era promoting accessibility and inclusion. We are at a historic point to make sure technologies are accessible by design and I believe that we have today a unique opportunity – and a need for this breakthrough making sure the digital future leaves no one behind.”

Neil Milliken

Global Head of Accessibility
Atos & Co-Founder, AXS Chat

“I fully support the approach taken by The Valuable 500 to seek the commitment of the CEOs of Global companies to disability inclusion and to review it at board level. The CEO sets the tone for any organisation and a public commitment from the CEO acts as a catalyst for change with the organisation. Furthermore it gives the grassroots within the organisation the encouragement to take things forward.”

Shanti Raghavan

Founder and Chief Enabler,
EnableIndia

“We want disabled people to become economically independent. Becoming a financially productive member of society is a transformative act for most of them. Nor do we expect charity hiring by businesses. We want disabled people to provide business value.”

Stefan Trömel

Senior Disability Specialist
International Labour Organization

“Business leaders who understand the lived experiences of those working in the companies headed by them can be inspiring role models. The commitment of leadership to disability inclusion then needs to be firmly embedded in businesses’ policies and practices, so tangible and positive results for all employees can be achieved on the ground on an everyday basis.”

Suzanne Colbert

CEO
Australian Network on Disability

“Our CEOs and MDs have the power to unlock the potential of people with disabilities in Australia and beyond. The V500 presents the perfect opportunity to commit to action on inclusion, I look forward to more Australian companies improving the life chances of people with disability.

Vladimir Cuk

Executive Director
International Disability Alliance

“Change towards real inclusion is happening everywhere, yet the private sector is lagging behind in terms of working with the 1 billion persons with disabilities across the world. Now is the time to recognise mutual benefits through meaningful partnerships between the private sector and persons with disabilities!”

A huge shout out to our 2019 partners

Strategic Partners



“We recognised that disability was an area that was hugely under-served from a business perspective. There was a lot of social and economic value from disabled people that wasn’t being unlocked. And it was a topic people felt very uncomfortable talking about.”

Jeff Dodds
COO, Virgin Media



“The Valuable 500 gives business leaders permission. It is an opportunity to have really interesting conversations you have never had before. It is an invitation to create community. It’s an opportunity for growth.”

Sam Philips
CMO, Omnicom Media Group UK



“We believe that every global issue is created due to a failure of leadership. We passionately support the work of people like Caroline to create a better world, with more responsible, more effective leadership. We live in a turbulent time and an era where CEOs need to sit up and listen to the younger generation to ensure that meaningful, positive change is effectively taking place.”

Ella Robertson
MD, One Young World



“We have been honoured to work with Caroline and see at close hand what a force of nature she is and how much she has already achieved. There is more to do and we will have more impact and move faster if we do it collectively.”

Fleur Bothwick OBE
Director of Diversity & Inclusive Leadership – EMEIA

Omnicom Agency Partners

AMV BBDO	Ketchum	Porter Novelli
Interbrand	Manning Gottlieb	RAPP
Fuse	One Hundred	

Expert Partners

AI Media	Global Disability Inclusion	Purple Space
AXS Chat	Marketing Society	Ruh Global Communications
Business Disability Forum	My Ability	
Business Disability International	National Organization on Disability	
Global Business and Disability Network	Open Inclusion	

Business Resource Networks

Access Israel	Capaxia	Enable India
Australian Network on Disability	Community Business	Global Business and Disability Network
Business Disability Forum	Disability Solutions	

#Valuable Allies & Advisors

Be Accessible	Gina Badenoch	Kodiak Communications
Born	Graeme K Whippy	myAbility
Carol Glazer	Hector Minto	Neil Milliken
Charlotte Sweeney OBE	Janina Urussowa	Plus One
Dan Brooke	James Melville Ross	Scope
Debra Ruh	Katherine McCary	Seven Hills
Delsion	Katie Buchanan	Specialisterne
Duncan Tait	Kay Allen OBE	Susan Scott-Parker OBE
Fleur Bothwick OBE	Lord Kevin Shinkwin	The Zero Project
Frances West	Larisa Zelentsova	Think Designable
Gemma Greaves	Longview Global	247 Accessible Documents

Join the revolution

Become a Valuable 500 CEO and help lead the transformation to a more inclusive world.

By joining The Valuable 500 you agree to:

- 1. Table disability on your board agenda.
- 2. Make ONE firm commitment to action in 2020.
- 3. Share your commitment with your business and the world.

In return you'll gain access to our Executive Resource Hub and community of like-minded peers.

Submissions will now close on Sept 15th 2020.

The Valuable 500 CEOs will be announced at the United Nations General Assembly 2020.

Email to join us
Paul@thevaluable500.com



Paul Polman & Caroline Casey

The Valuable 500 2019 Awards



The Valuable 500 Team
Carys Miller, Joanna McGrath, Marianne Waite, Caroline Casey, Chris Wooding, Richard Poston and Clare Brentnall

Each team member has first-hand experience of disability and exclusion, either personal or through supporting a loved one. We see the value in every individual and hope you do too.

