

Publicis Sapiient Presents enABLED to Lead Panel

Thursday, 3rd December 2020

MARK SMITH: Right folks. Just waiting that one extra minute. All right, shall we get started then. Welcome everyone to the enABLED to Lead panel discussion. I'm Mark Smith, your host. I'm fortunate enough to be the sponsor of the enABLE team. The international day of persons with disabilities and the purpose of this week is to really promote and understand visible and non-visible issues and mobilise dignity, rights and wellbeing of individuals with disabilities. Through this entire week we've been joined by colleagues and clients from all over the world to discuss these disability issues and raise awareness and everyone should be enabled, and we are proud to be able to celebrate this day. We're joined by senior industry leaders, how they in their organisations are promoting accessibility and inclusion and taking action to make their environments more accessible.

For those joining us and listening in today, if you have any questions please use the Zoom Q&A function. As the questions come in we'll try and get to as many of them as we can. We have a sign language interpreter and closed captions. If anyone wants to do that we have the details in the chat window. Feel free to click on the link to get the additional information.

Let's start with a round of introductions then some questions. To start with, we have Axel Leblois, President and Executive Director of G3ict. With Axel we have Jodie Greer, IT Accessibility Lead from Shell. And Mike Ellis, Head of Accessibility at T Mobile. Kelsey Hall, IT Accessibility Lead at McDonalds. Michael Vermeersch, Digital Inclusion Lead with Microsoft, and from Publicis Sapiient we have Ron Shamah. Welcome guys, looking forward to having a discussion. A question to the group. Anybody from the panel can start answering. Why do you believe organisations need to be Disability Confident?

KELSEY HALL: I can jump in. This is Kelsey. Hi. So this is a really great question and I thought about it for a while because I think the response to this question often focuses on

the business case which I guess because we're in the business of business, but I think the reality is a lot more personal. Disability is the most under represented population in the world and it is the only one anyone can become a part of at any time. It is incredibly likely that someone will experience a permanent or temporary disability in their lifetime, or even multiple times. Whether we realise it in this moment, we all have a personal connection to disability and I really think it kind of creates sense of belonging, right, so that part of this conversation that any organisation is not necessarily the integration of disability, but belonging. We as a large organisation can literally change the course of history in this space for millions of people with regards to technology, employment, representation by evaluating what does inclusion mean and why has disability been left out of this conversation for so long? How can we all step up to do the work on this journey that we need to do. So why would we ever not want to be Disability Confident?

MARK SMITH: I love the idea of belonging and bringing that from a business lens as well. Anybody else want to add to that?

RONALD SHAMAH: I was just going to add a quick point to build on that. So much of professional life, all of life in a certain context is about casting the right talent in the vast talent pool that we have for the right role and responsibility to not only create business impact but human impact. When I think about being Disability Confident it is bringing that casting, that discipline to create success.

MARK SMITH: Fantastic. Michael, were you going to add something?

MICHAEL VERMEERSCH: Yes, thank you, there is a huge pool of disabled talent out there and it is key for organisations to get that representation within their organisation of that talent because that will help create that diverse perspective that you need to create even better products and better services. The other reason I would say is that there is that market share that typically gets ignored, following on from what Kelsey says. There is that market share which is one billion customers so why would you say no to that? In that sense, growing to become Disability Confident is really key to harness both that talent and that market share to address, because after all, don't we want to create a world that is, that works for everybody in so many ways?

MARK SMITH: Thank you Michael. Just incredible to realise the impact on the market that you can have if you start thinking about your customers in a very different way but what you would do internally.

AXEL LEBLOIS: I would add, when you think about it, today in the world about one family out of three actually has a person with a disability. And so everyone in life has had personal experience, family members or close friends with disability. So for a company to actually become Disability Confident is a tremendous benefit both internally and externally. Internally we recognise the importance of inclusion of disabilities and when the company pushes this agenda I think it has a very, very positive cultural change in their organisation. It is actually very high level of motivation that is triggered by that in most cases. I see Kelsey, for instance agreeing with me, but a lot of companies have had the same experience, that disability, disability inclusion programmes have a tremendous positive impact on the company spirit, if you will. But similarly, for external reasons if a company considers that again one family out of three has a person with disability, that is a market place, it will be somewhat positively impressed by your efforts and there is a very subtle gain in recognition and positive impression of the company because you care. As a company you do care about people. You know yourself those who have had difficulties with exclusion all their lives so both internally and externally I think being Disability Confident is of tremendous benefit for organisations that goes way beyond measurable productivity issues or measurable markets, all about the ethos of the company, its image, perception.

MARK SMITH: Thanks very much.

MIKE ELLIS: Great ideas here, but being confident is a journey. I've been in this business 25 years and it has evolved a lot from getting your executive buy in to making sure that every touch point the customers face becomes accessible. To realising that accessibility is actually a business, an opportunity to capture new customers, new revenue. It is an evolutionary journey you have to be aware of. It starts at the top and from the bottom and from the sides as well.

MARK SMITH: If you think about that in external, external view, the more companies you have you are basically saying you can embrace more of it, you are contributing to society in a different way. That is fantastic. I think we've gone through most of the panel. Jodie, have you got anything you would like to add?

JODIE GREER: Everyone stole a lot of my thoughts but it is really cool to see. The only word I guess I would add is culture. Disability confidence allows you to have a cultural shift by having a truly inclusive culture. That is the key word that kept jumping about in my mind, about the culture of an organisation.

MARK SMITH: I suspect we'll be talking a bit more about culture as we go through this conversation. What we can do potentially within an organisation. Ron, I want to ask you the next question. It is really scene setting for Publicis Sapient. Why is it important to include disability in our organisation's agenda and what are we doing at board level within Publicis Sapient?

RONALD SHAMAH: I think it is fitting that Publicis Sapient would go first with a specific question like that because I do think we are the least mature of the organisations for ourselves. We've done a lot of fine work for clients but we look at our own journey we are very much at the beginning of our journey and on the continuum. We, for instance, just stood up our North American enABLE business resource group yesterday, and I'm fortunate and honoured to be the executive sponsor of that. I think through the initial question on being Disability Confident I saw two tracks. One was a business track and I do think that is important to create the poll and then I think there is a human side as well and I think it may be there is some magic in the middle. On the human side, and some of this frame was covered, but 29% of working age Americans with a disability are employed. In contrast, 75% of working Americans without a disability are employed and I think that really hits home, especially during this very challenged year with regards to the pandemic. But I don't think there is simply an excuse to have that math be so different given that the tools that we're utilising right here, I think this has been an equalising year in many ways, certainly that does not cover all disability but I think it can be a rallying point to not have a disability agenda be a communications plan, but to have it be an action plan. On the business side, Accenture has published data that companies that employ best practices for supporting people with disabilities are 28% higher in terms of revenue and double the net income. So I think hopefully the human side appeals to all. But there is great merit on both sides to come together here.

MARK SMITH: Thank you Ron. I think that is a great way to actually look at it. I'm quite surprised by the revenue number, by embracing something that is very human driven can give a financial benefit to an organisation. It is a great way to look at it.

RONALD SHAMAH: I think many of the panelists, there is a war on talent in the digital spectrum and I think to the previous frame of casting, I think this is quite powerful. I think it also shows, if a company, to some of the previous points, is caring and has, you only get to that level of achievement with having a detailed planning function and if you have the planning function that applies into this domain, well then those disciplines will apply to others. So I think it is powerful to embrace, although we're talking about specific to enabling those with disability but I think you will see a long tail that transcends the frame of the discussion.

MARK SMITH: That makes a lot of sense and it is a good segway to talk to some of the others on the panel. We've been represented very well today with some global brands. We'll hear from Mike and T Mobile and McDonald's and Microsoft. I'll start with Jodie. How did you go about driving accessibility at Shell? What has your biggest learnings been on this journey?

JODIE GREER: I think actually it comes back to a bit of transparency as we've just heard. The first is to actually have the courage to say there is an area we're not excelling in because companies do like to celebrate their successes and it can be scary to admit you need to do more. That was the first thing, getting into senior folk, making sure they are aware of why people are having challenges. What that looks like from a productivity perspective, from a human centricity one, and in fairness, as soon as it is brought to a table for the absolute vast majority it is never a case of should we even do this, it is a how. It is just it never hits an agenda so it really is then about how you drive it and of course large organisations, it is not simple, there is lots of markets. Each function and business area can be very complex in itself, but you have got to start somewhere and I think that is the thing, being willing to just recognise the fact that you do need to start your journey, get that strategic plan in place and start to roll with it and you will see the successes, but you do need to have the first courage.

MARK SMITH: To get going. I think that was actually getting yourselves to board sounded like the easiest part of that. What was the biggest part that you had in getting it started?

JODIE GREER: I wouldn't say it is so much difficult in getting it started. What can be a challenge is everybody likes a statistic, easy for me to say, everybody likes a statistic. That is a very difficult thing when it comes to disability in that when it comes to accessibility because in a lot of countries we can't even ask the question and a lot of people don't disclose. They don't share what their needs are and a lot of people with accessibility needs don't actually have a defined disability. They just have personal requirements. So yes, it can be a real challenge when everybody wants that and that is often the difficulty. Everyone wants to know how you measure success, that is not an easy win either when you talk about disability inclusion. How do you measure success? You can work up a metric but in reality it is doing the right thing. I'd love to know what business runs without people because if you manage that then that would be great because I'll sit back and have one. But whether staff and/or customers, we all need people and if we're not considering them with our business plans you are not going achieve everything you are hoping for.

MARK SMITH: If I take one thing away from that is that people centric lens you have is so critical to the success of this. Thanks very much for sharing that. Mike, I'd like to ask you a question for your T Mobile experience. Where do you see the disability agenda in your industry, particularly as you move into the next decade?

MIKE ELLIS: Good question. I see the challenges in most big businesses. First you have to get pass the stigmas and fears and barriers that have this mindset that you can't, or you don't or it is not possible and move to the framework that disability is really positive, value add. If we can change that mindset, one of the reasons that is important is because people with disabilities are great problem solvers. Every day they face challenges, they face obstacles and they know how to troubleshoot and they can bring that to business to overcome challenge. Two, you have got to make sure that accessibility is part of the innovation stage, not an afterthought. So many businesses or products and services forget to do the accessibility evaluation, accessibility check and then realise, woops, and have to go back and do that all over again. That can be catastrophic so you have to get accessibility and the ideation part of that business plan. Third, with evolving texts and the rapid changes. Whatever product that you need to deliver, ensure it is adaptable, ready for the next person because when you meet a person with a disability, have met another person with a disability, so your product and service has to be very fluid, very customised to meet

the needs of the expectations of the customers. Understanding the whole idea and making sure that you do it.

MARK SMITH: Thank you Mike, I think the second point you made, particularly around rarely thinking about accessibility early on, so that you can actually problem solve in such a way that when you actually get to a product it has got to be flexible and quite broad. It is interesting in our environments in Publicis Sapient we try to do that as much as we can. To take an inward view, as Ron said, that immature way, our own way of thinking. We need to adapt ourselves to take into account a lot of what you just mentioned. Thanks for sharing that. Kelsey, I'm going to move on to you. What are the critical success factors in the food and beverage industry? And how are you leading from the front in McDonalds?

KELSEY HALL: A good question. Can our customers get access to the food they know and love in a way that brings them joy? That is really the question that we're getting at because our customers with disability are still our customers so we're always striving really hard to make sure that anything that comes through our digital spaces can be easily translated into the real world. Our customers can recognise themselves in our brand and that is not always easy to do but it is really important and I do think, as many people as mentioned, it is a journey to get there. My team, the digital accessibility team worked really hard to focus internally and I keep hearing this coming up a lot and I do think it is really important, because that is how you get your values to actually play out externally. And so quickly diverting to the idea of, the ideation phase, I think it is really fascinating when you start thinking about what role different companies can play in the systemic issues, limited employment in this area by procuring tools that are accessible to people with disabilities so I think there is a lot to be said for what Mike was talking about. That is a really critical component to moving systemic ableism. Back to the food and beverage industry, I think critical success is like when I walk into a restaurant with my friend who uses a wheelchair, they can wheel up to a kiosk and utilise our reach mode and order the food they want on their own independently. I see that as success so I think also going back to what Jodie said, success is not easy to measure. When you see it from a finance perspective. I really do stress that because I think the human side is so important and the numbers will never mean anything if we can't attach the human side to it. So it is a journey and I think this journey of course will never be over. There are so many things that text changes and as our practices

adjust based on how the text changes no matter what, inclusion has to be part of that. So I think it is less specific to the food and beverage industry and more to do with the challenges we all face as a society and how we talk about and think about disability. If we're all ensuring disability becomes a core function of our different companies, life skills, I think that is critical success. I think it is a turning point actually. So it is moving away from this idea of othering and separating. Unless people are knocking on my door as an accessibility professional, not that they don't know we exist, and are here to help, but they are starting to ask the questions earlier on and starting to educate themselves or get support with that education. That is the critical success factor. Many years ago when I was working as a food biologist in public school I had a student who used a speech generating device and one of the things that she told me was that no one else looked and communicated like her. No one talked like her, and that is something I had in my mind. I don't want to hear that again because that would mean that we're doing a better job at representation and I think that is a really big critical success factor and probably one of the biggest and this is also, I think, going back to what Jodie said, we do the right things for the right reasons, that is one of our McDonalds CEO's go to quotes. Thinking about our core values of inclusion we do the right thing for the right reason as a leading part of our brand and I think that we work tirelessly with our partners, like Sapient, and our team pushes hard and we do it because it is the right thing to do. So that's my thoughts on all of that.

MARK SMITH: That was fantastic, Kelsey. It is just recurring themes as we go through this conversation. I like what you said about thinking inward and really give you that outside perspective. The digital and physical space making sure it is seamless for a person with disability. You mention that element of breadth and flexibility to cater for a number of different people. That is quite something to be cognisant of. I'm curious to hear from Michael as well. I've got a question for you next. So Michael, how is Microsoft geared up to address the disability agenda? What do you consider your biggest success story?

MICHAEL VERMEERSCH: Oh, so I think the kind of two different questions but I'll start with the biggest success story. Because, you know, when I was thinking about that, I think yeah, it is a good story I find. So I was on a laptop watching TV and browsing, as you do, I don't know, maybe that is not what you do. I came across the Disability Confident scheme and from the UK Government and I started reading what is this and I was a little bit enthusiastic

and biased of course but I started checking what is this and what is involved. As I was going through that I said, yeah, that doesn't look too hard, I think we could do this. And I find those moments, and I'll be honest I find those moments are P45 moments. For people not in the UK these are defining moments where you either stay in a job or you don't stay in a job. And I thought yeah, we can do this and just filled everything in and pushed a button and then hope for the best and kind of thinking back, yeah I'm sure our leadership team would love this. The next day when I came to work the phone started ringing. This is rare because we've got other technology, we don't use phones that much. So that was really in a way a little bit scary. I picked up the phone and it was the Department for Work and Pensions. So this is a government department in the UK who is responsible for employment and getting people into employment. They are the custodians of the Disability Confident scheme and they were ecstatic that we joined. They asked, have you got the measures, it looks like you ticked on this form and I thought I had done something wrong already and it was like this is amazing. I think we were a couple of hundred signees signed up for that. We were the biggest tech company then but from that they wanted us to get involved and start talking to other customers, other partners and encouraging them to sign up to the scheme as well. When we kind of got roped in or encouraged in that journey, we were required to share and with that came then also other discussions with our leadership team saying, you know what, we're going to have to do this, by the way, these companies are there. For the leadership team that started showing oh, there is an interest in this and oh, there is a positive reaction to this. Oh, maybe we should like this and embrace this as well and then as and when they went to that change of culture internally they started saying this is a great thing, this is a good thing. It opened doors that we never we're a technology company and to be fair in those days more, we would speak to the IT people of other customers, but this started opening other discussions. BDMs, HR and so on where normally we would never have those interactions with. The other thing in this is that sorry, I've lost track. The other thing here is that I'll skip to the end, never mind, is that, yeah, I also, there was a feeling that to accelerate and I said no, no, I don't think we should accelerate, I think we need to go through this process because it is a three scheme, three level scheme where you start then end up and then become a leader. I don't want us to go to leadership immediately, I genuinely want us to go through that journey so we make it a habit and genuinely make it part of our culture and how we do things. That was accepted by the leadership and I

thought that was great as well and ultimately we are now Disability Confident leaders. We're on the board for those leaders, as you know, working together with other customers, working together with partners, working together with government. And ultimately my biggest thing in this is that if anybody ever tells you one single thing, one single push of a button or one single person can't change something, just forget it, that is nonsense, you can. But you do have to try. So that is that story there. Do I still have time for the next one or shall we move on?

MARK SMITH: No, please go ahead Michael, you have time. That was a great story. The question is how is Microsoft geared up to address the disability agenda?

MICHAEL VERMEERSCH: So to be fair that has been a journey, right, that has been a journey with changing our culture, going from know it all to learn it all, changing the mission statement to empower every person, every organisation on the planet to achieve more. Those things all have taken work and months in between, up to years in between. Assigning Jenny Lay for our Chief Executive Officer. But even there Jenny saw that we were not that good, there was loads of the things we needed to do and things on the level of systems, things on the level of processes, there was so much to do and out of that there had to be that roadmap on how to systematically change and on that, while we can say we're at a certain stage now I think it is really key to recognise the journey and how that journey evolved and that was with changing the culture and again, focusing on leadership there. Having a disabled child and realising empathy is key and knowing and embracing that technology can be the solution, but also the element that can be, can change the dial with regards to inclusion because technology can bridge so many gaps but to do that we need to connect with the audiences for which we will be crossing those gaps. On that sense I think that whole culture shift, understanding, seeking to understand first empathy and out of that, creating better products, better services and with that, breaking new connections with customers and partners that we never had before became almost a model that then helps us sustain accessibility. And I think that is almost the engine that we now have. I know that is not a magic bullet but that model in itself, that culture changing, that culture, allowing a voice, allowing representation to critique this and say it should be better. This is not up to muster and that actually serves our change and people with disability saying like, you know what, I'll buy from this company, or you know what, I'm going to send my CV to that

company, accelerating that whole sustainability with regards to accessibility. I think that is almost how we are now more and more geared up in that sense, as we already said, about we need to have accessibility bolt on and that is absolutely right, you could put that in the script of your technical people, but all the rest needs to support as well. The systems, processes because if it goes wrong somewhere else it is going to explode. I'll give you one small example on that. So 2 years ago for the first time ever I signed up with a utility company where I said I was disabled and normally I don't do that because I kind of like I'll muddle along. So I signed up. With it came insurance for my boiler and in winter my boiler packed up. So I said well, I've got insurance, I signed up to say I'm disabled. I'm probably going to get better service for once and forever. Normally I don't get that. We go to the script of the call centre and they go like, oh yeah, security questions, blah blah blah, oh boiler broken down and I was thinking like oh yes, I'm going to get someone, an engineer in on the same day because I'm disabled, I'm vulnerable. Then the person asked, it said it looks like you have signed up that you are disabled. I said yes, yes, and then he said, can I speak to the responsible home owner please? And I was out of the game. I said to my wife, you need to talk to this person and she gave him full barrels. Now, here is the thing. If they had scripts, they had disability in the scripts, fine, but had they had representation. Had they had end to end processes, you know what, people with disabilities can actually sign and own a contract and be responsible home owners. Change that script please. Then this incident wouldn't have happened. This was just 2 years ago so that is a great example. You have to have that whole thing together. With that model we have, cross fingers we can continue to grow.

MARK SMITH: That story, Michael, is quite potent, how they treat people with disability. That was a very poor experience for yourself but it is a key learning for everybody that is listening on this call. I really appreciate you sharing that. I think it is wrong to see the CEO of Microsoft leading from the top but small changes, exactly what Kelsey said as well, there is a journey and you have to have the processes, ways of working and you get an incremental change and it is heartening to see that happening. I want to direct a question to Axel. We've had a question coming in from those listening in. It touches on what you were talking about as well, Michael, for an organisation starting out on its accessibility

journey, things can get pretty bewildering because there is so much to do. What do you think, Axel, are the two to three steps we should take to get on this journey?

AXEL LEBLOIS: First of all, I'll mention earlier having a very clear commitment to inclusion from the top of the organisation is crucial. I think it should be done in a very visible and emphatic way. It is about being good. It is about trying to be good and assuming that the organisation gets momentum in building that disability confidence. I think that most important step is to consider inclusion from the devil in the details kind of perspective and I'm saying the devil in the details because you can do all the best effort to be disability inclusive, right, celebrating disability in your organisation, making people understand. If the processes in the organisation, as Michael just mentioned, are not right, you can create a lot of issues for people with disability within the organisation and among your customers. It is about accessibility in many ways and also about digital accessibility so one of the, and I know several speakers are working on that topic of leadership in accessibility, who can talk about it in great depth but I think to have a very specific plan to tackle some of the major potential obstacles in the organisation to get things done is critical and part of it is building the skills about accessibility throughout organisations. So let me give you an example. As you may know, in one of our divisions is the international society or accessibility professionals. One of our members is (name inaudible) a couple of years ago we said we can't deal with the whole situation of having accessibility documents here, accessibility documents there and the only way we tackle it is to make sure in each college, in each school, in each department there is one accessibility champion that understands all the disability from a digital and physical standpoint and make sure that we make sure that those people have their desired knowledge to accomplish their tasks. Now I think they have 90 champions within the university system that are specifically chartered to run accessibility in their particular divisions. Disability on the surface. The very specific solutions for each disability is a really important decision. You have got to learn it or understand it, one of the very important aspects of that whole process is to make sure that within the organisation you have a chance to, a way to involve persons with disability in your thinking process because otherwise you may be planning for a solution that is not adequate at all or is not pertinent or completely ineffective. So it is super important to include in your processes also some method of involvement of persons with disability at different stages and that is

true for organisations with their products and services and larger organisations for their internal processes and testing, testing, testing, when you have external products and services, it is critical for your customers. So again, I'm sorry to be so long on that short question, but the devil is in the details. We see it every day; the biggest companies with a lot of the focus on disability and inclusion, make mistakes. So that is what I would say is, build skills within your organisation, it is critical for success. Once you have got momentum about disability inclusion, keep those skills.

MARK SMITH: Thank you Axel, very informative. I took away quite a bit from that. I do like starting with that overall commitment and being clear about how you get those champions into different parts of the businesses. Something I'll take away from this, I think it is a nice segway into another question for the panel. So anybody can answer this. What are you doing to make your organisations accessible over the next decade? How do we move forward?

RONALD SHAMAH: I can jump in with drawing a lot of inspiration from the panel today and the journeys that companies that are more advanced than we are today at Publicis Sapien. I think one thing that really strikes me is to prepare for the long game, I think. Thematically that is something that has come out as we think about hard programme management around lining up a roadmap that has measurable, tangible actions towards enabling and honouring this intent. I read quite a bit about too often the right intent is there but it manifests itself into being a communication strategy, not an action plan. So as far as what we're going to do, I think it is draw equal parts inspiration but intimidation, and for me at Publicis Sapien, if we're intimidated and recognise the size of the mountain that we have to climb, I think that is a healthy disposition for us because it shows the seriousness. So we are in the understanding and evaluating stage on the continuum and we look really forward to graduating up to the engage and empower facets of this roadmap. I know from some conversations, for instance with Mike from T Mobile, that there will be great help along the way and offers to help, and we're going to need it, but that is the way we think about planning for the long game.

MARK SMITH: That's fantastic. Good to hear from Publicis' perspective since I'm there too. I'd like to see if anyone else would like to add in.

KELSEY HALL: Mostly, I saw a question come through. Is it ok if I jumped in on that really quick. It segways into the stuff we're doing. There is a question in the chat about individuals and facilities, disabled people who because of a certain percentage number a lot of organisations don't put this higher on their priority list. I just wanted to mention that many of you may or may not know from the inclusion design centre in Toronto, an author wrote one of my favourite articles and I will ping it in the chat. Then does it go to everybody? Ok, perfect. She wrote an article called Inclusive Design, the Bell Curve and the Virtuous Tornado. I wanted to mention that because it addresses the idea of innovation and companies love the word "innovation" but companies are constantly innovating for the 80% of people. So I wonder is that actually innovation if we're constantly designing for the same people that we always have? So she really addresses that idea of the 80/20 principle and when we fell short as companies and institutions and ignoring the 20% because I think it was Mike's point earlier that really innovation lies in the 20%, that is where new things happen because they have to because the world is continuously built leaving them behind. So I'll point to that article in the chat because it has a sort of truth for myself. It has been a point of education for those around me, and I think it leads into the conversation about what is McDonalds doing and my background, I'm grateful it is education because I do believe that most people when they say disability they think of it from a very medical space. They think of it from a medical model of understanding and there is a social aspect to disability that plays into the idea of culture and it plays into the idea of humans and humanity and I think that is really important because humans do better when they know better, right. When we have education behind us, when we really, truly understand we can move forward with that understanding. We have a sense of a charge at McDonalds. We prioritise education in this space and we do that because we want to have a common language to talk about these things to save asking questions, and engaging because that is where growth happens because in that discomfort, in that initial confusion and the space of learning, so one of our mottos at McDonalds is, when we know better we do better, and we take that to heart through education. We have a disability inclusion group that continues to grow and we spend a lot of time celebrating disability. Someone said we have to celebrate uniqueness that comes from disability because diversity in all forms is really what makes our humanity interesting. So I think when we celebrate World Disability Day, which happened in November, we came together to really learn, and Microsoft was a part of that, and so

there is a lot of great cross over between companies working together to learn from one another and to also share and just talk about where things are hard and, you know, we also had accessibility awareness day in May. My team addressed ableism and disability inclusion and how everyone plays a role in all those things and how we can change the conversation so we are constantly listening to our customers, we are looking forward to more and more journey information and testing things, as Axel was talking about. We're engaging in critical research to understand our users and to understand what is working and not working. As technology changes it is that constant education. We have to continue to grow and follow that idea of doing the right thing for the right reason and yes, I believe in road maps and all those things but you can't get a roadmap that makes sense until you understand why you are doing it in the first place, so that is like the cart before the horse. What happened first? How do you build that and grow up on that and sometimes they do happen in parallel but my team, the accessibility team can't own it because once we own it, that means that it all falls apart. So we're constantly trying to say we all have a part in this, we are all a part of this journey, just like anything else and I'm really, it is a call to action to say the diversity and inclusion world needs to talk about disability because of intersectionality that exists here. So I'm really looking forward to seeing a push in that space to include disability as part of the conversation. Those are my thoughts.

MARK SMITH: That's fantastic Kelsey. I had a little continuation on what you were saying about the 80/20 rule. I'd like to see if any of the panellists, there is an idea of greater diversity in thought and understanding and problem solvers. People with disability tend to have strong problem solving capabilities so if we are embracing that 20%, has anybody experienced any of that 20% innovation in their organisations? That is open to anybody.

AXEL LEBLOIS: Often we consider disability as extreme users. If you can satisfy your extreme users you make the experience for everyone better. A few years ago none of the features that you find on android, iPhone or personal computers, Microsoft writing systems, were there. For the past however many years it has become a driver in the market place. More accessibility features every year, so it shows for instance, if you take a regular user today, some of the stuff you may be using with your mobile phone came from steps taken for persons with disability, such as voice over, speech recognition, mobile phone and so on

and so forth. They were initially started by Apple. Now everyone is lining up on those innovations as benefits everybody. It is a great source of innovation.

MARK SMITH: Thanks Axel. Mike, Jodie, would you like to add to that?

JODIE GREER: The only thing, pressing point, I wanted to come back to the thing on disability and actually getting it on the agenda, because I'm conscious we're running out of time. It is so true because often it is this scary space because nobody wants to be offensive or get it wrong and it can be quite personal. And I would say that is something that absolutely needs some accountability and it needs a real emphasis, explicitly, not kind of hidden or circumvented but explicit focus in that space. I know it is slightly off piste but it is something that is mentioned already but it is important that we get better at it. It is culture that I mentioned earlier but if we can encourage people to be themselves, and attracting talent, a lot of people don't really get that and don't really understand if that talent pool is something that is going to bring the value they need. It is a but also it is retention. A lot of people have that "It won't happen to me", so when you can share stories from people who didn't have a disability, to now, illness, accident, whatever the reasoning it helps people resonate. They don't want to lose their talented people so there are so many different tracks to take it, but it is so important that that awareness gets in there first. A lot are very commercially driven and there is a commercial benefit to having a far more inclusive and diverse workplace.

MARK SMITH: I can see that. The messages, looking at the 80/20 diverse idea, if we look at that 20% we actually do good for society. I've got one last question left and I'm going to ask Mike. Mike, we've got a last couple of minutes. From your perspective, what are your three personal commitments to making your organisation more inclusive and diverse with regards to disability?

MIKE ELLIS: Good question, thank you. I'll be brief. Remember that working in accessibility space takes a lot of patience, so I recommend you take a lot of patience, pills, make sure we get through this together. Two, you absolutely have to hire people with disabilities and that really has become over 30 years in T Mobile our secret resource success. Check our egos at the door because you get into this space you can't have this attitude that you know it all because you don't. Check your ego at the door. Listen, learn, make mistakes. Do the best you can and improve that journey. It is an important part of the process.

MARK SMITH: Mike, fantastic. Thanks very much. We do have three minutes left so I'm going to open that question up to somebody else on the panel as well if they would like to add in and then we can wrap up.

AXEL LEBLOIS: Quick story. A few years ago we did a major conference at the UN and someone from Europe, and it was all about digital accessibility and accommodation and I asked the person, thank you so much for coming, may I ask you what motivated you to come. And she said well my company is very involved in employing persons with disability. We're in the nuclear engineering business. What is the primary motivation? Well, certainly we see the moral benefit and the value of disability inclusion in the company but really it is we are a very competitive market place. Our engineers are constantly poached. We recognise that engineers with disabilities don't leave the company and for us it is an enormous benefit that someone is committed to our organisation.

MARK SMITH: Oh wow.

JODIE GREER: Can I add?

MARK SMITH: Was that Jodie?

JODIE GREER: I wanted to add a really quick point. One thing that is really important that you actually enable people to enable everyone. It is fantastic with awareness and fantastic stating the facts that of course disability, inclusion, accessibility, both very valuable. Really essential. What does it mean and how do people achieve it? So I think making sure that information gets out, guidelines, standards, whatever way you frame it in your own organisations so that people understand how to achieve it because we talked about it being daunting, it can feel that way. So the simpler you make it for everyone and the quick wins, they can see how they can really make a change and make a difference, that is really going to help culturally. I keep saying that word. It is really going to help to drive because when people see it is absolutely achievable and they too can make a difference. Most people are really good, to be fair, but you need to help them out.

MARK SMITH: Jodie, thanks very much for that, folks. We're at the end of this, it is a wrap. Thanks very much to our panelists. I really appreciate you sharing your experience. I learnt a lot. Thanks to those who listened today and posed some questions. We didn't get to a lot of them, but hopefully some insights into improving our environments and society overall. I

hope everyone joins us next year because we'll do this again, and on that note, I hope everyone has a great day, or evening.

KELSEY HALL: Thanks everyone.

JODIE GREER: Thank you.