



The disability inclusion imperative

Companies that lead in disability inclusion drive more revenue, net income and profit. We dug deeper to look at the reasons why—and what all companies can do next to become disability inclusion leaders

A research report produced jointly with



Preface

In 2018, Disability:IN and Accenture published a landmark report on the state of disability inclusion at work in the United States. [Getting to Equal: The Disability Inclusion Advantage](#) documented the business case for hiring persons with disabilities and offered guidance on how to advance inclusivity efforts. The results took the business world by surprise, elevated disability in the conversation about corporate diversity and contributed to the growing body of literature on the importance of diverse workforces.

Much has happened since then, including a global pandemic, significant changes in geopolitical dynamics and major technological advances. But we are happy to report that in the past five years **the business case for hiring persons with disabilities has become even stronger**. Specifically, companies that have led on key disability inclusion criteria during that time have realized: **1.6x more revenue, 2.6x more net income, and 2x more economic profit than other participants in Disability:IN's annual benchmark survey.**¹ They are also 25% more likely to outperform on productivity compared to their industry peers that have not participated in the survey, measured as revenue per employee. They also receive twice as many positive reviews related to aspects of disability inclusion than industry peers on Glassdoor.^{2,3}

However, the percentage of these leading companies has remained relatively consistent over this five-year period even though the number of companies that participate in the survey has more than doubled. In 2018, 32% of the **140** companies we studied qualified as leaders; in 2023, with **346** companies participating, that figure had dropped slightly to 30%. Interest in disability inclusion is clearly increasing, but actions have yet to catch up.

Importantly, though, our research this year also dug deeper into the specific challenges companies face when striving to improve disability inclusion. They include a lack of disability disclosure at the board and executive level and incorrect assumptions about the cost of inclusion.

How we define disability

Our survey categorized respondents as persons with disabilities if they reported that they have difficulty performing day-to-day activities (e.g. walking, communicating, hearing, seeing even if wearing glasses) because of a mental, intellectual, sensory, or physical health condition that has lasted, or is expected to last, at least six months. Since 80% of disabilities are acquired between the ages of 18 and 64, it's crucial to remember that anyone can become a person with a disability at any time; there is no "us" and "them."

With this information, we developed a framework to help business leaders address these challenges. We call it the “A List” because of its five parts: Access, Awareness, Advocacy, Action, and Accountability. We introduce the framework, supported with case examples, in this report.

We encourage readers to use the A List to become more intentional about disability inclusion. We also encourage readers to consider this report a call to action for companies, shareholders, product developers, business analysts, stewardship professionals and investors. Disability inclusion matters enormously. Understandably, it is a material lever for improving financial performance. But more important are the benefits that accrue to the communities in which inclusive companies operate and to the consumers they serve.



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Table of contents

01 Disability in the
US workforce

02 Stronger than ever: The
business case for including
persons with disabilities

03 The cultural challenge
to inclusivity

04 The A list framework
to foster and facilitate
disability inclusion

- Broaden **Access**
- Raise **Awareness**
- Foster **Advocacy**
- Integrate **Actions**
- Ensure **Accountability**

05 Prioritize disability inclusion
to embrace the full power of
collective differences

06 About the
research

07 About Accenture/
Accenture research

08 About our
partners

01

Disability in the US workforce



An improved employment outlook for people with disabilities

In July 2018, 29% of working-age people with disabilities were employed. Fast forward to July 2023 and the employment rate has increased to 37%.⁵

Disability employment in the US in 2018 and 2023⁴

	2018	2023
Total population of persons with disabilities	29.9 million	33.9 million
Persons of working age with disabilities (16-64 years)	15.1 million (51%)	17 million (50%)
Persons of working age with disabilities who are employed	4.4 million (29%)	6.3 million (37%)

Notably, most of the progress in employment among persons with disabilities has occurred since February 2020, the beginning of the pandemic. In February 2020, the US Bureau of Labor Statistics reported that 31% of persons with disabilities of working age were employed. In 2023, that figure increased to 37%, a 6% increase since the pandemic began.⁶ The reasons for this acceleration are likely varied, including for example an increase

in remote work opportunities (making it easier to participate in the workforce), as well as an increased overall awareness and understanding of digital accessibility and inclusion in the hiring process.

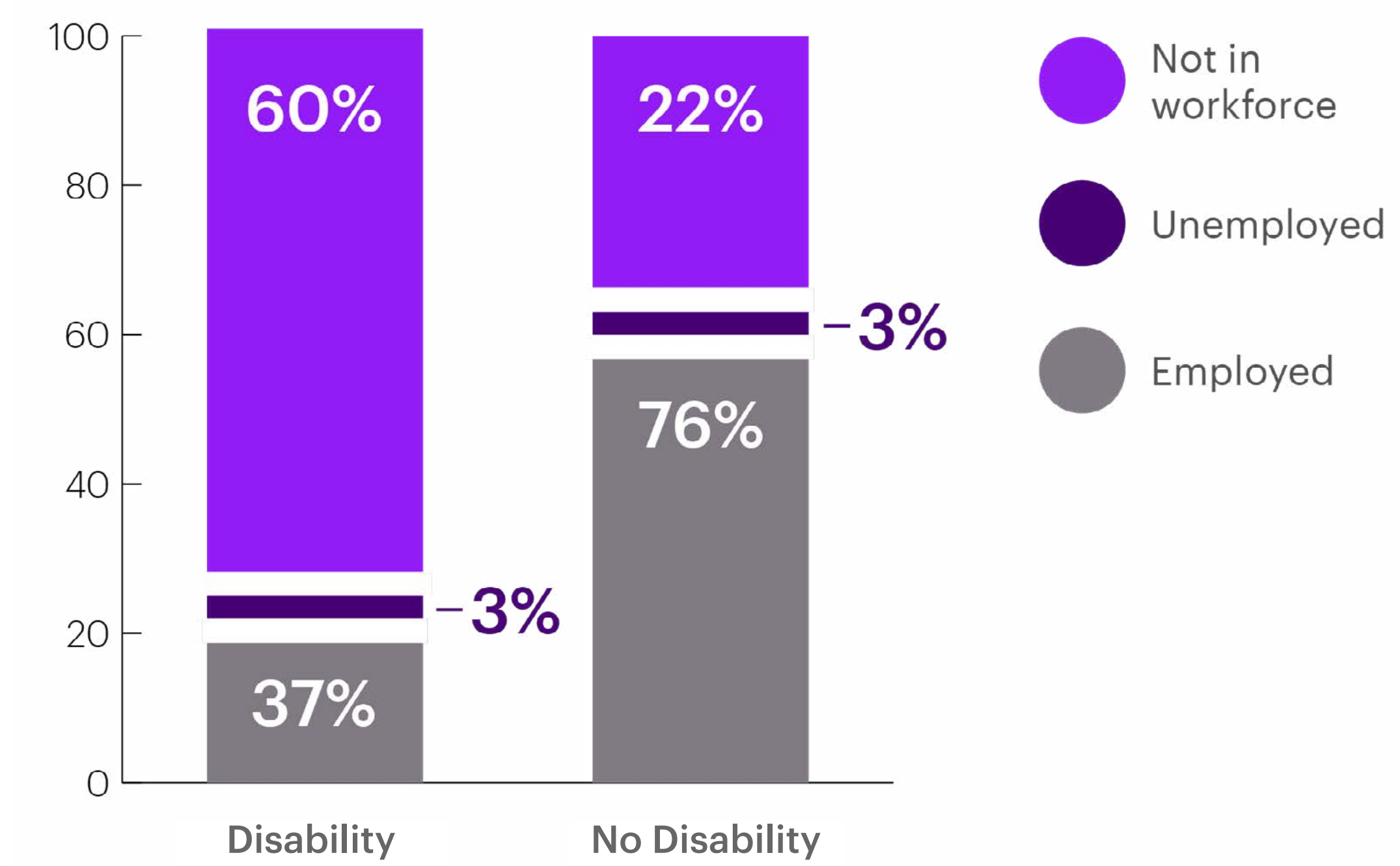
However, serious gaps persist when comparing employment levels of people with and without disabilities.

Employment comparison
of persons with and
without disabilities

Major gaps persist

Despite the increased employment rate of persons with disabilities, the labor force participation rate for persons with disabilities in 2023 is approximately *half* that of their counterparts without disabilities.

Population (between 16 and 64) by labor force status and disability status, July 2023⁷



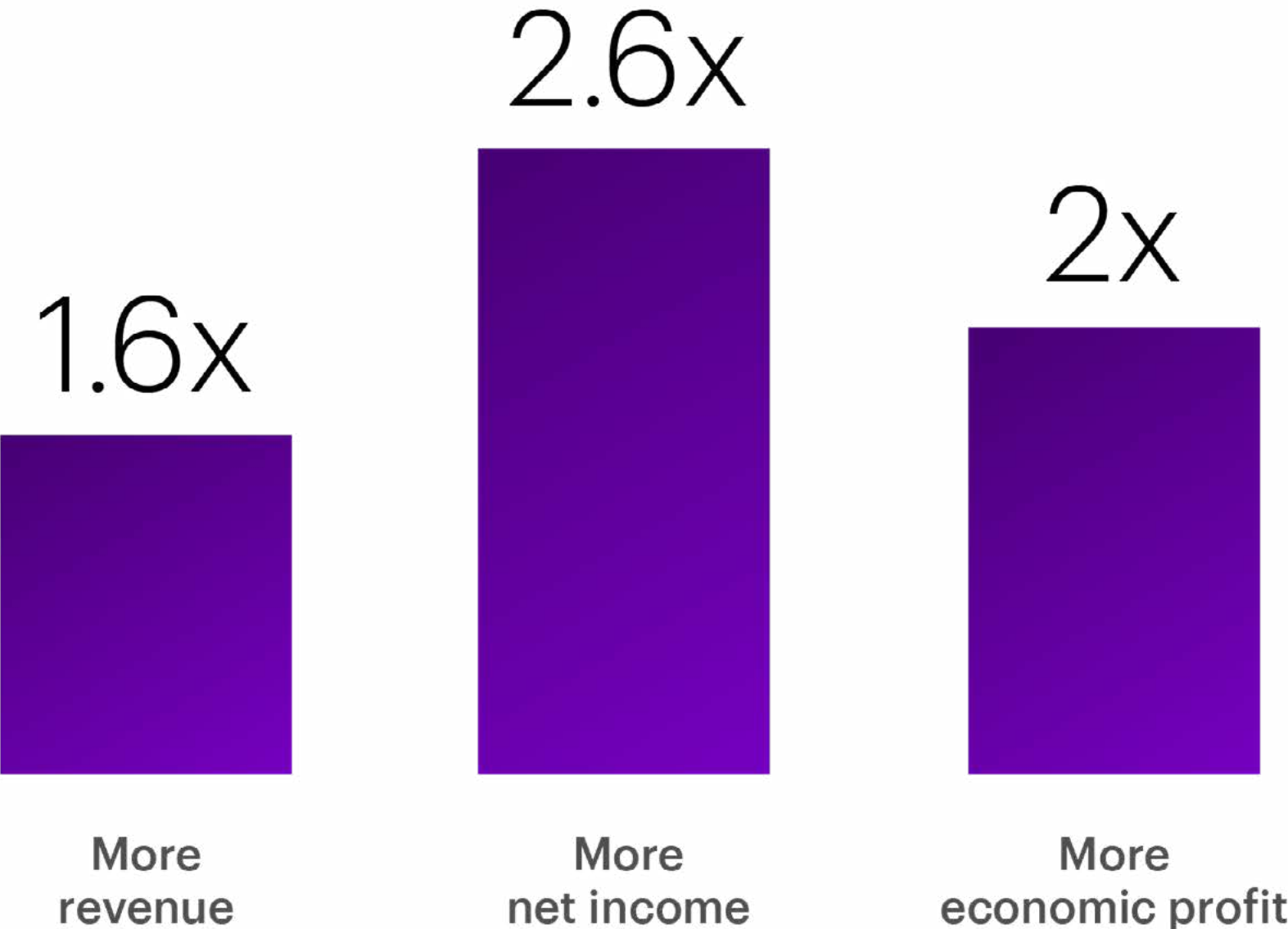
02

**Stronger than ever:
The business case
for including persons
with disabilities**



Financial performance and disability inclusion today

Disability Inclusion Leaders (see box) realize marked business gains over other participants⁸



How we identified Disability Inclusion Leaders for this study

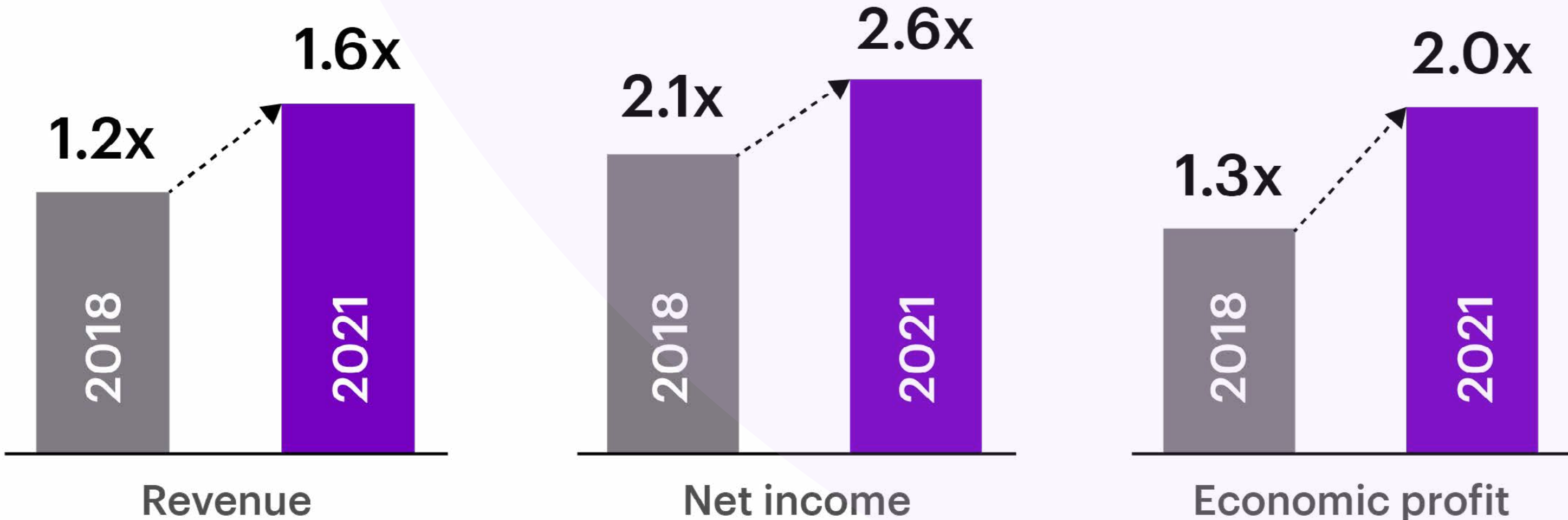
Disability Inclusion Leaders are best-in-class companies that stand out for their leadership in areas specific to disability employment and inclusion. These companies make substantial efforts on behalf of persons with disabilities, modeling the “next level” for companies that are already successfully working to improve their inclusivity. More specifically, Leaders go above and beyond in key categories of disability inclusion, including culture and leadership, enterprise-wide access, employment practices, community engagement and supplier diversity (see “About the Research” for more detail).

Financial performance and disability inclusion: The gap between Leaders and other participants has grown

Leaders enjoy greater financial benefits today

Leaders earned 1.2x more revenue in 2018. In 2021 Leaders now earn 1.6x more revenue than other participants.

2018 and 2021 financial gains by Leaders compared to other participants⁹



Productivity gains and disability inclusion

Leaders outperform industry peers on productivity¹⁰

Disability Inclusion Leaders were significantly more likely to outperform their industry peers on productivity (measured as revenue per employee).

Leaders



Industry peers



Leaders are more likely to outperform industry peers in productivity by **25%**

Among companies that improve disability recruitment, hiring and retention, qualitative benefits also accrue:

... within workforce culture

The lived experiences of persons with disabilities often inform unique perspectives on problem-solving and innovation. This can broaden and deepen team and cross-functional discussions and foster increased creativity.

... for overall retention and engagement

When companies intentionally foster a culture that embraces inclusion, they cultivate a more positive and supportive work environment overall. These qualities contribute to higher retention rates, less turnover and greater productivity.¹¹

... among customers and market opportunities

Estimates hold that people with disabilities in the US have nearly half a trillion dollars in disposable income (not including their family, friends and advocates). Capitalizing on this underutilized consumer base opens new doors for product development and market reach.¹²

... for diverse procurement and disability-owned businesses

There are nearly 2 million business owners with disabilities in the US.¹³ By actively seeking out diverse suppliers, companies not only promote economic opportunities for disability-owned businesses but also contribute to the growth of a more inclusive marketplace.

Case in point:
**Inclusivity in Marketing and
Product Design at Microsoft**

Microsoft has consistently demonstrated a commitment to disability inclusion in its approach to the product lifecycle. The company's inclusive design approach promotes accessible software, hardware and services that are accessible to a wide range of users. A few examples include the Xbox Adaptive Controller, Immersive Reader and Surface Adaptive Kit, all of which were designed with, by and for, users with disabilities. Microsoft also shares its learnings with others by publishing resources such as the Inclusive Design Toolkit for Cognition.

Disability inclusion efforts reflected in employee reviews

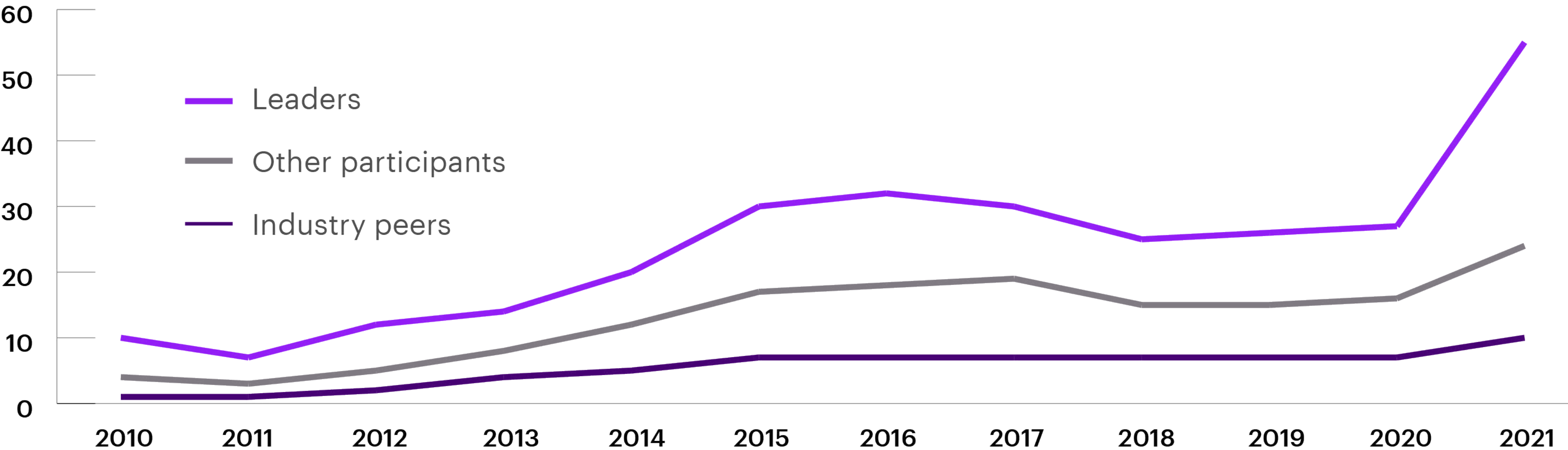
Glassdoor, a US-based subsidiary of Japanese Recruit Holdings, is a website where individuals can review and rate their current and former employers. Between 2010 and 2021, the reviews of companies that participate in Disability:IN's annual survey (the Disability Equality Index or "DEI") mentioned disability inclusion in the workplace 5x more than reviews of their industry peers. This indicates that employees are paying attention to their company's efforts to become inclusive—and monitoring their progress.



Notably, these same organizations received 4x as many positive reviews related to disability inclusion when compared to their industry peers, signaling a positive relationship between DEI participation and employee recognition of their inclusivity efforts and advocacy.

Our study also found that Leaders enjoy generally greater positive recognition on Glassdoor, with a 7.5% higher sentiment score compared to industry peers and a 6% higher sentiment score compared to other participants in 2021.

Employees are increasingly prioritizing disability inclusion when evaluating employers - measured as average disability inclusion-related mentions per company in Glassdoor reviews¹⁴



03

The culture challenge to inclusivity



The culture challenge

In a previous global survey of more than 5,000 individuals, Accenture research showed that 76% of employees with disabilities do not fully disclose their disabilities at work (e.g. to HR, colleagues and supervisors/managers).

That percentage increases at the leadership level, where *80% of C-suite executives and their direct reports who have disabilities do not disclose them.*¹⁵

This is an organizational culture challenge, as interviews conducted as part of that research revealed. The reasons employees cite for not disclosing are rooted in fear. They include fear of backlash in the form of limited opportunities for growth and fear of being compelled to take on unfulfilling roles.

These reasons may be difficult to accept but companies need to take them into consideration. When employees with disabilities are reluctant to disclose, the organization is deprived of critical information that could advance inclusivity. With increased disclosure comes a greater opportunity to take meaningful steps to ensure that inclusivity is seen and felt throughout the organization.

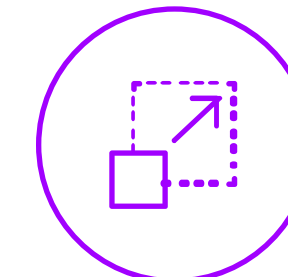
The difference between self-disclosure and self-identification of disabilities also warrants close attention. Strikingly, a [2023 DEI report](#) finds that just 4.6% of employees self-identify their disability status with employers. The disparity between this figure and the ones above underscores the complexity of the issue. While self-disclosure is a personal and often private matter, self-identification is a formal procedure that can directly inform company policy and compliance measures.

04

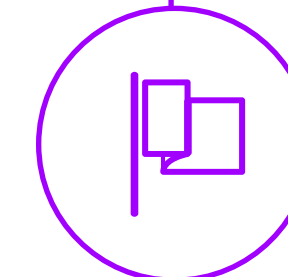
The A list framework to foster and facilitate disability inclusion

Our five-part framework of imperatives fosters a truly inclusive and diverse work environment.

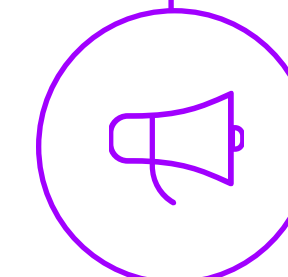
We call it the A list, which stands for: Broaden **Access**, Raise **Awareness**, Foster **Advocacy**, Integrate **Actions** and Ensure **Accountability**.



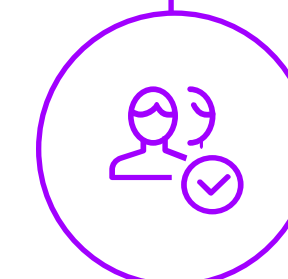
Broaden **Access**



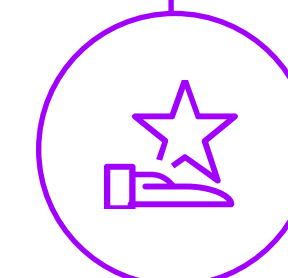
Raise **Awareness**



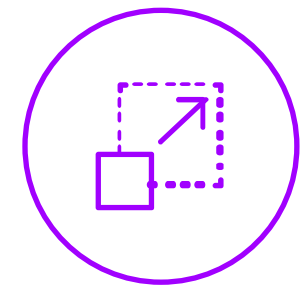
Foster **Advocacy**



Integrate **Actions**



Ensure **Accountability**



Broaden Access

Access emphasizes the importance of removing barriers and providing equal access to employment opportunities for individuals with disabilities, including recruitment, hiring and career advancement. It encompasses creating physical and digital accessibility to ensure that individuals with disabilities can fully participate and contribute to the organization's activities.

What might this look like? Emerging effective practices include creating and scaling dedicated initiatives to improve access, as well as creating a single source of information and help for job applicants.

Recommended practices also include integrating accommodations to serve all employees, such as flexible work hours, tech-powered apps to read documents aloud and secure ChatGPT-powered supports. See “Inclusive technologies by design” sidebar (next two pages) for more detail.

Inclusive technologies by design

Newer and emerging technologies are excellent sources of support to advance disability inclusion. Advanced data analytics and AI-powered platforms can offer accessible and inclusive application processes when developed and used [responsibly and ethically](#). Vervoe, for example, allows job candidates to demonstrate their skills through AI-powered simulations and offers accessibility support and accommodations through its help center.¹⁶



It's important to recognize, however, that these technologies *are only inclusive when they're designed that way*. When companies miss opportunities to address inclusivity at the earliest stages of tech development and must instead retrofit to fix barriers to inclusivity, the costs can be significant. According to the Centre for Inclusive Design, "the relative cost of retrofitting a product or service to become inclusive will increase significantly over time and can reach up to 10,000 times the cost of making it inclusive by design."¹⁷

How can companies ensure that inclusivity is factored in from the start? As Laurie Henneborn wrote in her August 2023 Harvard Business Review article, "Start with the people who are designing the human-computer interactions that involve generative AI. Improve their knowledge of inclusive, [human-centric design principles](#) that take persons with disabilities into account. Remember that disability is highly nuanced and diverse, so user research should be conducted with that in mind. By working alongside and collecting feedback from individuals with various types of disabilities and who are neurodivergent, you can ensure optimal, accessible experiences for all." The [article](#) also offers a list of basic requirements for inclusive interfaces.

Case in point: Broaden Access

Texas-based (US) Dell Technologies offers a strong example of how to drive inclusivity.

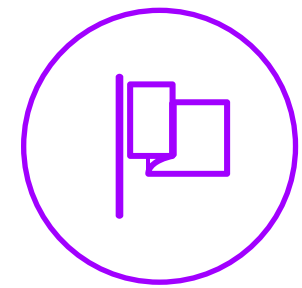
At Dell, neurodiversity career coaches play a dynamic role in the onboarding experience of neurodiverse new hires. Additionally, the company's career coaching partners, Horace Mann Educational Associates (HMEA) and the Arc of the Capital Area (Texas Disability Services for the Disabled and their Families), tailor support to meet any needs

the individual and their manager may have to ensure a successful work experience.^{18,19} Typically, coaching covers topics including but not limited to communication, team collaboration, socialization at work, executive functioning, time management, disclosure, accommodations, and self-advocacy. The career consultant will also provide guidance on where and how to access further resources and support outside of work.

Dell also aligns new team members to a mentor from its True Ability Employee Resource Group (ERG). These mentors help new team members get acclimated to life at Dell.

Meanwhile, **Dell's Assistive Technology Center of Excellence (CoE) aims to provide every employee with the power to reach their full potential.** Employees can privately request assistive technology from a specialized catalogue of offerings.

The Assistive Technology CoE manages a centralized IT budget covering assistive technology, training and support for any employee who requests it. The team provides this support confidentially and without the requirement of manager approval, funding or medical verification. The team also continuously evaluates the catalogue to ensure its tools and solutions are industry-leading, innovative, and up to date.



Raise Awareness

Awareness plays a pivotal role in shaping attitudes and understanding. By raising awareness about disabilities, organizations can foster a culture of empathy and respect, challenge stereotypes and promote a more inclusive mindset among employees.

What might this look like in practice? Ideally, it would entail a multifaceted approach. For example, the company might offer workshops, seminars or training sessions that educate employees about various

disabilities, their challenges and the importance of inclusion. In doing so, the company could ask employees with disabilities to become actively involved in these campaigns, sharing personal experiences and insights. Additionally, the company could promote inclusivity by highlighting success stories of employees with disabilities, showcasing their valuable contributions to the workplace.

Case in point: Raise Awareness

California-based Chevron, an integrated energy company, illustrates this idea.

Chevron's ENABLED (ENhancing ABilities and LEveraging Disabilities) Employee Network supports employees with disabilities and allies by providing resources, awareness and education for disability-related issues. At the time of writing, one of Chevron's 11 employee networks, ENABLED, has 17 chapters with 3,038 members located across 34 countries. In 2021, the ENABLED network hosted its first-ever global ENABLED Summit. This two-day disability awareness and education event

helped elevate and amplify the contributions, knowledge and experiences of people affected or touched by disabilities. Hosted as a live virtual event, each day featured informative sessions with speakers from within Chevron as well as representatives from disability-focused organizations. The summit was broadcast with live captioning and all sessions were recorded with transcripts to ensure accessibility. This biennial event was held again in October 2023, with two additional sessions aligned with the time zones of several international chapters to provide information tailored to their regions.



Foster Advocacy

In an environment where individuals feel comfortable disclosing their disabilities and forming employee networks, they will advocate for themselves and others. Organizations can then amplify their voices and ensure their perspectives are heard. Establishing Employee Resource Groups (ERGs) dedicated to diversity and inclusion is one way to support them. Such ERGs foster a sense of belonging and empowerment and that quality will become known

outside the organization, which will help to attract more people who desire an inclusive workplace.

A follow-on activity could involve seeking collaborative partnerships with disability advocacy organizations, specialist recruiting firms and other companies that are on their own journeys to advance disability inclusion.

Case in point: Foster Advocacy

Bank of America's disability advocacy program encourages all employees to join and progress through four learning levels that offer a flexible and comprehensive learning path on disability inclusion, neurodiversity, accessibility and language choices. It encourages employees to engage in the company's Disability Action Network (DAN) events and recruit colleagues to engage as well.²⁰ It also fosters support for

disability-focused non-profit organizations. By providing a platform for both, Bank of America's program showcases a dedication to creating a safe, supportive and diverse work environment.



Integrate Actions

Coordinating actions within a large organization is crucial to drive comprehensive disability inclusion efforts. By integrating various disability inclusion initiatives under a single umbrella, organizations can ensure that they work in harmony to create a more accessible and equitable workplace. This approach not only streamlines resources but also enables the organization to address multiple aspects of disability inclusion such as accessible technology, reasonable accommodations and awareness training in a cohesive manner.

Centralized coordination allows the organization to measure and adjust its disability inclusion strategies effectively, ensuring that it stays aligned with its overall diversity and inclusion goals.



Case in point: Integrate Actions

Accenture's disability and neurodiversity inclusion leadership council offers an example.

This council is a global group of Accenture leaders representing functions across the business including marketing, research, legal, technology, workplace, recruitment, learning, finance, procurement and operations. The council meets quarterly to review and report on disability and neurodiversity goals and progress across the company and fosters cross-team collaboration to enhance

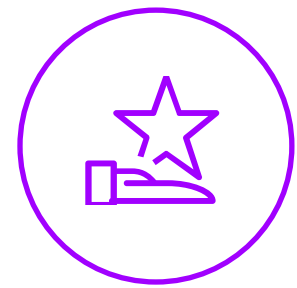
effectiveness. Members of the council play an active role in internal and external events to drive progress and support for continuous improvement. They also sponsor the company's award-winning Abilities Unleashed! Program, which is a dedicated development journey for persons with disabilities.

The council also discusses the growth and direction of Accenture's Disability Inclusion Allies network, comprised of more than 35,000 employees and leaders who are allies.

These allies are committed to promoting and advancing inclusion through intentional, positive and conscious efforts that benefit all employees and through formal, continuous learning. They also bring Accenture employees, supporters and friends together for networking, collaboration and mentoring activities that support inclusion. From an ERG perspective, the council connects disability network leaders from around the globe bimonthly to share best practices, develop individuals as ERG/Network leaders and seek input on plans and initiatives.

The council will also review and discuss the continuing maturity of Accenture's

Accessibility Centers and its Accommodation Support Tool. At the time of writing, the company has 34 Accessibility Centers, which provide a space where employees can test and experience accessible and assistive technologies. The goal is to ensure that every individual is able to do their work in the way that best allows them to contribute fully and with confidence. The Accommodation Support Tool, available in 43 countries as of December 2022, provides easy, private and personalized access to an array of services including assistive technologies, information about flexible work arrangements, sign language interpreters and screen readers.



Ensure Accountability

Closely related to integrating actions is ensuring accountability. Ultimately, to demonstrate their commitment and dedication to improving disability inclusion, organizations must be able to measure their progress and share what they learn. This means setting goals and tracking key indicators. These measures also serve to ensure that disability inclusion remains a fundamental aspect of a company's overall responsible business practices.

Incorporating ESG principles into their accountability frameworks is one clear step forward (see sidebar on the next page).

Walgreens Boots Alliance

This Illinois-based company has redesigned its annual bonus plan in the U.S. to include a disability representation metric. This move made Walgreens Boots Alliance the first in the S&P 500 to include disability representation as a separate, standalone metric within a disclosed incentive plan.²¹

The impact of 10-K regulations: Catalyzing a virtuous cycle of disability inclusion

By incorporating ESG principles into their accountability frameworks and publicly sharing outcomes, organizations can ensure that disability inclusion remains a fundamental aspect of their overall sustainability and responsible business practices. In this way, they can communicate their progress and engage stakeholders, including investors, employees and customers.

The disability inclusion imperative

When companies mentioned disability in their 10-K filings prior to 2020, they did so mostly in the context of employee benefits for persons who became disabled while employed.²²

But since November 2020, when the US Securities and Exchange Commission began requiring companies to provide a human capital overview in those filings, voluntary mentions of disability inclusion at work are notable.²³ Per Disability:IN's 2023 forthcoming report,²⁴ publicly reporting on disability is on the verge of transformation, as both market pressures and legislative modernization are driving disability data into workforce disclosures. In 2023 for example, 65% of the Fortune 500 reported on disability in their annual ESG,

04 The A list framework: Ensure Accountability

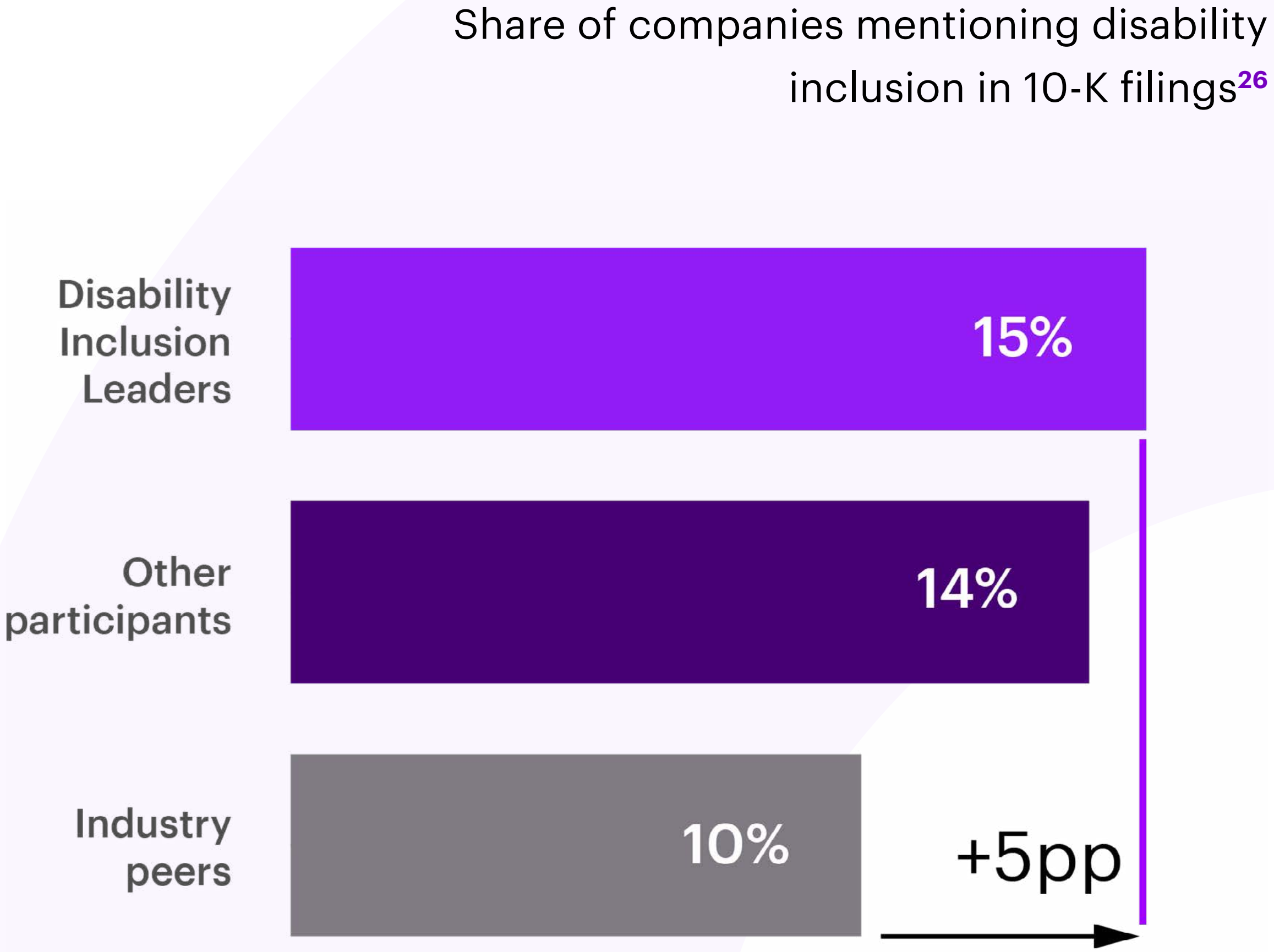
corporate social responsibility (CSR) or diversity, equity and inclusion reports. Over 20% of the Fortune 100 now disclose workforce participation statistics (based on employees' voluntary self-identification as having a disability).

Studying the overviews included in 10-K filings, we found that Disability:IN survey respondents lead their industry peers in mentions of disability inclusion-related factors. And DEI respondents' own mentions increased by 73% from 2018 to 2021. (Prior to 2020, when the US Securities and Exchange Commission began requiring companies to include human capital overviews in their 10-K filings, disability-related mentions pertained to employee benefits rather than to explicit aspects of inclusion and diversity.)²⁵

The disability inclusion imperative

04 The A list framework: Ensure Accountability

This bodes well in terms of readiness for further regulatory action and requirements, as governments increasingly recognize inclusive economies as a crucial imperative of sustainable business practices. A case in point is The European Union’s Corporate Sustainability Reporting Directive (CSRD), which oversaw the creation of new standards that mandate the collection and disclosure of data on workforce participation of people with disabilities.



05

**Prioritize disability
inclusion to embrace
the full power of
collective differences**



A remarkable transformation is underway as organizations amplify their efforts to propel disability inclusion to new levels.

Within the corporate realm, an intensified commitment to disability inclusion is poised to reshape the very essence of organizational culture. Companies that champion inclusion as an imperative and with unwavering resolve—including in their ESG frameworks—will undoubtedly cultivate an environment where authenticity, disclosure and self-identification are not only encouraged but celebrated. And as individuals

feel empowered to disclose their disabilities without fear of judgment, an atmosphere of trust and openness will flourish, propelling innovation.

In this vision of the future, disability inclusion becomes synonymous with progress and prosperity, attained as barriers crumble, understanding soars and innovation reaches unparalleled pinnacles.

It's attainable but it depends on us. It's time to discover and embrace the full power of collective differences.

About the research

This research is based on approximately 346 unique respondents of the Disability Equality Index between 2015 and 2022. In partnership with Disability:IN and the American Association of People with Disabilities, we analyzed three measures of financial performance: profitability (revenues and net income), productivity (revenue per employee) and value creation (economic profit) alongside the voice of the employee (Glassdoor reviews) and the voice of the company (10-K filings).

We applied econometric models to public and proprietary data to identify:

- 01** The link between disability inclusion policies and business performance in terms of profitability and value creation.
- 02** The difference between Disability Inclusion Leaders, other participants, and industry peers in business performance in terms of productivity.

We leveraged a combination of generative AI, natural language processing (NLP) and semantic text analysis to identify:

- 01** Trends and insights around disability inclusion in the workplace from an employee's experience.
- 02** ESG and disability inclusion coverage in 10-K filings by respondents.
- 03** Dominant themes which are most closely connected to employee experiences at work.

Persons with disabilities – definition

The Americans with Disabilities Act Amendments Act (ADAAA) defines a person with a disability as someone who has a physical or mental impairment that substantially limits one or

more major life activities; has a record of such an impairment; or is regarded as having such an impairment. The ADA was amended in 2008 and became effective January 1, 2009. The ADAAA requires a broader interpretation of disability by schools, testing agencies and employers than the original law. <https://www.ada.gov>

Our sample

Accenture Research filtered through unique applicants who participated in the DEI survey between 2015-2022 to identify 346 leading disability-inclusive companies who have publicly available financial data and Glassdoor data. Our sample includes companies from all the major industries but is primarily focused on the US market with 87% of respondents located in the US.

Disability Inclusion Leaders

Accenture Research assessed 346 leading disability-inclusive companies with select data from a seven-year sample of the DEI. The assessment revealed key differentiating factors, activities and best practices in 103 of the 346 companies (30%). All companies that participate in the DEI are already advancing disability inclusion. However, the 103 Disability Inclusion Leaders are those assessed as providing leading-edge disability programs and initiatives that can be potentially implemented by others.

Other participants

We refer to other participants in our analysis as companies that have participated in the DEI Annual survey between 2015-2022 who are advancing disability inclusion but are not identified as a Leader. There are 243 other participants in our analysis.

Industry peers

In our analysis, we compared survey respondents to 405 peer companies who have not participated in the DEI survey between 2015 and 2022. The peer group is defined by S&P Capital IQ's proprietary algorithm, which is based on five main components: (1) Revenue within similar ranges; (2) Industry (based on S&P Capital IQ classification derived from SIC code); (3) Amount of common equity analysts' coverage; (4) Available information on recent financial data; and (5) Company location based on macro-regions (e.g. Europe) and country GDP. Please note: peer companies cannot be Disability Inclusion Leaders due to a lack of survey data availability, which must be leveraged to determine whether a company is a Disability Inclusion Leader.

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The disability inclusion imperative

References

- 1 Hereafter, “other participants in Disability:IN’s annual survey” is referred to as “other participants” in the text and in charts.
- 2 A greater number of companies participated in the Disability:IN survey but were excluded from this analysis due to a lack of available data. See About the Research for more detail.
- 3 The companies that score highest on the annual survey are not automatically Leaders. To be classified as a Leader, a company must also meet the highest standards across key disability inclusion criteria. See “About the Research” for more detail.
- 4 Source: Accenture Research analysis based on data from Bureau of Labor Statistics, July 2018 & July 2023.
- 5 Accenture Research analysis based on data from Bureau of Labor Statistics, July 2018 & July 2023.
- 6 Accenture Research analysis based on data from Bureau of Labor Statistics, 2020 – 2023.
- 7 Source: Accenture Research analysis based on data from Bureau of Labor Statistics, July 2023.
- 8 Source: Accenture Research analysis across 346 companies (103 Disability Inclusion Leaders); 2015 – 2021. The results are significant at 5%. The test was based on a panel data regression model to account for temporal and industry variation with Glassdoor used as a control. See “About the Research” for more details around Disability Inclusion Leaders and other participants.
- 9 Source: Accenture Research analysis across 346 companies (103 Disability Inclusion Leaders); 2015 – 2021. The results are significant at 5%. The test was based on panel data regression model to account for temporal and industry variation with Glassdoor used as a control. See “About the Research” for more details around Disability Inclusion Leaders and other participants.
- 10 Source: Accenture Research analyses across 346 companies (103 Disability Inclusion Leaders) & 405 industry peer companies, 2015-2021. Productivity is defined as revenue per employee. All the results are significant at 10%. The test was based on a logit regression model to account for temporal and company size variation with Glassdoor used as a control. See “About the Research” for more details around Disability Inclusion Leaders and industry peers.

The disability inclusion imperative

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- 12 Disposable Income estimates focus on after-tax dollars. [Policy Panel on the Purchasing Power of People with Disabilities | American Institutes for Research \(air.org\)](#)
- 13 [Small Business Ownership by People with Disabilities: Challenges and Opportunities - National Disability Institute](#)
- 14 Source: Accenture Research analyses on over 1.6M Glassdoor reviews across 346 companies (103 Disability Inclusion Leaders) & 405 industry peer companies, 2010–2021. See About the Research section for more details around Disability Inclusion Leaders, Other Participants, and Industry Peers.
- 15 Enabling Change ([accenture.com](https://www.accenture.com))
- 16 [Vervoe](#)
- 17 [Centre for Inclusive Design](#)
- 18 [HMEA - Reach Out for Independence](#)
- 19 [The Arc of the Capital Area - Texas Disability Services for the Disabled and Their Families](#)
- 20 [Disability Action Network \(DAN\)](#)
- 21 In a first, Walgreens annual bonus plan to include disability rep metric. (chainstorage.com)
- 22 10-K filings are mandated annual reports detailing a company's financial performance.
- 23 SEC Adopts Rule Amendments to Modernize Disclosures of Business, Legal Proceedings and Risk Factors Under Regulation S-K. www.sec.gov.
- 24 Source: Disability:IN analysis from forthcoming report titled, On the verge: Disability and sustainability reporting, December 2023.
- 25 Accenture Research analysis on over 1.5K 10-K reports across 270 companies (81 disability inclusion leaders) who are identified as DEI applicants.
- 26 Source: Accenture Research analyses on over 1.5K 10-K reports across 270 companies (81 Disability Inclusion Leaders) who are identified as DEI applicants and over 1.8K 10-K reports across 269 peer companies; 2020–2021. See “About the Research” for more detail around Disability Inclusion Leaders, other participants and industry peers.

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About our Partners:

Disability:IN is a global organization driving disability inclusion and equality in business. More than 500 corporations partner with Disability:IN to create long-term business and social impact through the world's most comprehensive disability inclusion benchmarking and reporting tool, the Disability Equality Index (DEI); best-in-class conferences and programs; expert counsel and engagement; and public policy leadership. Disability:IN's Supplier Diversity Program is the nation's recognized third-party certification program for disability-owned businesses, including businesses owned by service-disabled veterans.

To learn more, visit [**www.disabilityin.org**](https://www.disabilityin.org)

The American Association of People with Disabilities (AAPD) is a national disability-led and cross-disability rights organization. AAPD advocates for full civil rights of the millions of Americans with disabilities. We do this by promoting equal opportunity, economic power, independent living, and political participation.