The most comprehensive benchmarking tool for disability inclusion in business

A joint initiative between the American Association of People with Disabilities (AAPD) and Disability:IN®

Learn more at www.DisabilityEqualityIndex.org
After near-constant disruption from the global pandemic, uncertain economic conditions, and ongoing labor shortages, today’s corporations have demonstrated resilience and creativity as they strive to make their workplaces better for everyone.

As the post-pandemic reality sets in, the battle for talent remains top of mind for many business leaders. Job openings remain at record highs, with over 11.4 million vacancies in the U.S. workforce alone. Skilled industries like healthcare and technology face worker shortages globally.

To adapt to today’s reality and stay competitive, companies need to think creatively about hiring, developing, and cultivating talent. They need to invest in their pipeline, minimize biases, be open-minded about who is qualified, and be more attentive to what a candidate is looking for in their next position.

Now more than ever, people want to work where their contributions are valued, where diversity of thought is celebrated, and where they can be part of an inclusive culture characterized by a sense of belonging. Today, job seekers are more attuned to a company’s values and commitment to social purpose. They care about how companies embrace diversity and empathize with the human experience.

DISABILITY INCLUSION AS AN ESG TOOL

Disability inclusion in environmental, social, and governance (ESG) criteria must be a priority for investors and companies. ESG criteria are a set of standards for a company’s operations that socially conscious investors use to screen potential investments.

As part of ESG, investors and executives are increasingly demanding information on disability inclusion efforts to make informed decisions. Disability inclusion in ESG is key to not only closing the inequality gap faced in the workplace by individuals with disabilities, but also increasing the long-term value of companies and returns to shareholders.¹

Disability:IN and AAPD worked with a group of investors with over $2.8 trillion in assets under management to sign the Joint Investor Statement, which calls on the companies they invest in to take steps to create an inclusive workplace for people with disabilities.²

To date, over 115 CEOs have signed Disability:IN’s CEO Letter on Disability Inclusion, urging their fellow Fortune 1000 executives to join them in participating in the DEI.³

¹ Accenture, Getting to Equal: The Disability Advantage.
² “Global Investor Group Representing $2.8 Trillion Appeals to Companies to be Inclusive,” Disability:IN.
³ “CEOs are ‘IN’ for the Disability Equality Index,” Disability:IN.
Disability Equality Index 2022

Companies should weave disability inclusion into everything they do to prepare for the future of work. Now is the time to go beyond elemental practices and engage in progressive practices that will allow businesses to create sustainable growth and impact.

The Disability Equality Index (DEI) can help initiate companies into the disability inclusive landscape, incorporate practices that facilitate inclusive workplaces, and set goals driven by inclusive values. Data from the DEI can help a company tap into an underutilized and undercapitalized pool of workers with disabilities and progress from accommodation to inclusion to genuine belonging.

Disability inclusion is also the next chapter of environmental, social, and governance (ESG) investing and corporate social responsibility. An Accenture report, “Getting to Equal: The Disability Inclusion Advantage”[^5], used data from the DEI to show that companies that champion disability inclusion perform better, have higher profitability, and stronger total shareholder returns.

Shareholders and investors are asking for corporate disability metrics so they have the information they need to decide what indicators matter for long-term value. As a result, many companies have used their DEI findings to develop a strategic plan to capitalize on ESG-driven opportunities that address disability inclusion and equity moving forward.

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[^4]: World Health Organization
[^5]: Accenture, Getting to Equal: The Disability Advantage.
The 2022 DEI illuminates the 415 participating companies’ evolving approaches to disability inclusion.

**PRACTICES THAT PROPEL DISABILITY INCLUSION**

- **Foundational Practices:** Considered the industry standard, these are measures that have been adopted by the majority of companies that took the DEI.

- **Emerging Trends:** These are practices that push comprehensive inclusion forward and are embraced by about half of the companies that took this year’s DEI.

- **New Imperatives for Success:** Moving the disability agenda forward from accommodation to inclusion, to belonging, these initiatives are embraced by a smaller subset of companies this year.
### Disability Equality Index 2022

#### DEI BY THE NUMBERS

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total companies</td>
<td>415</td>
</tr>
<tr>
<td>Companies with non-U.S. operations</td>
<td>318</td>
</tr>
<tr>
<td>U.S. based employees</td>
<td>14.9 million</td>
</tr>
<tr>
<td>Non-U.S. based employees</td>
<td>8.8 million</td>
</tr>
<tr>
<td>Industries represented</td>
<td>29</td>
</tr>
</tbody>
</table>

#### DEI GROWTH

<table>
<thead>
<tr>
<th>Category</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>% increase from 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total DEI Participants</td>
<td>247</td>
<td>319</td>
<td>415</td>
<td>30%</td>
</tr>
<tr>
<td>Fortune 1000</td>
<td>154</td>
<td>180</td>
<td>227</td>
<td>26%</td>
</tr>
<tr>
<td>Fortune 500</td>
<td>143</td>
<td>164</td>
<td>188</td>
<td>15%</td>
</tr>
<tr>
<td>Fortune 100</td>
<td>59</td>
<td>67</td>
<td>69</td>
<td>3%</td>
</tr>
<tr>
<td>Am Law 200</td>
<td>5</td>
<td>7</td>
<td>7</td>
<td>0%</td>
</tr>
<tr>
<td>New Participants</td>
<td>74</td>
<td>77</td>
<td>111</td>
<td>44%</td>
</tr>
</tbody>
</table>

#### MENTAL HEALTH MATTERS

One silver lining to the Covid-19 pandemic is that there’s now a broader social discourse about mental health and emotional well-being.

During Covid-19, non-disabled workers gained awareness of how ordinary work interactions can tax their physical well-being and mental health, highlighting the ways traditional working conditions have perpetuated inequity for people with disabilities for decades.

Companies now recognize broader wellness initiatives as a form of disability affirmation and inclusion and are implementing programs to make the workplace healthier, more balanced, and more accessible. The 2022 DEI shows 96% of respondents now offer their employees more flexible work environments, including hybrid and remote work options, and 85% now offer additional wellness benefits, often with wraparound human services, such as programs around sleep, nutrition, mental health counseling, fitness, and financial planning.

#### KEY TAKEAWAYS
**CULTURE AND LEADERSHIP**

- **60%** have company-wide external hiring goals for people with disabilities
- **30%** have a Senior Executive (within first two layers reporting to CEO) who is internally known as being a person with a disability
- **4%** of current employees self-identify as having a disability*

*Median percentage among companies that encourage and report self-identification numbers

**EMPLOYMENT PRACTICES**

- **96%** offer flexible work options
- **84%** provide wellness benefits beyond their mental health benefits
- **61%** make job interview candidates aware of the option to request an accommodation(s) for the interview
**Enterprise-Wide Access**

- **91%** require all U.S.-based locations to be accessible and usable by all people.
- **61%** have an accessibility expert who can resolve accessibility issues with internal digital products.

**Supplier Diversity**

- **74%** have expenditures with disability-owned businesses.

**Community Engagement**

- **88%** provided philanthropic support for a disability-related event or organization.
- **55%** have a plan to ensure that social media postings are accessible.

**Non-U.S. Operations**

- **77%** implement disability inclusion standards of non-discrimination for all employees outside of the United States.
The journey toward disability inclusion in the workplace starts with Foundational Practices. These are the elemental programs and policies a company needs to welcome and represent people with disabilities.

Foundational Practices include supporting disability-focused employee/business resource groups and ensuring reasonable accommodations for recruits, employees, and clients with disabilities. Other examples include signing CEO pledges to make disability inclusion an enterprise-wide priority, holding teams accountable for digital accessibility, and committing to including disability-owned business enterprises in supplier diversity spending efforts.

**EXAMPLES OF FOUNDATIONAL PRACTICES**

**CULTURE AND LEADERSHIP**
- **88%** have an officially recognized disability-focused Employee Resource Group (ERG) or Affinity Group
- **79%** have a written statement of commitment to Diversity & Inclusion that specifically mentions disability

**COMMUNITY ENGAGEMENT**
- **88%** provided philanthropic support to an external disability related event or organization in 2021
- **83%** have a formal program(s) in place to understand how to address the needs of the disability community

**EMPLOYMENT PRACTICES**
- **96%** offer flexible work options
- **91%** encourage employees to self-identify as a person with a disability
- **84%** provide a wellness benefit(s) that extends beyond their employee assistance program (EAP) or mental health benefits
- **79%** have employee retention and advancement programs that focus on or include employees with disabilities

**SUPPLIER DIVERSITY**
- **74%** had expenditures with disability-owned businesses in 2021
Once companies have established a strong foundation of disability inclusion, they can push forward with more comprehensive cultural inclusion. The 2022 DEI reveals how some companies are going beyond simply accommodating people with disabilities to actively seeking their talent and perspectives and celebrating their significant contributions to a diverse culture.

Companies instituting practices aligned with Emerging Trends rigorously evaluate their external digital products for accessibility and show a high commitment to community engagement with the disability community.

### EXAMPLES OF EMERGING TRENDS

#### EMPLOYMENT PRACTICES
- **66%** use the numerical data to track progress in hiring people with disabilities
- **61%** make all job interview candidates aware of the option to request an accommodation(s) for the interview
- **55%** have a centralized accommodations fund or budget margin for disability-related expenses

#### CULTURE AND LEADERSHIP
- **60%** have a company-wide external hiring goal(s) for people with disabilities

#### ENTERPRISE-WIDE ACCESS
- **62%** have a requirement to ensure digital products are accessible and usable by individuals with disabilities
- **54%** audit their external facing digital products for accessibility
- **50%** are investing in technology to advance digital accessibility

#### SUPPLIER DIVERSITY
- **53%** have a leadership-driven supplier diversity commitment

#### COMMUNITY ENGAGEMENT
- **70%** authentically market directly to the disability community
- **59%** supported or shaped disability-inclusion initiatives in 2021
- **55%** have a plan in place to ensure social media postings are accessible

#### NON-U.S. OPERATIONS
- **77%** have disability inclusive standards of non-discrimination in the workplace that apply to all employees outside of the United States

### EXAMPLES OF EMERGING TRENDS
The future of work must be accessible, diverse, and have a global reach. Companies that lean into progressively inclusive practices, rather than just primary-level ones, are well-positioned for sustainable growth.

New Imperatives for Success are the pioneering measures that will evolve the disability agenda from accommodation, to inclusion, to genuine belonging. They require leadership vision, strategy, and accountability to implement.

New this year, the DEI found that more companies are considering ways to make their leadership roles and corporate boards of directors more inclusive of people with disabilities, such as through amendments to their board nominating and governance charters.

MODERNIZING THE CORPORATE BOARD
The DEI Takes on Boardroom Representation

In 2022, the DEI benchmark began asking questions aimed at understanding board representation by people with disabilities. Companies are encouraged to seek out, appoint, and report on disabled board directors to achieve their board-level diversity requirements and ESG goals. These questions are not weighted, meaning they do not impact overall scores.

Q: Do the documents that govern nomination of Directors on your corporate board specifically mention the consideration of people with disabilities?

Yes: 42 (10%)
No: 349 (84%)
No, but plan to within the next year: 24 (6%)

Q: Does someone who openly identifies as having a disability serve on your company’s corporate Board of Directors?

Yes: 23 (5.5%)
No: 215 (52%)
Do Not Know: 177 (42.5%)

Q: If YES to previous question, does the company publicly disclose or report on this information?

Yes: 7 (1.7%)
No: 12 (2.9%)
No, but plan to within the next year: 4 (1%)
EXAMPLES OF NEW IMPERATIVES FOR SUCCESS

CULTURE AND LEADERSHIP
• 4% of current employees self-identify as having a disability*
• 40% review the aggregate engagement survey results for employees who have identified as having a disability
• 22% publish a diversity report(s) that includes data on employees who identify as having a disability
• 25% say disability inclusion is specified as a written component of diversity within the performance evaluations for senior executives
• 10% of documents that govern nominations of Directors on the corporate boards specifically mention the consideration of people with disabilities
• 6% have someone who openly identifies as having a disability serving on their company’s corporate Board of Directors and 2% of companies publicly disclose or report on this information

ENTERPRISE-WIDE ACCESS
• 36% audit their internally facing digital products for accessibility
• 40% have conducted usability studies to verify that the communications options work effectively with screen reading and other assistive technology

EMPLOYMENT PRACTICES
• 30% have a Senior Executive (within first two layers reporting to CEO) who is internally known as being a person with a disability
• 3% of new hires self-identify as having a disability*
• 45% have employees with significant disabilities who utilize supported employment programs
• 11% use services provided by disability-owned businesses to accommodate hard-of-hearing, Deaf, or Deafblind employees

SUPPLIER DIVERSITY
• 27% have a company-wide disability-focused goal(s) in place for supplier diversity and inclusion
• 21% require at least some of their prime suppliers to have expenditures with disability-owned businesses in their Tier 2 supplier diversity program

COMMUNITY ENGAGEMENT
• 37% have a smartphone app and have audited their app for digital accessibility

NON-U.S. OPERATIONS
• 42% have established chapters of their disability-focused Employee Resource Group (ERG) or Affinity Group

*Median percentage among companies that encourage and report self-identification numbers of new hires
40 motivated companies from 30 countries were part of this year’s pilot Global Disability Equality Index (GDEI). Most of the companies are multinationals, including 15 that are headquartered outside of the U.S. The GDEI establishes a baseline for inclusion that can be adapted to differing cultural contexts.

**TOP GLOBAL DISABILITY EQUALITY INDEX FINDINGS**

*Satellite locations need the leeway to implement company-wide policies and procedures in a way that makes sense for their culture and legal frameworks.*

Companies need an assessment tool to help them determine if their satellite locations are meeting their own, as well as industry standards, for inclusion. The GDEI provides that baseline assessment while leaving plenty of room for country-specific interpretation.

*More CEOs are interested in signing the CEO letter and making a public commitment to disability inclusion.*

Worldwide labor shortages have companies rethinking talent acquisition and looking for a new pool of candidates for unfilled positions. There’s increased demand for a global benchmarking tool to catalyze action around disability inclusion and enable companies to stay competitive. With their public commitments, CEOs are signaling a willingness to be held accountable for lasting, inclusive change.

*Satellite locations need in-country, local leaders who have lived experience with disability and/or are strong allies for the disability community.*

Strong in-country leaders are a better indicator of inclusion success than whether the satellite location is in a resource-rich country. Leaders who have lived experience with disability are able to point out gaps in company policies and seek out opportunities for positive change.

*Support from the C-suite + an active ERG + an in-country leader who is an ally are the best indicators for success.*

Collaboration between C-suite executives and a group of people who have lived experience with disability is a function of equity and a key factor in sustaining major gains for disability inclusion.
AMAZON LAUNCHES SUPPLIER DIVERSITY PROGRAM
Organizations with an Amazon Business Account can control their own supplier diversity to include disability. Account owners can select organizations of their choosing that are disability owned or that support the advancement of disability inclusion as their preferred suppliers.

CHEMONICS CHAMPIONS SELF-ID
In 2021, Chemonics launched its first Count Me In campaign to give employees the information they need to self-identify a disability (whether mental or physical), allowing staff to be counted and contribute to the larger culture of inclusion and accommodation company-wide.

INTUIT ADDS ASL SUPPORT TO QUICKBOOKS
Intuit’s QuickBooks team visited Mozzeria, a deaf-owned and operated pizzeria in San Francisco, to discuss the challenges of finding an accountant that communicates with ASL (American Sign Language). This led to Intuit adding ASL language support as an attribute to Intuit ProAdvisor accountant profiles.

SEPHORA PRACTICES INCLUSIVE HIRING
Sephora’s All Abilities Hiring Initiative is a structured nine-week paid program leveraging local advocacy groups and educational institutions to train and ultimately recruit talent with disabilities. Since launching in 2017, the program has provided employment opportunities to 246 candidates with disabilities.

STARBUCKS USES ASSISTIVE TECH IN STORES
Starbucks offers a free service called Aira in all U.S. stores. The Aira app connects blind and low-vision people to trained, third-party visual interpreters to assist with their orders. Starbucks also has store features to support their deaf and hard of hearing customers including live speech-to-text technology and order readiness boards.

TWITTER MAKES ACCOMMODATIONS EASY
Twitter provides accommodation training to all managers; has a centralized accommodation program in the US that’s coordinated by a trained and highly experienced team; and recently created a centralized accommodation budget to remove any financial concern that a manager may have from the consideration of an individual accommodation.
# THE 2022 DEI: WHY WE PARTICIPATED

<table>
<thead>
<tr>
<th>Company</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ALASKA AIRLINES</strong></td>
<td>“We understand the importance of ensuring disability inclusion is part of our Diversity, Equity and Inclusion strategy, not separate from it. The DEI will help us to build a roadmap by showing us where we can improve and grow.”</td>
</tr>
<tr>
<td><strong>ASTELLAS PHARMA</strong></td>
<td>“We are together on this journey to grow how we are supporting each other and our communities. We strive to ensure all talent is being recognized and given equitable opportunities to thrive. We are excited to be part of this Astellas family, working together to make a difference.”</td>
</tr>
<tr>
<td><strong>AT&amp;T</strong></td>
<td>“Participating in the DEI is more than just receiving a score. This recognition of our values and culture of inclusivity allows us to continue improving our commitment to advance people with disabilities.”</td>
</tr>
<tr>
<td><strong>BANK OF AMERICA</strong></td>
<td>“The DEI supports our efforts to influence and drive progress in disability inclusion efforts in financial services, the private sector and the communities where we live and work. We’re building a culture where our employees feel comfortable being who they are and with equal access to opportunities regardless of their disability.”</td>
</tr>
<tr>
<td><strong>BLUE CROSS &amp; BLUE SHIELD OF RHODE ISLAND</strong></td>
<td>“The DEI helps companies like ours make a positive impact on the unemployment and underemployment of people with disabilities.”</td>
</tr>
<tr>
<td><strong>CARGILL</strong></td>
<td>“Cargill participates in the DEI to not only validate the work that we are doing for disability inclusion, but also to learn where we still need to go. We celebrate our 100 score but also use it to say, ‘What more, what next?’”</td>
</tr>
<tr>
<td><strong>CITRIX</strong></td>
<td>“Our culture is strong, vibrant, and essential to how we work and serve our customers. We use the DEI to enhance our corporate culture, commit to corporate social responsibility, diversify our supply chain, and innovate our products and services.”</td>
</tr>
<tr>
<td><strong>EXPERIAN</strong></td>
<td>“This award signifies to the community that we are a place that is committed to disability inclusion. We’re proud we’ve risen from 90 to 100 this year. It tells us we’ve made progress, but there’s more to do.”</td>
</tr>
<tr>
<td><strong>GENERAL MOTORS</strong></td>
<td>“As a company, we have experienced first-hand the potential for innovation, sustainability, and business impact of disability inclusion. By taking more action toward our commitment, we will continue to do our part to bring about solutions as we move toward an all-electric future.”</td>
</tr>
<tr>
<td><strong>GOOGLE</strong></td>
<td>“Googlers with disabilities make critical contributions across the company. Through the findings taken from the DEI, we’re actively working to make Google a place where everyone can learn, grow, and have an impact.”</td>
</tr>
<tr>
<td><strong>RUSH UNIVERSITY MEDICAL CENTER</strong></td>
<td>“Achieving a top score of 80 for the fourth consecutive year reinforces that Rush’s disability inclusion policies and practices are our new ‘floor,’ while making it clear that we are still reaching and striving to achieve even more in the future.”</td>
</tr>
<tr>
<td><strong>UNDER ARMOUR</strong></td>
<td>“One of our priorities is to add disability as a key diversity dimension we track and measure in our diversity, equity, and inclusion goals. We’ll use these DEI results to build a roadmap to continue improving our disability inclusion efforts.”</td>
</tr>
</tbody>
</table>
To see the list of top-scoring companies and to register for the 2023 Disability Equality Index please visit DisabilityEqualityIndex.org

ABOUT THE DISABILITY EQUALITY INDEX®

The Disability Equality Index (DEI) is a comprehensive benchmarking tool that helps companies build a roadmap of measurable, tangible actions that they can take to achieve disability inclusion and equality. Each company receives a score, on a scale of zero (0) to 100, with those earning 80 and above recognized as a “Best Place to Work for Disability Inclusion.” In total, 335 companies were recognized this year.

The DEI is a joint initiative of the American Association of People with Disabilities (AAPD), the nation’s largest disability rights organization, and Disability:IN, the global business disability inclusion network, to collectively advance the inclusion of people with disabilities. The organizations are complementary and bring unique strengths that make the project relevant and credible to corporations and the disability community. The tool was developed by the DEI Advisory Committee, a diverse group of business leaders, policy experts, and disability advocates. Learn more at: www.DisabilityEqualityIndex.org.

ABOUT THE AMERICAN ASSOCIATION OF PEOPLE WITH DISABILITIES (AAPD)

AAPD is a convener, connector, and catalyst for change, increasing the political and economic power for people with disabilities. As a national cross-disability rights organization, AAPD advocates for full civil rights for the 60+ million Americans with disabilities. Learn more at: www.aapd.com.

ABOUT DISABILITY:IN®

Disability:IN is a global organization driving disability inclusion and equality in business. More than 400 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. Join us at disabilityin.org/AreYouIN #AreYouIN.
“This year’s Disability Equality Index shows us that there is a broad arc to the disability inclusion story. Across industries and sectors, we see more companies moving from accommodating people with disabilities to embracing inclusion as a corporate ESG value. Our data suggests the future of inclusion lies in reconfiguring corporate strategy to foster universal belonging. Disability:IN is proud to be at the forefront of this impactful movement.”

— Jill Houghton  
**President and CEO of Disability:IN**

“There is no single best way to practice disability inclusion, however, the companies taking the DEI share the desire to create a workplace that fosters the concept of bringing your whole self to the office. We look forward to working with all of the participants to help identify meaningful ways to build upon their current practices as we continue on the disability inclusion journey together.”

— Maria Town  
**President and CEO of AAPD**