

Financial Services

US

Sector Overview

Executive Summary > Overview

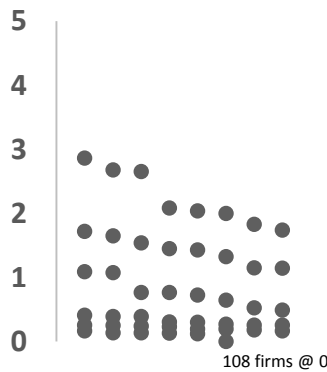
Top 3 Strengths

- Track record in Diversity ex-PWD
- NEW – ABLE Act platform for revenue
- Proven models to be scaled

Top 3 Weaknesses

- Little focus on customer experience
- Talent/recruiting efforts are poor
- Strong tendency to ‘compliance’

**TABLE A – Financial Sector Peer
RoD Results**



Executive Summary

There are 153 Financial Services companies that qualify for our United States universe of 1011 firms. 22 of these rank in the top 100 in the U.S.

The environment for Financials relative to disability has been dominated by firm-specific activity focused on diversity – as they are federal contractors well versed in affirmative action. Banks, leaders in establishing Employee Resource Groups (ERG), have yet to materially translate this into market-facing action. Historically banks lead other firms in these efforts. Firms must shift focus to the customer and disability market for material profit gains.

Bank branches are almost identical in terms of physical and service approach, with a focus on ADA compliance rather than customer experience. Online banking is under-utilized as a universal point of service. Signed into law in December 2014, the ABLE Act creates 529-like accounts for People with Disabilities (PWD) and their families for tax-sheltered savings. This represents an opportunity to serve customers with an asset pool of between \$150B and \$1T (depending on definitions and rules). A handful of money center banks have placed PWD in ads, with messaging centered on ‘challenged’ athletes – an approach whose brand-bonding benefits are unclear. The challenges ahead include differentiating products and getting the message and experience right to drive sales.

While U.S. banks lag their Canadian peers in recruiting, their diversity muscle is more developed. That infrastructure must be pointed at disability.

Overall, opportunity exists to build significant value in PWD markets by reaching out to customers and engaging in activities to grow market share.

Overall Result



Customer Result



Talent Result



Productivity Result



Sector Minimum

Sector Average

Sector Maximum

Financial Services

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The RoD Model > Capturing Shareholder Value

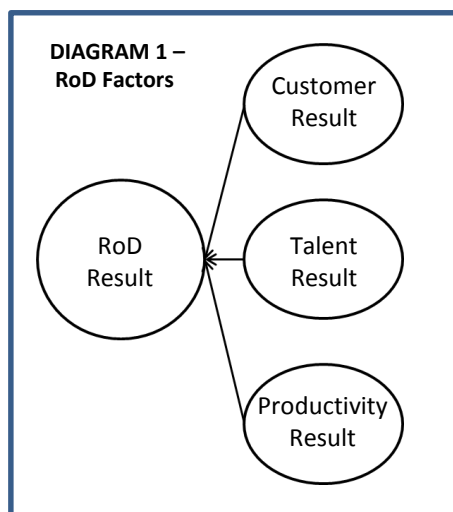
Cambridge Dictionaries defines shareholder value as “the total worth of a company to its shareholders”. Many things can increase shareholder value, such as new products and services, entering a new market, and streamlined operations. The basis of the Return on Disability model is to measure those activities relative to disability that add to shareholder value. Specifically, we identify actions that:

- 1) add to net revenue and/or
- 2) reduce ongoing operational costs

The 20 disability-related KPIs that RoD measures within organizations ultimately impact one of these two fundamental building blocks of value creation. We focus on value for one simple reason: to shift the disability paradigm from ‘added cost and effort’ to ‘added value’ by demonstrating the shareholder value of disability.

Customer – *Delighted Customers Lead to New and Enhanced Revenue Opportunities*

For most established brands, finding a new way to talk to a mature market is the Holy Grail. From a purely demographic point of view, 53% of the entire consumer marketplace is touched by disability. The value-add comes from the ‘halo effect’ of talking about inclusion, empowerment and innovation that comes from a focus on disability. Consumer-facing firms drive top-line growth by leveraging insights from PWD, refining messaging, and incorporating insights from disability to enhance the customer experience.



Talent – *Finding Great People and Keeping Them at Their Best*

The war for talent is real, and PWD represent a new pool to tap as part of the talent acquisition strategy. While the pool is real, it requires some effort to address. Understanding the space and connecting talent to core business goals are good first steps. Diversity recruiting has taught practitioners a few things: a) robust pipelines precede hiring; b) PWD must be attracted to the firm through brand appropriate messaging, and, c) done properly, the firm must be aligned internally on the rationale in hiring PWD. It is critical for companies to open their employee base to PWD in a robust way, which initially will be a high touch effort. Data and experience shows that this approach results in high productivity, higher quality and higher returns.

Productivity – *Leveraging Insights from Disability to Drive Efficiency*

Innovation is born from extreme environments, solving for a set of demands outside the norm. PWD do things in ways that “Joe Average” just does not think about. They are extreme users of technology and infrastructure. If one can solve for ‘extreme users’, one innovates applications for the average user. By empowering a line worker with one hand; who happens to have low vision, to reduce a 100 step process to 23 (simply because it is easier for her), it just became easier for all while removing complexity and cost from the operation. Firms acting in this area today are seeing efficiency gains in the area of 20%. This can also be applied to product development.