CHRISTOPHER LEE: The last session of the day! My name is Christopher Lee and I will chair this session on accessibility leadership. We have some leaders on stage today! Truly, this is full circle if you think about it from this morning when Caroline Casey came on stage and talked about this top down executive approach, you know, about getting the boards to buy in and The Valuable 500 level. Here we have on stage individuals that really have their feet on the ground, they know what that's like and we have an amazing opportunity to kind of get into their heads a little bit.

Now, I have to tell you that my background academically is psychology so if I start asking weird questions, pull back on me! This is a good time for us to really explore. We will start off with a video. Jenny Lay‑Flurrie from Microsoft couldn't be here and so we definitely want to bring that in in a moment. After this video, I will be posing some questions to the group about their thoughts about leadership and accessibility. We will do introductions but this time I will throw out some questions. A couple of you have been on stage already. Then we will open it up to the group. How does that sound to everyone? We will open it up with Jenny's video.

[SUBTITLED FILM]

CHRISTOPHER LEE: Let's give Jenny a round of applause. Except for the Marmite, says Christopher. There is a lot there to unpack, and I want do that for this conversation. For introductions, I'd like to ask how you all got into accessibility. I would like to know a bit about the day and the life of an accessibility leader in the field. I also want to know about ‑‑ I hope these are the questions you all want to know! I also want to know about the first time, big or small, that you left the office, you unplugged and you put your hand down on the desk and said, "Hey, we made something change today. Something happened within our organisation and I know I was a part of that and my team was a part of that." Can you give me some thoughts on those?

SARAH: I did not come in with a degree in special education or, you know, SLP, LT or anything like that. I came from a family of educators and ended up in by choice in Apple's education division. When I got there, they gave me special education as part of my role. At first, I was terrified because I felt like if nothing else these kids deserved someone who knew more about this and had that background but I took it on as I would any opportunity given to me at the company and went to a bunch of schools and talked to teachers and administrators and worked with kids and quickly realised it was the most important work I was ever going to do.

So, I just dove into it 150% and after a while convinced Apple to let me do it more. It was a piece of my job and I convinced them to let me do it full‑time and to really embrace it. Then, that led to going back to product marketing at Apple to be the product manager across everything that we make and from there into the role that I'm in right now, which is more holistically accessibility across everything that Apple does. I kind of lucked into it in a lot of ways. I feel incredibly grateful that I did because it is work that I truly passionately love.

CHRISTOPHER L: You advocated and you made it your job.

SARAH: In many ways, Apple is the kind of company where you can do that and they see people's passion and let them run with it. Yeah, I was lucky that I was able to find this and build on it and be effective in it even in some of what Jenny was saying about motivating people. It is such a huge part of what we all do when we come from companies that are as big as they are and being that voice for a community and then growing that and getting it to a point where you're not just one person in the education division talking about education or special education, you become... you build an army and you build advocates all over. I don't quite remember what your second question.

CHRISTOPHER L: So, what about pinpointing something that really ‑‑ the first time that really struck with you and you went home and you were like wow, I'm on the right track.

SARAH: Within this realm, I had been doing product marketing for Apple prior to joining the education division. I had a background in it. I remember very early on working in the education division and I happened to be talking with one of our engineers for the accessibility team. I was talking to him about the work they were doing on text‑to‑speech and mentioned you should do word by word highlighting. I remember him kind of looking at me going I don't understand why, what does that mean? I talked to him about the multi‑modality and the power it can have for so many different types of students, ranging from students with dyslexia to second language learners, whether it be about accessibility per se or not. I remember him kind of looking at me and going, okay and ending the conversation. And then about six months later, launching text‑to‑speech and having word by word highlighting in there and that moment of knowing a simple conversation, a single idea could make it into a billion devices, and the power of when you really think through a lot of the accessibility features and how that isn't just ‑‑ it may be originally a single feature for one student because you know it is going to benefit that one student, but when you put it into a billion devices, you can really make huge changes in the world.

CHRISTOPHER L: It is pretty powerful, yes. Paul, what about you?

PAUL: Sure. I'm Paul. I'm Head of Digital Accessibility for Barclays. I'm a Disability Champion for UK Government. I'm involved with a number of disability charities. It is quite useful looking at accessibility through the lens of business, of Government and of really that voice of disabled customer. I think really how I got into this, you know, going back ten years, very similar story to Jenny, you know, I was a visually impaired accountant, nerd in a different type of way! Helping set up our disability staff networks or employee resource groups and finding out they were more worthwhile and valuable than the day job, so setting that up. And then after time, having a number of issues really and challenges in using our inaccessible internal systems, not being able to do my job.

A chance encounter with the Head of IT at the time, and I was explaining to him and saying I was thinking of quitting. His challenge was if you want things to change, you have to change. You are the ideal person for the job. I thought about this, did I want to be visually impaired blind, Paul the disability guy doing the disability role? Would it be the kind of only role I could do? I thought what it would take to do it well, that kind of resourcefulness and resilience or the positive and pragmatism, I kind of realised that that lived experience, it wasn't the only role I could do but the role only I could do, as someone with a disability, to do it justice.

Since then, we have made sure our digital bank works for millions of customers. We have ensured that tens of thousands of colleagues with disabilities can get the help and support they need with workplace adjustments. And really told our story of accessibility to thousands of businesses to sort of shift their view, so that ecosystem point, it is not what we do in our organisation but more broadly and it is so powerful.

I think from an accessibility leader perspective, there's a real subtle shift in the last two to three years. You might have seen it or felt it, but when businesses talk about, we've released a product for disabled folks, it is now less about what they've done but how they've done it. If it is the Xbox adaptive controller, we have done this by partnering with these people and it is not just for disabled people, it is by disabled people, ensuring that everyone's voice is heard, again, incredible stuff and Apple, the voice control, it is more about that consultative, about being by with and for disabled people. Again, really important around consultation.

I think in terms of accessibility leader, let's be clear, we may have it in our title, but many people in the room are championing accessibility in your organisations. It is just about someone's actions in how you inspire and empower and how you ultimately serve and help to elevate others.

I think the thing for me, what moments have stuck out for me, it is more where I get new members of staff joining the bank that come up to me out of the blue and say, "I've joined Barclays because of your accessible services." They've seen as a consumer the things we do, if it is talking ATMs or secure messaging that works if you have a hearing or speech impairment, whatever it might be, and they recognise that we value them, they share those values, they join and that disabled talent is like rocket fuel to move our accessibility agenda forwards. I think it is one point.

But I think for me a lot of what it means to be an accessibility leader, it is about giving people a voice. It's about prioritisation and it is about partnerships. Giving people a voice is really about calling bullshit when people say things can't be done, it's always been this way, or holding organisations to account when they think they're brilliant and keeping people honest and grounded.

Prioritisation is really about accessibility. Accessibility at the end of the day is about ensuring everyone can use everything and that's really difficult, right. We have to make some hard decisions. Do we fix that issue that helps this folk with an impairment or this other group? Do we focus on supporting our colleagues or our customers? Do we get our own processes right or buy from suppliers in an accessible way? It is really tough. Ultimately, it is about what do we do first and then the point of partnerships and consultations it is so important.

The story that hit home a few weeks back that I had was, you know, we got a complaint from a bank. So, a retired GP lost most of his sight very recently and was struggling, just overwhelmed and coming to terms with this. The complaint came in how can we make sure his banking was easier. I went out and spent some time with him and getting up to speed with how does he cope with sight loss, how does he use some of his whizzy assistive tech to check his emails, voice call his children and do his mobile banking. You know, really useful kind of giving him a download and seeing some of the things that weren't intuitive or were usable for a newbie. When we were done, he hugged me. He said, "You know, are there other accessibility people out there? I don't know this was a thing. I want you to know that the work you do, it is urgent and it is important and it really matters." I think sometimes we can get lost by check points that have failed and not customers that we're failing. I came here today really to tell you if you work in this accessibility field that the work you do is urge end, it's important and that it really matters.

CHRISTOPHER L: There is so much there. You do hear the negative stuff a lot, right. It comes to your office a lot. But those things that stick out that are positive really keeps you in it. I think it is something to definitely listen to, thank you for that.

CHRIS: I got button holed. I was the lead TPM on Google Play Music at the time, before Google had made a commitment toward accessibility. One of our test engineers came into our meeting and she turned on VoiceOver, yes, the VoiceOver! I heard, "Button, button, button." I said what is that. This is play music for someone who is blind. That's stupid, how do they use it? That's why I'm here, she said. That really, really affected me.

I've been in the industry for almost 20 years. Ten years at Apple, lower levels in the operating system, years at Sony, a year at Disney making games and then at Google and I had never heard about accessibility. I didn't understand what it meant. Over this movie‑ish 24 hours, I realised that everything I had done was made without thought. I realised I wanted to do something about it. Within a month, I took on a Google 20% and I decided to lead accessibility for Google Play and I hired her to teach me what I needed to know.

For me, the important part of this is that I'm not of the community and I need to be more than humble, I need to be desperately seeking out information and making sure I understand what I don't understand. I'm always going have my own context, the wrong ideas of how to solve problems because I don't know the problems we're trying to solve.

She taught me what I needed to know, a couple of years, the director of accessibility asked me to build a team on her team to help to drive across accessibility on Google. I jumped at the chance.

To answer your question, the first time we realised we did something right in terms of accessibility is when the test engineer came up to me to say, "Hey, listen to this." It was the buttons, saying what they were supposed to do. For me, a music product, if you cannot consume your music, it is worth nothing. That meant a lot to me.

CHRISTOPHER L: great. Reflecting on what you said, it is hiring people that have different skills than you do and being humble about that, being okay to ask for that. That is pretty powerful too. So, top-down, bottom-up approach, accessibility throughout the organisation. Do you have thoughts on that you can share? What ... is there a best approach? You know? And from your experience, what you have seen has worked either way.

PAUL: For me it is a bit of both. To join up where we started today with Caroline, the tectonic shift over the last year, the disability inclusion revolution of business leaders waking up and signing up to accessibility being a thing, of elevating the disability agenda has been so powerful. The point about businesses accelerating far quicker than government and society ever could, is really so true. I think having seen your business leaders who understand, buy in sport sponsor and resource up, it is key but let's be clear, we need passionate people empowered to change to improve things to where the ideas, the problems are, to work with the disability community and others to think about how can we improve. For me, it is really a bit of both, that is the secret source.

SARAH: I think that the answer to top-down, bottom-up, any of those, it is always "yes" all of the above. I think it helps to have somebody in a higher-level position who says this matter, who gets in front of an organisation who says, "You need to take this seriously." But that doesn't really motivate people a to actually doing anything more than the base because quite often they're also being told these 27 other things matter too. The way that you get the mind-share to get people to do something is to connect to them personally, to get them to want to do this work.

So, I think it ... you have to look at multiple ways of reaching out to individuals and organisations. Getting a leader to be on your side is wonderful but I have found some of them are grass roots things we have done around things like global accessibility awareness day to be just as impactful, or even in some cases far more impactful, when you can actually get an engineer who starts off says, "I don't need to know about this, I work on silicone. I make a chip somewhere." Then pulling them in to showing them what we can do on our technology and the person walks away understanding that they need to go away to innovate and make better chips.

What we are doing with the chip, the types of assistive technologies that runs on the chips is fantastic. I want it to be powerful. I know what my piece is now as part of the accessible army. People ask me all the time how many people are on your accessibility team, my response is, "I think 150,000 employees." So, my accessibility team is 150,000 people. I want all of them to understand that regardless of what they do at Apple, there is an accessibility component to their jobs, I want them to be proud of that.

CHRISTOPHER L: Chris?

CHRISTOPHER: I'm sorry, jet lag has just hit in. What was the question? Top-

down, bottom-up. I resonate with Sarah, yes. You need both. I am sorry for losing track, so engaged I forgot the question. I love Sarah! It really is a top-down, a bottom-up, but the bottom-up is how it often starts. And one of the most important things is you are engaging with the different teams you have to learn to speak their language, to understand the acronyms and the influencers there, there is a difference between the orchard of decision-makers and the people that do the influencing. If you engage with the team you start with the people that have the technology, your allies, they can help you get wins and build momentum, then you get next level support and then top-level support otherwise the conversation is difficult. Starting at the bottom, at least at Google, it is easier to start there than the top. Without the wins, it is difficult to get a mention.

CHRISTOPHER L: There is a question that has come in, it is important. I will ask it but I will rephrase it. So, what was the biggest mistake and what did you learn about fixing it? How did you fix it? Can you share something that you would have done differently it specific or not? It is like a total energy question!

CHRISTOPHER: I can go, I remember the question, this is great! Coming on too hard ... when you are passionate about something and this is all that you think about, it is very difficult to realise that the other person does not have your context. So more than once, more than twice, I have come into a conversation with a bunch of acronyms, with a bunch of passion, they were not at the same level I was. So, I had to learn to build-up the conversation to be at that fever pitch where I live, so that they can learn to understand why it is a passion, why it is important. So, coming at it too hard with my own contacts without understanding where they are coming from, it hurts the mission if you do that.

CHRISTOPHER L: what did you do to change that?

CHRISTOPHER: Slow down. Then to build up the conversation in this case, it was a senior VP. I had to pre-work with his support team, to understand how best to tell the story, I sent pre-work and videos to ask him to look at it, so tried to open up the heart. That second time it worked and went much better.

CHRISTOPHER L: Sarah?

SARAH: I get a lot of what you are saying with that. There is an element around understanding whether to come in with the carrot and stick or, with what is the motivation of this other person in order to get that buy-in, to get them moving forward? Often you only get one shot with a lot of upper management, understanding what are the things that drive them. That can be key to actually having that kind of success.

PAUL: I think for me, it is really around focusing really. It goes back to the opponent that sent is about fixing everything for everyone, sometimes you spread yourself too thin trying to do that. So, thinking about how to benchmark, what are the sorts of things to do to be disability confident for the employer for the organisation, and taking a structured approach. If you can only do a few of the things, let's pick a few and do them well and move on to the others.

We were partnered with Business Disability Forum, with an open tool, that we and 50 or so of the biggest and public private sector organisations have used and refreshed. It gives ten things that you need to work on and work through to be good at accessibility, in the early days it was doing everything, now we use a more structured approach to look at working on certain things and then going on to the key thing, what to do next.

CHRISTOPHER L: this is customer feedback, an interesting question. Does customer feedback help you drive change and tunnelling? How does it happen within your organisations? What is the process and the feedback that comes in on the accessibility email, to say, "Hey, this is happening, "How do you make that change? Chris, can you jump in?

CHRISTOPHER: Sure? The customer service is a relatively new function for disability with Google, it is launched this year.

ALEXA: I didn't get that?

CHRISTOPHER L: That is jet lag!

CHRISTOPHER: The disability support is a new service. We created it by interviewing Sarah, our friends at Microsoft, and with the collaboration we created a disability support team. Through this we have regular reports, where we have the possibility to allow us to understand the most important things that are coming in. We have an email list; we hear what is broken but the challenge is making sure that the information that we have coming in is actual. You may hear someone complaining about it, how to talk to this person, to ensure, is it a mistake, is it our technology or the viewer's technology and when we are sure it is from inside of our technology, we can bring it up with the teams. Usually it is a bug, or sometimes it is a feature that is working in a way that people do not expect and we bring it to the design team and we ensure that they understand how the people are using this, the service that we have not thought of.

SARAH: I can't say enough about the power of customer feedback. I think it is huge. That's both from the positives and the negatives. When you get in an email that says, "I've hit a roadblock." That this is what that means to me, your technology, all of our technologies can be life-changing, if someone reaches a point where they can't do something and you can take it to somebody in any department and say, "Your app, the thing you are working on is fantastic but it doesn't do X, and let me explain what that means to even just one human being in the world." It will be powerful to have a team to make that change.

I ask anyone without a customer base communicating to do so. You have to make a commitment to that. For us, with Google, we talked to you when we did it and Barclays as well, there is a team there that needs support. It is not just one person with the email address, you have to commit to taking in the feedback, communicating with your customers and using that feedback. But once you do, it is so important to be able to pass that on.

Often, what I love is, once a change is made, I can send the email back to that same person six months later from that customer saying "thank you". That matters. You can create an accessibility advocate in the company just through those two things for life. That is hugely important to have that communication with your customers and ensure you are taking it all in, good, bad, ugly and figure it out.

CHRISTOPHER: Earlier we heard about stories, how important they are for bringing these things to life. The emails, the calls make a difference in terms of making the connection, as you said.

PAUL: It is that you said, we did approach. For me, speaking from Barclays, it is having the feedback whether it is email or social media and then engaging and following up to tell them what we have done about it, right that is really important so. A bad experience can be often that we have done a thing, we think it improved, has it worked for you, great. You then have an ally. I think that sitting back and waiting for people to give you feedback as well as going out to them, saving folks and spending time with people with different access needs.

There is a point in customer feedback too from a government side of things and a public sector, I think there is a lot of thing about carrots and sticks and regulations coming that public sector councils or colleges have to ensure that the website is accessible. There is more clarity over what is expected. That is on the supply side, so supplying accessible websites.

We still have a problem in the UK of making it really easy for -- to say as people we are counter barriers online, to let those organisations know. So, I am really keen to see this as an opportunity that this new public sector regulations makes that clear if vision-impaired Paul cannot get bins collected and he goes to the council, it is rubbish, that there is a contact, to have someone to listen it you, a way to formally complained if not, to go to a body. So it is that escalation route.

I look at the US, what is changing, the laws are mainly the same in the UK and the US, although it is great what is expected but it is to say that this is not good enough for suing and complaining. Maybe as British people we have to get better at complaining to say this is not good enough.

And anyone in an organisation, put yourself in their shoes, it is bizarre as accessibility people to think if someone had a problem, how would they complain? For many organisations there is probably no routes. If that did not work out, where would they then go to? So, I know a lot of work we have been doing and sharing this with Scope, AbilityNet and the major disability charities to put the advice out there and to encourage to say what is working and what is not. But I think that we have a long way to go in the UK.

CHRISTOPHER: Not just the UK.

CHRISTOPHER L: If this Panel, your one shot on convincing someone the importance of accessibility, what would you say? What would you say is one shot?

PAUL: I think for me accessibility has a multitude of benefits. The law requires more; the consumers expect more. More businesses are waking up to the multitude of benefits, better customer experience, more happier customers, more productive colleagues, bolstering your brand and sort of mitigating risks. It is very much why wouldn't you do this or you're going to be left out and left behind.

SARAH: I think I would look at it from the perspective of stop approaching accessibility as a compliance issue and start approaching it as a creative challenge and a usability challenge and making a better product. Because I think accessibility when you really get into it, it is less about we're going to solve one problem for one person and more about you make a better product for everyone. When you just think about the problem from a different perspective, you're going to improve your products overall.

CHRISTOPHER: It is about understanding how I'm talking about. You can go about it in terms of inspiration, it is the right thing to do for the world. There is the fear stick, there is the lawsuits or there's the competition side. Well, our competitors are doing this and we can do better. I know I'm copping out a little bit. It depends on who you're talking to and what motivates them. From personal experience if you do it wrong, it makes it harder so I try to do some homework first to find out how they get motivated and find a combination of the three.

CHRISTOPHER L: We have heard today about hiring more people with disabilities. So, as leaders in great companies, what are you doing to focus on that?

SARAH: Well, I mean, part of it is that we make the products that get used by our own employees so I think there is a virtuous cycle that goes on in terms of hiring people with disabilities in the realm of "nothing for us without us". By doing that, you open things up so that somebody can by hired into any job, any decision to do that using our assistive technology and they provide feedback on the assistive technologies we're building and we make them to be before. For us a lot of it is really just trying to make sure that we're building great foundational assistive technology to help anybody who wants to work at Apple be able to do so, and then using that to keep growing and growing and growing the number of people we can hire because we're building great assistive technologies.

PAUL: Yes. I think it starts with how you can change your workplace environment and the culture around disability inclusion and mental health so that many of your existing colleagues who have disability or mental health conditions feel comfortable to bring their whole selves to work and tell their stories and get involved is one thing. I think the bit about letting your products and accessible services speak for themselves and hiring more talent, you know, clearly there are some technical things to look at your hiring processes and portals about how accessible are they, how flexible and what is plan B if you struggle with the site, how do you put profiles of people out there to make it very clear that you are welcoming? Even this point about what workplace and reasonable adjustments you need in the workplace versus in the application and interview setting so that again it is a fair and level playing field and, you know, what is appropriate for disabled people to ask for so that they can kind of shine to show their disability is a strength in the skills they bring. It is not just a standard single approach over how we hire and screen people, but making it more flexible and more welcoming.

CHRISTOPHER: I remember the question this time! Google is reasonably new in this space. A few years ago we created a group called the Accessible Google Experience. We wanted to make Google the best and most inclusive place to work for people with disabilities. We have dedicated people focused on hiring and dedicated people focused in terms of internal real estate section and relationships and building up the infrastructure takes a long time and focusing on that because it is easier to make an inclusive product. We're working really hard to make sure that we have the infrastructure necessary so people with disabilities can be successful because the worst thing is you bring in someone and the tool chain is not appropriate and people don't want to work and then they leave. So, this is something that we're actively working hard to make better as quickly as we can.

PAUL: Following on from that, certainly with the younger generation of folks with disabilities there is higher expectations. As people get more comfortable with the accessibility goodness packed into their devices, they kind of expect it. If you can do dark mode on this flavour of smartphone and that version, why can't you have it on an ATM and on a self‑service till? Likewise, for disabled students coming from a school place and workplace, they have higher expectations over the kit they get and what they expect from it, which is kind of great to kinds of increase what we can offer.

CHRISTOPHER L: Interesting. What is the biggest challenge to full digital inclusion in your organisation?

CHRISTOPHER: These are not the easy questions!

CHRISTOPHER L: It gets the most liked other than the recruitment one! I'm going with the audience.

PAUL: I think I'm aware, speaking to lots of businesses and organisations there are folks that are new to us and they are kind of freaked out. They are trying to do everything. They are paralysed by fear they don't start anywhere. There is the 80/20 rule of beginning and taking baby steps and focusing on a few things. For more sophisticated organisations that are more mature in their accessibility journey the challenges are very much around how to do a shiny new product over here but everything you change, build or buy, how do we make sure we are considering accessibility and leading into inclusive design to ensure it is a great experience for a greater number of people? That's a far more challenging thing to do for our internal processes, for procurement practices.

I think one of the biggest challenges we have not quite cracked is one about metrics and how we show value. How do we show by saying what we said we would? It helped these folks in putting some numbers around that, so, you know, people talk about the ROI and it shouldn't be led by the return on investment, but it is certainly useful as folks do more and more in this space to say actually by investing in being accessible, it helped these people in this way so that snowball effect.

Those are some of the challenges and let's face it the sheer amount of pace of change as updates and upgrades happen, maybe things might break and how do we make sure we speedily correct things so the accessible features we have and that we maintain them.

SARAH: I think one of the biggest challenges that we face and I think a lot of other companies do as well is awareness amongst all of the base of employees. I mean that as engineers are coming out of university, are they getting and understanding of what accessibility is enough to start their job and make it a part of what they do? I think, you know, at Apple one of the things we try to do from day one is you go through your new employee orientation is to talk about what our six core corporate values are and of which accessibility is one. We get people indoctrinated over and over again in what it means.

To give a plug for an organisation that Larry Goldberg, sitting in the second row of the audience, started in the States something called Teach Access, it looks at how we get more computer science programmes and engineering programmes to incorporate accessibility as part of what they teach so that it's a baseline. If you are getting a computer science degree you shouldn't be able to graduate if you haven't been taught some of what how to make whatever you're doing accessible. I think that general awareness of constantly trying to make sure that everybody who comes in to work on all of the many things that we do know that that's a piece of what they should be working on.

CHRISTOPHER: Dovetailing on that the awareness at multiple levels of the organisation, because the thing that for me is the hardest is sort of keeping the energy up and not burning out because you often have the same conversation. Every time a new person comes in at a high level in the conversation, here we go again, we have to have the same conversation and remind them why it's important, you have to scare them into realising whatever is important, whatever works for them. Keeping the energy and the optimism because it can feel like a wheel you are constantly running on but it's a really good wheel! We are doing some that is really important. It is hard ‑‑ it is important to pace yourself in a way so you don't burn out but you have enough energy there that you can push when you need to.

CHRISTOPHER L: Excellent. Good, good. So, teach access. Do you want to raise your hand? If you have questions about Teach Access, go to Larry in the third row. This has been really good. There is some synergy going on and I see themes. Motivation is one of the themes. Christopher, you said keep going, don't give up. Leaders will change and you have to do it again and go through it all over again. It is something to keep in mind. Inspiring leaders within your organisation, these are the new people that are all going to be focusing on accessibility, can you give some thoughts around that? Some key things that you do or you look for to pinpoint the new leaders? It is not really a question; it is more of some thoughts around it. You know the people I'm talking about, right.

SARAH: Inspiring future accessibility leaders?

CHRISTOPHER L: Yes.

SARAH: It is an interesting one. With my team, we often sort of talk about people as to whether they sort of already inherently have that accessibility and empathy gene, you nurture somebody into becoming a leader but it gets back to figuring out, as Christopher said, what is the inherent motivation of that person, and that element of them that tells you they want to do more and doing good in what they look like. Maybe they have a personal connection to all of this or it is just something that grabs them, but trying to figure out how to work with them and nurture that and get them to figure out how they then motivate people within their own organisation and getting their management to see the value of what they're bringing to their organisation and you have to come at it from a couple of different angles but I think there are ways to do it.

PAUL: I think the thing for me on business leaders and on accessibility leaders it is this point on going beyond legal and compliance. We have often talked about building this culture of inclusion so getting away from accessibility being legally you have to do and to something that commercially and morally we want to do, if culture dictates how people in an organisation think, feel and act, we need a three‑pronged approach into how we educate heads for rationale argument and have inspirational storytelling and how do we have practical tools for the job. Leaders love badges and recognition and aren't we good over here, but if they understand the kind of compliance point and this whole carrots and sticks. It is not about accessibility compliance because the law said, it is getting beyond that sweet spot of enthusiastic compliance. Everyone understands why accessibility matters and why we need to meet a minimum level but that this is a starting point and actually it is going way beyond and above that in inclusive design to make sure that everyone can use our stuff.

CHRISTOPHER: We're not as far in our journey. But we have a champ’s programme and we have had it for many years. Over the past two years, we have gamified it. We have turned it into accessibility dojo, using a martial art. We have a belt system. What we have found is we actually got a lot more engagement by having this belts system because there is a clear pathway to what you need to be to be an accessibility black belt. People want to say, "I'm an accessibility black belt." If you are a black belt, you are a leader and you have earned your stripes. Providing an opportunity to sort of self‑nominate in terms of education, in terms of presentation and in terms of skills, this has been really, really helpful for us and our programme is growing remarkably fast. I'm really impressed with what the team has done.

One last question, I know we are out of time. What did you want to be when you were younger?

CHRISTOPHER: I wanted to be an historian and then a singer.

SARAH: You were a singer!

CHRISTOPHER: I was, a long time ago! Now it is lullabies.

CHRISTOPHER L: Sarah?

SARAH: A vet. There was a time I wanted to deal with kittens and puppies but one thing I wanted to do, was something that I thought matter and would have impact in the world.

PAUL: For me, it was probably a racing car driver. I am probably similar to Caroline, with the visual impairment thing, it did not quite work out! I think there is one place in the UK you can drive crazy fast sports cars, I think that I got to 150 miles an hour with someone screaming, "Left! Right." But the key message that people don't grow up saying that they want to be the accessibility thing, that folks drift into it, they have then found their calling.

CHRISTOPHER L: Excellent. This has been an enlightening panel, thank you so much. [Applause] And great questions! Tough questions, huh?