

the wave

A NEWSLETTER OF SPRINGBOARD CONSULTING

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Disability Matters Special Edition



2015 Disability Matters Events

*Asia Pacific
Bangkok, Thailand
17–18th August, 2015*

*Disability Connect
Durham, NC
October 22nd, 2015*

Dear friends:

I want to once again thank each and every one of you who attended this year's Disability Matters Conference & Awards Gala and Disability ERG Leadership Development Summit. As you read the articles in this special edition of The Wave, remember that to do this work and do it well, you must remember our **ABC's**:

- **BE AWARE** and **AUTHENTIC** in your communication and engagement with individuals who have disabilities and those who have dependents with special needs,
- **BE BOLD** and **BRAVE** as you travel this road and encounter ignorance and/or disinterest, and
- **BE the CHANGE** you want to see in your companies and in the world.

Our 2015 honorees and presenters have proven they know and live their ABC's. We cannot wait to see what they and others bring in 2016. We look forward to seeing you all at Springboard's 2016 Disability Matters North America Conference and Awards, April 16 – 21st in Raleigh, North Carolina. Cisco in partnership with The Frankie Lemmon School will be hosting what will be Disability Matters' Tenth (10th) Year Anniversary. The Springboard team is looking forward to celebrating with each and every one of you.

Your friend and Springboard's CEO,

Nadine

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Disability Matters - North America Conference & Awards

Boston, Massachusetts, April 14-16, 2015

2015 HONOREES

EMPLOYER OF CHOICE AWARD



MARKETPLACE AWARD



WORKFORCE AWARD



WORKPLACE AWARD



STEPS TO SUCCESS AWARD



DISABILITY CHAMPION AWARD

ASSOCIATE

MANAGEMENT

EXECUTIVE

EMC²
David Ford
EMC Corporation

[CSX]
Margaret Downey
CSX Corporation

CISCO
Gregory Akers
Cisco Systems, Inc.

CORNING
Rita Shauger
Corning Incorporated

UPMC LIFE CHANGING MEDICINE
Mark Lunz
UPMC

DELL
Bob Feiner
Dell Inc.

at&t
David Tate
AT&T

EMC²
Donald Potter
EMC Corporation

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Pam Arroyo (Coudriet)

Program Director, Campus Programs and
Workforce Development

Recipient of
Employer of Choice Award

As Disability Matters is recognized as the premiere event for learning today's best and next practices relative to the mainstreaming of individuals with disabilities in the global workforce, workplace and marketplace, UPMC is honored to have been recognized as an Employer of Choice at the 2015 conference.

UPMC is a world-renowned health care provider and insurer based in Pittsburgh, Pennsylvania. UPMC employs more than 60,000 individuals and 3,500 physicians, operates more than 20 academic, community, and specialty hospitals along with more than 500 doctors' offices and outpatient sites, has grown to more than 2.5 million health insurance members in just over a decade, and offers an array of rehabilitation, retirement, and long-term care facilities.

While UPMC takes pride in inventing new models of accountable, cost-effective, patient-centered care, their workforce development initiatives and commitments are also noteworthy. UPMC previously received the Disability Matters Workforce award in 2012, 2013 and 2014 for initiatives that touch on recruiting, training, reasonable accommodations, and the Americans with Disabilities Act. The prestigious honor of Employer Choice was given in consideration of UPMC taking its Disability Matters award-winning initiatives to a level where there is complete synergy between mission and achievement.

UPMC firmly believes that all people, including those with disabilities, should be treated with dignity and respect. Specifically honored for workforce development programs and the ways in which it assists individuals facing barriers to obtain work, UPMC initiatives such as the Military Talent Network, Partnership on Workforce Readiness and Retention, Project SEARCH, and the Young Leaders Academy enable UPMC to work with various community partners and individuals with disabilities to assist them in preparing for job opportunities at UPMC.

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By focusing on giving individuals with disabilities tools to gain meaningful employment with our organization, success has been achieved primarily through offering a personal touch with overall mentorship, coaching on the employment process, resume reviews, and interview preparation. This personal touch gives individuals an inside track to begin their career with UPMC. The candidate pool we receive from these efforts helps change the culture for both our employees and patients while reducing our overall employee turnover.

UPMC wishes to thank Springboard Consulting, LLC for their support. It is an honor to be selected for this substantial award; being surrounded by companies working towards similar goals is inspiring and humbling at the same time. The award is greatly appreciated and holds significant meaning.

For more information on UPMC, including employment and workforce development programs, please visit the main website at <http://www.upmc.com>.



Pamela Arroyo serves as a leader within Talent Acquisition specifically overseeing campus programs, workforce development, and recruitment events; she can be contacted at arroyope@upmc.edu with any questions specifically pertaining to the award or initiatives included in this article.

Employer of Choice Award:

Pamela Arroyo, UPMC

This award category represents companies that have taken their Disability Matters award-winning initiatives to a level where there is complete synergy between mission and achievement. Award consideration requires a company to have received two Disability Matters awards in any previous years and at a minimum, be able to illustrate the long-term sustainability of the initiatives.

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PWD

P&G People with Disabilities

Trevor Hutchinson

Innovation Leader—NA Fabric Care
 People with Disabilities Corporate
 Recruiting Leader
 Recipient of
 The Marketplace Award

In calendar year 2014, Procter & Gamble launched multiple advertising campaigns inspired by the stories of disabled consumers, and how P&G products can serve them. As the largest consumer products company in the world, P&G's purpose is to provide branded products and services of superior quality and value that improve the lives of the world's consumers. Market-led efforts across two P&G brands (Duracell & Swiffer) and P&G's Global Olympic & Paralympic Campaigns resulted in three high-quality campaigns that have driven market success and been recognized externally for their excellence.

This work was not the result of a company-wide program to develop disability-focused material; it is the recognition throughout P&G that the market of individuals with disabilities is vast. Globally, it is estimated to be ~1.3 billion people with control or influence of more than \$8 trillion in disposable income. Not only does P&G develop programs to employ and enable people with disabilities to perform at their peak, but the company also appreciates the business-building opportunity that serving the disabled community offers.

Global Olympics Campaign -

The Olympic Games are a global enterprise, participated and enjoyed by most countries in the world. P&G has a partnership with both the Olympics and Paralympics, in which brands sponsor 21 athletes. The campaign is inclusive and seamless by design and included three Paralympic Athletes (Amy Purdy, Taylor Lipsett, and Caitlin Sarubbi) for the 2014 Winter Games. P&G created content for each of these three athletes via dedicated video sharing their amazing stories and partnership with our brands. An additional piece of copy was created which demonstrates the triumph of Paralympic Athletes and the mothers who support their remarkable journeys completed the campaign ("Tough Moms").

Swiffer -

Through the Swiffer Effect campaign, the brand has created advertising that intentionally portrays a broad range of consumers - from the elderly to pet owners, to large families, to families that have a disabled parent. This approach enabled the brand to showcase the benefits of its several product forms for many types of

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consumers, including the copy presenting the Rukavina Family, with an amputee father realizing the advantages Swiffer offers him. This commercial was also the first time Swiffer combined the sweeper and duster forms into one piece of copy, enabling efficiencies of scale. In social media, the ad quickly garnered more than 2MM view on YouTube with nearly all positive comments ("Swiffer Rukavina Family").

Duracell -

The quality of Duracell batteries was shown through the resiliency of a deaf athlete as part of the brand's "Trust the Power Inside" campaign. Super Bowl advertising is the most anticipated copy of the year, and Duracell's most impactful commercial in the NFL-focused campaign delivered. The commercial illustrates how Derrick Coleman of the Seattle Seahawks broke through the low expectations society continues to have for people with disabilities, and leaves a powerful message that people with disabilities are capable of setting and achieving their own goals. Coleman's story is amazing because he was able to do something that most able-bodied people can't even do. While the consumer message was originally targeted for the sports enthusiast, the brand quickly broadened the message upon realizing the comprehensive appeal of the story. An overwhelming success, the commercial resulted in over three billion media impressions and delivered a considerable spike in P&G's hearing aid battery business.

P&G was recognized throughout the year for this work, highlighted by Duracell's "Trust the Power Within" commercial receiving:

- **2014 Bronze Cannes Lion**
- **2014 Association of National Advertisers' Best in Show Multicultural Excellence Award**
- **2014 American Association of People with Disabilities Corporate Leadership Award**
- **2014 AdColor's Ad of the Year**
- **2014 Centre for Hearing & Communication's Ad of the Year**
- **2014 Top 25 Global Ad from YouTube**

Procter & Gamble's commitment to People with Disabilities, both in support of its employees and dedication to the consumer, is well-established. The internal employee resource group is corporately supported and is sponsored by a company executive (Filippo Passerini-Group President Global Business Services & Chief Information Officer). This backing has resulted in innovative programs in accommodations and recruiting/retention systems, as well as involvement in opportunities to market to the disabled community: the PwD ERG was utilized for peer review of the Swiffer copy prior to taking the advertising to market, resulting in the team's recommendation(s) being incorporated. Additionally, several of the company's executive leadership, from the Chief HR Officer to the Chief Marketing Officer, participates in activities led by the PwD ERG, so dedicated support for People with Disabilities will be sustained.

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Marketplace Award:

Trevor Hutchinson, Procter & Gamble

This award category represents marketing, advertising, public/community relations and related initiatives that both target and support consumers who either have a disability or are caring for a child or other dependent with special needs.

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Jeff Lichon

Leader, DEN North America Region and Global
DEN Communications
Recipient of
Workplace Award

The Dow Chemical Company and its Disability Employee Network (DEN) were honored with the "Workplace" award at the 2015 Disability Matters North America Conference. The award – granted in recognition of Dow's programs, initiatives, and educational efforts related to disability – was presented during the April conference at Simmons College in Boston.

Dow's efforts were also represented at the event by Jeff Lichon, leader for both the DEN North America region and global DEN communications, who participated as an expert in the Workplace Panel discussion. Lichon shared information about how the network operates and provided perspective on his positive work experiences as a Dow employee who happens to live with a spinal cord injury.

"DEN is committed to improving perceptions about people with disabilities and raising awareness about the contributions they make at work and in their communities," said Lichon. "We work to foster the professional and personal success of people with disabilities. Participants in the network include employees with disabilities, parents of children with disabilities, and other supporters of the DEN vision. These different perspectives help us to develop the best solutions and build broader awareness among all populations throughout the company."

Launched in 2002, DEN now has 27 chapters at sites around the globe. The group is working to continue building commitment and increasing program participation, with a goal of reaching 5,000 total members by year-end 2017. Representatives from each geographic region sit on the DEN Global Management Team, providing a direct voice from the local chapters into the strategy and planning activities for the network as a whole.

DEN has an executive sponsor and management sponsor to provide guidance and financial support while helping initiatives move forward within the company. They serve as champions for the employee network and for employees with disabilities in

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the workplace.

“DEN focuses on working together to make Dow a better environment for people of all abilities,” said Peter Holicki, executive sponsor of DEN. “Disability Matters provided us with an excellent venue for sharing Dow’s expertise and experience with other companies.”

DEN offers a wide variety of programs, tools and resources to Dow employees around the globe. Here are some examples:

Mentoring relationships between Dow leaders and employees support the career development and advancement of employees with disabilities, and serve as catalysts to change perceptions and create a more inclusive culture.

Planned activities sponsored by various chapters include sensory impairment awareness training, guest speakers, recruiter training workshops, and other learning sessions.

The Champions of Inclusion Recognition Program honors employees who have made significant impacts in the lives of people with disabilities, both at Dow and in their communities. Thirty-four employees were selected to attend the Paralympics Games in 2010, 2012 and 2014.

On Disability Mentoring Day, local students who have disabilities have an opportunity to job shadow employees in various positions at Dow, sparking excitement and confidence for their futures.

The Disability Network of MidMichigan provides leadership training regarding people with disabilities in the workplace, covering topics such as working and effectively communicating with people who have disabilities, making accommodations, and deriving mutual benefits from the inclusion of people with disabilities.

Individuals at chapters around the world have been getting involved, too. Here are just a few examples:

- In Japan, network members worked with Dow Green Network (a local voluntary initiative) to collect and donate empty paper milk cartons to a school in Shinagawa, Tokyo. There, students with disabilities made traditional Japanese paper after dissolving the milk cartons.
- In Zurich, Dow employees joined forces with the Schweizer Muskelgesellschaft Society (Swiss association for people with muscular diseases) for a day of creativity, sports and fun to help raise awareness of the challenges often faced by people with neuromuscular disabilities.
- In Hockley, TX, Dow employees volunteered for a day of work at the Sire Ranch,

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which provides therapeutic horsemanship to people with special needs.

In addition to these programs and activities, DEN partners with a number of not-for-profit and governmental organizations to help build awareness, foster relationships, support community efforts and expand the Network's reach. Some key groups include: the United Nations International Labour Organization's Global Business and Disability Network (ILO-GBDN), located in Geneva; the US Business Leadership Network, located in Alexandria, Virginia; Career Opportunities for Students with Disabilities, based in Knoxville, Tennessee; and the Disability Network of Mid-Michigan, located in Midland, Michigan.

Ultimately, DEN will help Dow to grow its pipeline of professionals with disabilities, stimulating model leadership behavior on advocacy and hiring, broadening attendance at conferences and job fairs that emphasize disability rights, and growing connections with agencies/associations at international, national and regional levels.



"At Dow, we believe that qualified candidates and employees living with disabilities add value to the Company through diversity of thought and culture," said Mike Witt, management sponsor of DEN. "That, in turn, contributes substantively to our ability to operate as an innovative and sustainable organization."

Workplace Award:

Jeff Lichon, The Dow Chemical Company

This award category represents Diversity, Work-Life and related initiatives that support employees who have a disability (as described above) as well as those individuals caring for a child or other dependent with special needs.

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The logo for Corning, featuring the word "CORNING" in a bold, blue, serif font.

Dr. Melissann Ashton-Patton

President and Co-Founder of Corning ADAPT and
Material Engineering Lab Manager

Recipient of
Steps to Success Award

In January of 2013, Corning Incorporated chartered the ADAPT (Able and DisAbled Partnering Together) affinity group (i.e. business/employee resource group). At Corning our affinity groups are sponsored and supported through our Global Diversity and Inclusion office, led by Monica Bankston. Corning's affinity groups raise awareness about important issues that often stimulate the company to respond with new policies, services, and development and training opportunities. In addition, these groups draw employees into cultural activities, thereby increasing cultural understanding among colleagues that enhances working relationships. Our affinity groups are commonly called out by our senior leadership as examples of how Corning employees live our seven Values: Quality, Integrity, Performance, Leadership, Innovation, Independence and the Individual.

Corning's ADAPT group specifically advocates for Corning employees whose lives are affected by disability, to help enhance their performance, and enrich their experience.

Through education on accommodations and resources, we help create an empowered, inclusive, motivated workforce and increase employee retention. We strive to make sure our programming exemplifies all Corning values, but particularly we feel ADAPT's vision aligns with Independence, Performance, Innovation and the Individual.

Since its founding, ADAPT has grown from just 17 people to over 120. While most of our leadership and members work in the Corning Valley, we are a virtual organization with membership in many of our U.S. locations. We have worked to raise awareness with in the Corning culture by educating our workforce and training advocates.

In our first year, we emphasized various disabilities with limited effectiveness. To achieve our goal in 2014, our strategy moved to an annual theme, where we focused on one theme for the year.

In, 2014 we chose autism. During the year, our general body meetings addressed

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topics like how to get a diagnosis and what is it like to work with ASD?

We held telecast panel sessions with local resources from school districts, children's hospitals, and held a session on IEP/ 504 plan best practices. All of our work culminated in October, when we celebrated National Disability Employment Awareness Month, which we actually celebrate globally at Corning. In 2014, we brought in Temple Grandin as our keynote speaker, and spent October learning about her accomplishments and the power of the autistic mind.

We have learned is this model is powerful in a few ways:

1. It helps grow and sustain active members. Focusing on one topic for a year better serves those in the group. It's a great way to form the habit of participation.
2. It helps attract leadership. The great thing about the disability community is we love to 'pay it forward,' and look forward to giving back to our community.
3. It is more effective in attracting advocates within the company.

My hope is after a few years we can start advocating for greater organizational changes, and initiate a recruiting program to hire individuals with disabilities.

In addition to our annual programming, ADAPT has made strides in other areas. We have advocated for people-first language in our internal media. We have advocated for Human Resources to make it easier for employees and managers to access. We produced an employee electronic briefing to teach disability edict and people first language, that we are working to include in employee orientation. We have laid the ground work for an internship program to hire individuals with disabilities. We have worked with our building safety teams to look at emergency egress for individuals with disabilities.

What I have learned through the process of starting ADAPT is to continue to follow my childhood mantra, 'Go Big or Stay Home.' Once you have your big dream, make it happen, it's easier to ask for forgiveness than to get permission. Do your work well and make your diversity office and company look good and you'll never have a funding issue.

Finally, I'd like to close with some advice to senior leaders and executive sponsors: empower your affinity group leaders. We need you for our success. The more open about disability you can be the more successful we can be together.

For more information contact Melissann Ashton-Patton
Office: 607-974-4599 or ashtonmm@corning.com

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Steps to Success Award:

Dr. Melissann Ashton-Patton
Corning Incorporated

The Steps to Success award category identifies and celebrates companies who are beginning on the journey of innovation, action and transformation relative to individuals with disabilities whether as employees, customers or both. This award also encourages these honorees whose initiative(s) have been in place no less than six months and no more than two years and who demonstrate significant promise of long term success, to have the commitment and perseverance to continue taking the steps necessary to eventually become a Disability Matters Employer or Supplier of Choice, the most prestigious of all Disability Matters Awards.



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CORNING

Rita Shauger

Administrative Coordinator,
Global Diversity & Inclusion

Recipient of

The Disability Champion (Associate) Award

Corning Incorporated's Values form the unwavering ethical compass that guides our business decisions and our interactions with one another. Our Values are the key to our business success, a source of pride and excitement for our employees. We believe that how we do things is as important as what we do. Corning employees can all contribute to the success of the company by living our Values—all seven, all the time, all around the world.

Those seven values include one in particular -The Individual - which states:

We know that in the end the commitment and contribution of all our employees will determine our success. Corning believes in the fundamental dignity of the individual.

We value the unique ability of each individual to contribute, and we intend that every employee shall have the opportunity to participate fully, to grow professionally, and to develop to his or her highest potential.

Corning encourages their employees to be all that they can be. From my perspective, as an individual and an employee, I can say that Corning truly supports living the Values.

In the earliest part of my career at Corning I was supported in all the endeavors that I have embarked on in the realm of diversity. One of my first accomplishments was to create and launch Corning's Native American Council in 2001. This group continues to flourish and it is an active contributor to the company and the community.

In 2007 there was an insightful Human Resource manager who identified employees who had a common issue: they were all considered high performers who had someone in their lives with a disability.

He took the initiative and held a meeting and instructed employees to talk about someone in their lives with a disability. Until that point the majority of the people in

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the room, including myself, had not had such a discussion with their supervisors or their colleagues. In most cases it was never a topic for conversation that they had considered. That meeting was truly a turning point. It created a forum for sharing, and established a connection for everyone who was able to attend. By the end of the meeting it clear that we needed to create a resource group for people with disabilities at Corning.

The group was established, but not as a fully recognized Employee Resource Group. Rather, it was more of a support network. Even so, this group set the stage and foundation for the establishment of a group that would focus on people with disabilities, people who cared for someone with a disability, and those who were interested in being a part of the group.

In the first few years this group identified specific areas of need for the employees that included safety, education, legal issues, and work/life balance. They hosted a community event for first responders that was well-attended and helped to identify the need to have a plan of action for family members and first responders in the case of an emergency when there is a person with a disability in the home or business.

In 2009, I led an effort to celebrate International Disability Awareness Day. I was able to partner with a Corning facility in Hickory, N.C., and held employee events that included a keynote presentation on Disability Etiquette by Nadine Vogel, president of Springboard Consulting. Our key takeaway from this day was there was far too much information to share in just one day. So, we searched for another option.

National Disability Employment Awareness Month (NDEAM) in the U.S. was the most viable format. This was a great connection to the business and the need to create awareness for people with disabilities. The first year observance of NDEAM started out with a small number of Corning locations in the U.S. participating, along with employees at the Corning facility in Reynosa, Mexico.

Over the course of the next five years the NDEAM has been changed to Global Disability Employment Awareness Month for the company. In 2014, we had 11 countries participate in holding a minimum of one event during the month. One of the greatest accomplishments that came from the GDEAM events was my request to create the Employee Resource Group for people with disabilities. In 2012, Melissann Ashton Patton and I set out to establish this group and it was fully launched in early 2013 as a recognized Employee Resource Group known as ADAPT (Able and Disabled Partnering Together).

Along with the growth of GDEAM there was interest in creating a chapter of ADAPT in

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EMEA, centered in Poland. In 2013, we announced the formation of that group. In 2014, we announced an additional group in EMEA that is centered in Germany.

Over the past five years I have lead the activities for GDEAM and am continually amazed by the work that is being done to raise awareness for people with disabilities. There is creativity and connection to the business and the needs of our employees. The events provide employees opportunities to learn, share and become involved.

When I started on this journey there was no way of knowing what this would evolve into. It is global and has had impact on our employees. I am honored to be a part of a company that values the work of every individual. I am also humbled to be selected as a Disability Champion Award.

For more information contact
Rita Shauger
Office: 607-974-8950 or
shaugerrf@corning.com

Disability Champion Award (Associate):

Rita Shauger, Corning, Incorporated

This award category recognizes an individual whose advocacy, commitment, and action in support of mainstreaming disability in their workforce, workplace and/or marketplace has greatly contributed to their organizations success in these endeavors.

The award recipient is someone whose job description does not specifically include this work yet he/she diligently works to influence others.



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Laurie Sayles Artis

President and CEO
Civility Management Solutions
Minority, Women and Service Disabled
Veteran Owned Small Business

I had the pleasure of joining Ginger Miller, Founder and CEO of Women Veterans Interactive at the 2015 Disability Matters Conference in Boston, Massachusetts. Springboard Consulting's Disability Matters Conference provided a unique opportunity to engage and learn from likeminded professionals who are dedicated to recruiting and retaining employees with disabilities, including Veterans.

Women Veterans Interactive is a nonprofit organization dedicated to serving and supporting women Veterans while meeting them at their points of need. Civility Management Solutions is a Service Disabled Veteran, Woman, Minority owned small business that provides professional services to the private sector and federal government. We joined forces to ensure that Veterans, Service Disabled Veterans and Women Veterans are trained, mentored and cultivated for joining the civilian workspace.

Ginger and I were very impressed with the corporations that participated in the conference. The speakers were both inspiring and encouraging and the panels were filled with experts who provided best practices and insight into how to work with the disabled community.

At the Service Disabled Veteran Session, Ginger and I enjoyed sharing portions of our personal stories with a room full of supporters! We both shared some of the challenges Veterans face when making the transition from active duty to civilian status and elaborated on the importance of assisting Women Veterans in becoming workforce ready. Ginger also emphasized the role affinity groups have in adding value and assisting Veterans within organizations.

I enjoyed sharing the importance of coaching and mentoring Veterans throughout the process of transitioning into the civilian workforce. The simplest challenges could be discussed with a seasoned Veteran in coaching sessions to allow free speech of the employee, and to show them success stories of others who has previously

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transitioned. I also expressed the need for Veterans to be coached in understanding their worth. When Veterans have an understanding of how their military experience translates into the civilian workforce they will not accept entry level positions in which they are over-qualified.

Ginger and I will certainly utilize the information obtained from this year's Disability Matters Conference to ensure present and future Veterans and Service Disabled Veterans are not over looked for major corporation employment opportunities, along with helping them with a smoother transition into to the civilian workforce.



**Laurie Sayles
Artis**

President and CEO
Civility
Management
Solutions

2015 Disability ERG Professional Development Leadership Summit 2015

Worcester, Massachusetts, April 14, 2015



SPONSORED BY:



Disability Matters - 2015 ERG

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Donald Potter

VP, Global HR Shared Services and Disability
Employee Resource Group Executive Sponsors

Recipient of

The Disability Champion (Executive) Award

Many of our colleagues have personal experiences dealing with a disability or special needs. That is why we, as an employer, provide resources to help people who face these challenges. Having the support of **EMC²** Disability Employee Resource Group (DERG) reminds our colleagues that they are not alone, whether they are experiencing a disability or special needs of their own, whether they have a loved one facing such challenges, or whether they are dealing with the challenges of a disability in some other way in their personal or professional lives.

*"Providing this kind of support to our extended **EMC²** family is core to what we strive to be as an employer." - David Goulden, CEO, **EMC²** Information Infrastructure and Donald Potter, VP, Global HR Shared Services and Disability Employee Resource Group Executive Sponsors.*

EMC² is dedicated to providing its employees with a disability-friendly workplace. According to VP and Chief Diversity Office, Jackie Glenn, *"Many of our employees have personal experience dealing with a disability or special needs issue, and we've partnered with them in providing resources to help face these challenges."*

From the top down, and from the bottom up, **EMC²** reinforces the value of inclusion and encourages all employees to uphold a fully inclusive environment. The company's strategy to maintain this vision is three-pronged, encompassing *executive accountability, talent management, and global expansion of its inclusion initiative.*

This is reflected in the work of **EMC²** Disability Employee Resource Group that provides a support network and knowledge base for EMC employees with disabilities or family members with special needs. Officially launched on November 3, 2009, the group's mission is to advance **EMC²** as a leader and to continue its role as the employer of choice by promoting awareness and understanding of disabilities.

In addition, seminars lunch and learn workshops, networking opportunities around the

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globe related to disability awareness and inclusion is sponsored throughout the year in support of the DERG membership and their families.

The success of the EMC Disability ERG goes back to our executive sponsors. As we began to think about what the role of an Executive Sponsor entailed and what personal characteristics and capabilities were necessary for success, we came up with a whole bunch of words that coincidentally all started with the letter "A". Let us share our list with you:

Affinity: An Executive sponsor should have some sort of affinity for the group they are sponsoring, whether a personal association or a professional interest in the agenda the Employee Resource Group is advancing.

Awareness: From two different perspectives – Internal and External; the need to be able to help the group understand and utilize the correct internal protocols; communication styles and processes in order to effectively navigate the corporate environment, especially when working globally and what new and innovative practices are being employed both inside and outside of the company, and, what's going on from a market trend, legal, regulatory and work practices perspective?

Availability: An Executive Sponsor needs to be available to meet with the leadership and members of the Employee Resource group they support. One of the best investments a Sponsor can make is the investment of their time, attention and energy being focused on coaching, collaborating, guiding and encouraging the team to further their objectives. An Executive Sponsor who travels non-stop or whose schedule is so tightly packed that they are simply unable to make time available to provide advice and counsel to the group really isn't able to be much of a sponsor.

Approachability: An Executive Sponsor who presents a friendly, open and welcoming demeanor will be the one that also benefits from the richest dialogue and the most productive time spent with their Employee Resource Group. Being able to deliver difficult messages in a constructive, non-judgmental and fact-based manner is critical to harnessing and channeling the creativity, energy, passion and enthusiasm most of the team members bring to their ERG roles.

Advocacy and Access: Often times, the ERG will need funding and investment in order to produce educational materials, secure meeting locations and to develop different forms of communications media in order to share their mission, promote their values, highlight their contributions and drive results. An effective Executive Sponsor will need to be willing to leverage their position, their network and their internal and external relationships in order to secure resources by legitimizing, advocating and creating visibility for the group's requests with peers and colleagues who may not be

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aware of their company-sponsored mission and charter.

Alignment: The area where an Executive sponsor can provide crucial support is in ensuring between the strategy, plans and tactics of the ERG and the business objectives of the company. For EMC, we believe that in order for us to maintain our position as one of the world's top technology companies, our diversity and inclusion initiatives must:

- continue to be championed by our executives;
- support top-line business results;
- enable our sales and revenue generating operations;
- build a high quality Customer Experience;
- reflect the global marketplace;
- recruit, train, develop and retain top talent;
- establish strong candidate diversity pipelines at all levels;
- encourage innovation and collaboration;
- create community awareness;
- foster and maintain an inclusive, open and respectful environment for all people;
- effectively communicate and demonstrate that EMC is a global employer of choice; and
- Be a great place to work!

The final and closing "A" word is **Appreciation:** It's really important to openly and consistently express appreciation for the hard work, dedication, creativity and passion each and every person in each and every Employee Resource Group brings to this volunteer role. Openly and publicly expressed appreciation for their important work makes it "okay" for other Managers to allow *their* employees to actively engage in working to support the Company's D&I efforts and it signals to Employees that the company truly is a sponsor of their efforts and will celebrate their results.

Disability Matters - 2015 ERG

Worcester, Massachusetts, April 14, 2015

Disability Champion Award (Executive):

Donald Potter,
EMC Corporation

This award category recognizes an individual whose advocacy, commitment, and action in support of mainstreaming disability in their workforce, workplace and/or marketplace has greatly contributed to their organizations success in these endeavors. The award recipient is someone whose job description does not specifically include this work yet he/she diligently works to influence others.



Disability Matters - 2015 ERG

Worcester, Massachusetts, April 14, 2015



Stephen Pelletier

Executive Vice President and Chief Operating
Officer, U.S. Business
Recipient of
Employer Choice Award

It goes without saying that a diverse workforce helps to enable business success. With increased creativity and productivity, businesses are embracing broad-reaching diversity and inclusion strategies that bring multiple perspectives together to solve critical business challenges. But despite this success, people with disabilities often remain an under-represented, untapped group with a potential to make big contributions for business, and our society more broadly.

Consider this example. At 18, Tom is a savvy technologist who knows his way around a personal computer better than some corporate executives. He aspires to help connect people to personal technology. Tom is also nearly blind, and was diagnosed on the autism spectrum as an infant.

As Tom's father, everyday I am lucky to be witness to his creative, problem-solving skills and can-do attitude. But his talents have had a much deeper impact. I have been able to learn from his talents and incorporate these skills into my own work at Prudential. In today's business environment, corporations are vying for these talents, which shouldn't be overlooked.

Embracing the influence that people with different backgrounds, and in particular, people with diverse abilities can bring to the workplace is essential to realizing the full value of inclusion and the impact on the workforce. At Prudential, our approach to diversity and inclusion is supported by three pillars:

Recruiting and retaining the best talent: Prudential's mission is to help our customers achieve financial prosperity and peace of mind. We strive to create long-term value for our stakeholders through strong business fundamentals, consistent with our mission and guided by our vision to distinguish the company as an admired multinational financial services leader, trusted partner, and provider of innovative solutions for growing and protecting wealth. We are committed to our promises and doing things the right way. And the right way includes our continued commitment to recruit, train, develop and retain people

Disability Matters - 2015 ERG

Worcester, Massachusetts, April 14, 2015

with disabilities.

In 2015, Prudential launched Count Me In!, an enterprise-wide campaign designed to encourage U.S. based employees to confidentially self-disclose if they are a person with a disability or are a protected veteran. The program goal is to fully account for diversity within our workforce, help create a culture of acceptance, inclusiveness and accessibility and better evaluate the effectiveness of Prudential's outreach and recruitment efforts for these communities. To secure the best talent, we have developed an intern program that provides employment opportunities for students with disabilities, many of whom have gone on to become some of Prudential's most dedicated employees. Since 2008, 55 interns have participated in this 10-week program.

Leveraging diversity and inclusion to open new markets: Our business resource group, ADAPT (Able and disAble Associates Partnering Together) supports members' personal and professional development by encouraging the sharing of information and personal insights unique to individuals living with disabilities. This group has grown to over 600 members. In 2015 ADAPT will help Prudential identify new marketing opportunities by helping to develop products and services tailored for individuals with disabilities.

Demonstrating our leadership in the community: Our commitment to diversity and inclusion extends far beyond the walls of Prudential into the communities where we live and do business. For Prudential, we believe that we can have an even greater impact by serving as an example to others. Prudential's Founding Sponsorship of the Special Olympics 2014 USA Games, where I served as the Executive Sponsor, is an expression of this. The Special Olympics was held in New Jersey last summer, with more than 250 Prudential volunteers and 3,500 athletes from around the country. These games will help lead to a change in understanding and acceptance of persons with all types of disabilities in communities throughout New Jersey as well as the United States.

At Prudential, we're betting on the value that people with diverse backgrounds, life experiences and ways of thinking bring to our business. If we get this right, it will provide an unstoppable source of growth, development and ultimately, leadership within our industry.

Disability Matters - 2015 ERG

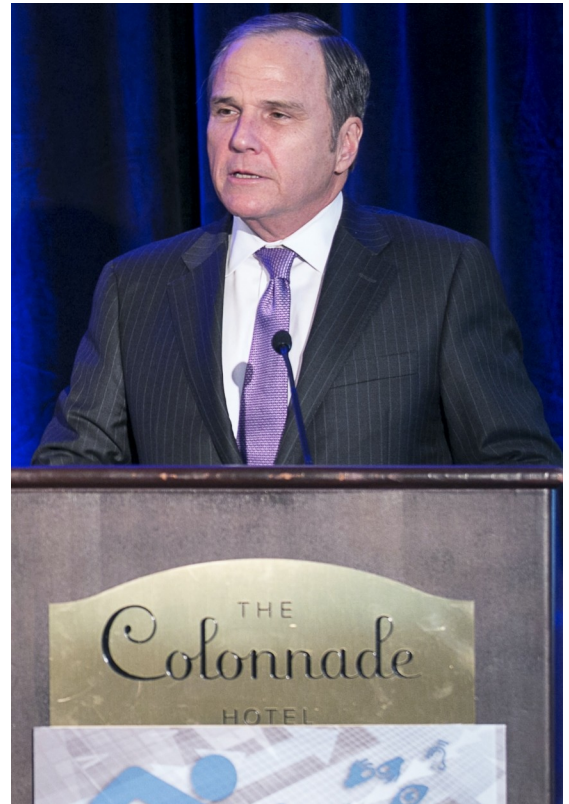
Worcester, Massachusetts, April 14, 2015

Stephen Pelletier, Prudential Financial

Employer of Choice Award

Prudential Financial

This award category represents companies that have taken their Disability Matters award-winning initiatives to a level where there is complete synergy between mission and achievement. Award consideration requires a company to have received two Disability Matters awards in any previous years and at a minimum, be able to illustrate the long-term sustainability of the initiatives.



2015 Disability ERG Professional Development Leadership Summit 2015

Worcester, Massachusetts, April 14, 2015



2015 Disability Matters North America Conference & Awards

Boston, Massachusetts, April 14-16, 2015



2015 Disability Matters North America Conference & Awards *Workplace Panel*



Moderator:
Eugene Kelly,
Colgate-Palmolive

Panelist Above Left to
Right Top Row:
Kelli Hodges, Dell Inc,
Kristine Biagiotti-Bridges,
EMC Corporation,
Brad Hopton, PwC,
Jeff Lichon, The Dow
Chemical Company,
Rebecca Caruso, L'Oreal
USA



2015 Disability Matters North America Conference & Awards

“The Devil Made Me Do It”
Legal Implications & Practical Solutions



Moderator: Susan Hamilton,
Springboard Consulting, LLC
Panelists: Left to Right
Matthew Camardella, Jackson Lewis P.C.
Nadine O. Vogel, Springboard Consulting, LLC
Thomas R Kelly, Pfizer, Inc



2015 Disability Matters North America Conference & Awards

Disability Champions—Executive Panel



Moderator:
Stephen Pelletier,
Prudential
Financial

Panelists:
From Left to Right:
Thomas Minnich
Dell Global,
Donald Potter
EMC Corp,
Gregory Akers,
Cisco Systems, Inc

2015 Disability Matters North America

Keynote Presentations

Sebastien Sasseville

Heather Abbott

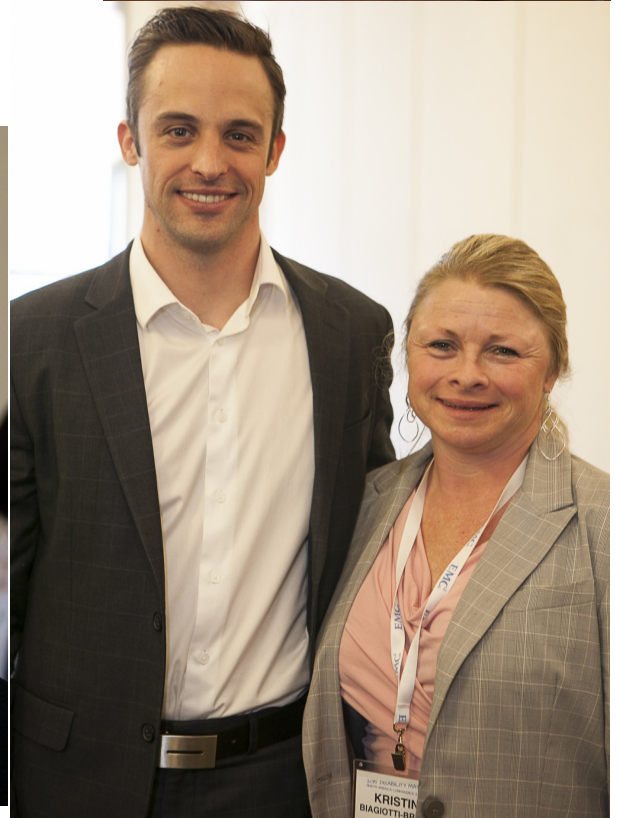


Top Left to Right:

Sebastien Sasseville
Speaker and
Endurance Athlete

Heather Abbott
Boston Marathon
Bombing Survivor

Below Left to Right:
Heather Abbott with
Nadine Vogel,
Springboard
Consulting
Sebastien Sasseville
with
Kristine Biagiotti-
Bridges
EMC Corp



2015 Disability Matters North America

Essential Job Functions & EEOC

Peggy Mastroianni

Jana Burke



Left to Right:

Peggy Mastroianni
Equal Employment
Opportunity
Commission (EEOC)

Jana Burke
Springboard
Consulting, LLC



2015 Disability Matters North America

Service Disabled Veterans Session

Laurie Sayles Artis

Ginger Miller



Left To Right Below:
Laurie Sayles Artis, Civility Management Solutions, LLC
Ginger Miller, Women Veterans Interactive
Moderator: Michele Green, Prudential Financial



2015 Disability Matters North America *Disability Champions—Management Panel*



Left To Right Below:
David Tate, AT&T
Margaret Downey, CSX Corporation



2015 Disability Matters North America *Marketplace Panel*

Mark Balsano

Trevor Hutchinson



Left To Right Below:
Mark Balsano, AT&T
Trevor Hutchinson, Procter & Gamble
Moderator: Jackie Glenn, EMC Corporation



2015 Disability Matters North America

Disability Champions—Associate Panel

Rita Shauger

David Ford



Left To Right Below:
Rita Shauger, Corning Incorporated
David Ford, EMC Corporation
Moderator: Lois Cooper, LMH Strategies, Inc.



2015 Disability Matters North America

“Help, I Can’t Navigate Your Website!”

Peter McNally

Bruce Howell



Left To Right:

Peter McNally,
Springboard
Consulting, LLC

Bruce Howell,
Carroll Center for
the Blind



2015 Disability Matters North America

Steps to Success Panel



Moderator to the
Left:
Marsha Gewirtzman,
Springboard
Consulting, LLC

Panelists:
Top Right:
Marcia Leander
UNUM
Bottom Left to Right:
Don Trella,
Mohegan Sun
Dr. Melissann
Ashton-Patton,
Corning Incorporated



2015 Disability Matters North America

Employer of Choice Panel

UPMC

Prudential Financial



Left To Right:
Pamela Arroyo, UPMC
Michele Green, Prudential Financial

Moderator: Greg Akers, Cisco Systems, Inc.



2015 Disability Matters North America

Workforce Panel



Top Left: Annette Rosta, KPMG

Bottom Left: Mitch Morgan, Fifth Third Bank

Bottom Right: Mary A Barrows, Northeastern University

Moderator: Marcia Leander, Unum



Disability Matters - 2015 Honorees

STEPS TO SUCCESS AWARD

RECIPIENTS

Below from Right to Left: Bobby Soper accepting the Steps to Success Award for Mohegan Sun with Nadine Vogel
To the Far Right: Marcia Leander accepting the Steps to Success Award for Unum with Nadine Vogel.



From Left to Right: Melissann Ashton-Patton accepting the Steps to Success Award for Corning Incorporated with Nadine Vogel, Springboard Consulting, LLC



Disability Matters - 2015 Honorees

MARKETPLACE AWARD

RECIPIENTS



To the Left from Right to Left: Mark Balsano accepting the Marketplace Award for AT&T with Nadine Vogel, CEO Springboard.
Below from Left to Right: Nadine Vogel with Deanna Bass accepting the Workforce Award for Procter & Gamble.



Disability Matters - 2015 Honorees

WORKFORCE AWARD

RECIPIENTS

To the Right from Left to Right:
Mitch Morgan accepting the Workforce Award for
Fifth Third Bank with Nadine Vogel CEO
Springboard Consulting.



From Left to Right: Christopher L Brown accepting the Workforce Award for KPMG with Nadine Vogel.

Disability Matters - 2015 Honorees

WORKPLACE AWARD

RECIPIENTS

Top from Left to Right: ML Krakauer accepting for EMC Corporation, Jeff Lichon accepting for The Dow Chemical Company and Brad Hopton accepting for PwC.

Bottom Left to Right: Rebeca Caruso accepting the Workplace Award for L'Oreal USA and Kelli Hodges accepting for Dell Inc with Nadine Vogel Springboard Consulting.



Disability Matters - 2015 Honorees

EMPLOYER OF CHOICE AWARD

RECIPIENTS



Top left: Stephen Pelletier accepting the Employer of Choice Award for Prudential Financial.

Below from Left to Right: Pamela Arroyo accepting on behalf of UPMC with Nadine Vogel Springboard



Disability Matters - 2015 Honorees

DISABILITY CHAMPION AWARD

Associate Award



Top Left to Right:
David Ford,
EMC Corp
Margaret Downey
CSX Corp
Greg Akers
Cisco Systems, Inc
accepting the Disability
Champion Award with Nadine
Vogel Springboard CEO

Management Award



Executive Award



Middle Left to Right:
Rita Shauger,
Corning Inc
Shannon Williams
UPMC
Donald Potter
EMC Corp
In the Middle Bottom:
David Tate, AT&T
accepting the Disability
Champion Award .

Disability Matters - 2015 Honorees

Boston, Massachusetts, April 14-16, 2015



WE ARE THE CHAMPIONS!



Disability Matters - North America Conference & Awards

Boston, Massachusetts, April 14-16, 2015



A Proclamation

Whereas The disability community represents the largest and fastest growing minority in the world; and

Whereas Whether visible or not, individuals with disabilities may be disabled from birth, as a result of an accident or illness, military service and/or age; and

Whereas Springboard Consulting's commitment to mainstreaming people with disabilities, in the workforce, workplace and marketplace; and

Whereas Such mainstreaming is the key to the full integration, inclusion and success of these individuals and to the companies that both employ and market to them and their families; and

Whereas Education, awareness and accessibility of all types is the foundation to appropriately engaging with, employing and marketing to the disability community; and Since 2007, through its four pillars, Springboard's North American Disability Matters Conference and Awards educates and inspires today's corporate leaders, celebrates their disability-related successes and provides networking with like-minded individuals,

Now, Therefore, I, Charles D. Baker, Governor of the Commonwealth of Massachusetts, do hereby proclaim April 15th, 2015, to be,

DISABILITY MATTERS DAY

And urge all the citizens of the Commonwealth to take cognizance of this event and participate fittingly in its observance.

Given at the Executive Chamber in Boston, this First day of April, in the year two thousand and fifteen, and of the Independence of the United States of America, the two hundred and thirty-eighth.

BY HIS EXCELLENCY

CHARLES D. BAKER
GOVERNOR OF THE COMMONWEALTH

KARYN E. POLITO
LT. GOVERNOR OF THE COMMONWEALTH

WILLIAM FRANCIS GALVIN
SECRETARY OF THE COMMONWEALTH

God Save the Commonwealth of Massachusetts





North America
April 19—21, 2016
Durham, North Carolina

HOSTED BY:

In Collaboration with :



Frankie
Lemmon
School &
DEVELOPMENTAL
CENTER

Frankie
Lemmon
Foundation



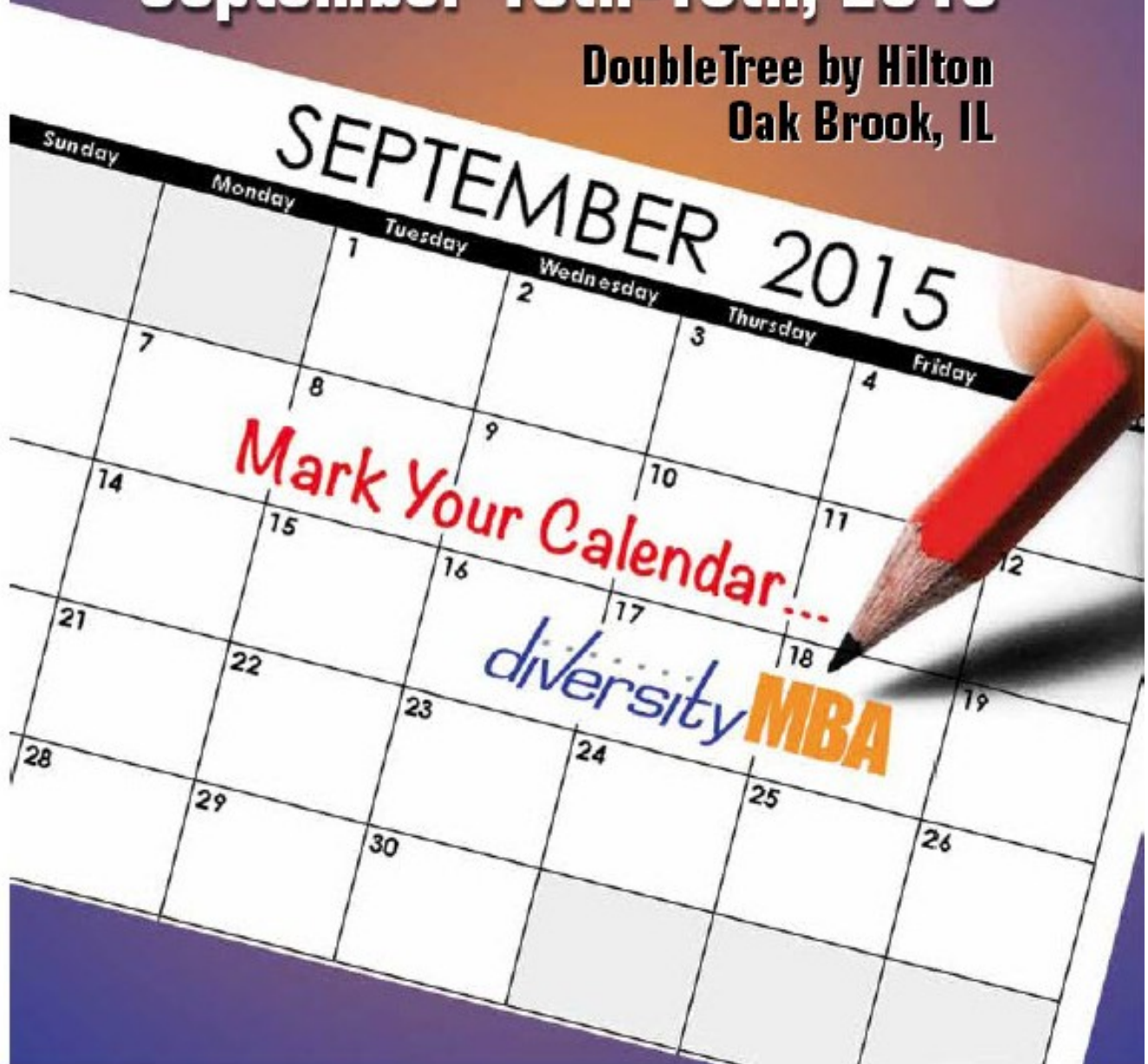
Above (Left to Right) Lenora Evans, Frankie Lemmon Foundation and Greg Akers, from Cisco Systems, Inc making the announcement of Disability Matters North America 2016 in Durham, North Carolina.

SAVE THE DATE

**Diversity MBA 9th Annual
Leadership Conference
& Awards Gala**

September 16th-18th, 2015

**DoubleTree by Hilton
Oak Brook, IL**



Please Join Us!



Asia—Pacific
August 17—18, 2015
Bangkok, Thailand



Hosted by:



Come See Springboard!



Nadine O. Vogel
CEO

Springboard Consulting will be presenting at the following conferences:



July 28—31, 2015
The Marriot Marquis
New York, NY

Springboard Presenter: Nadine O. Vogel



September 10, 2015
Capital Conference Center
Arlington, VA

Springboard Presenter: Nadine O. Vogel



September 16—18, 2015
Double Tree, by Hilton
Oakbrook, IL

Springboard Presenter: Nadine O. Vogel



September 28, 2015
Capitale
New York, NY

Award Recipient: Nadine O. Vogel



Join Us!

Springboard is seeking an individual to join its event planning team, specifically focused on our global events.

If you know of someone who may be interested, please have them submit a letter of interest along with their resume to:

info@consultspringboard.com,

Subject: Global Events