



May 2012, Volume 3, Special Edition Issue

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DISABILITY MATTERS - SPECIAL EDITION!



As you may know, Springboard Consulting produces an annual event, "Disability Matters". We are pleased to offer this most important event to focus on the inspiration, education, celebration and networking of/for those companies that aim to become employers and suppliers of choice of individuals with disabilities and their families.

We are incredibly honored to have celebrated our award winners, all of whom are dedicated to changing their organizations perspective about people with disabilities and their families as employees and consumers. The passion and dedication of all our honorees, to high standards for this most important work, inspires all alike.

Events of this magnitude could not have happen without our host, sponsors, esteemed presenters and most of all our honorees.

Please enjoy this special edition of the Wave, which highlights our honorees. Perhaps, you or your company will apply for one of these highly coveted awards for the 2013 event.

Thank you to all -
Nadine

2013 Disability Matters

**United States:
April 16-17, 2013**

**Hosted by:
Florida Blue
Jacksonville, FL**

**International:
TBD**

Stay Tuned for more!

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Disability Matters - Europe:

Publicis Groupe, Paris, France - March 26-27, 2012

OUR HOSTS:



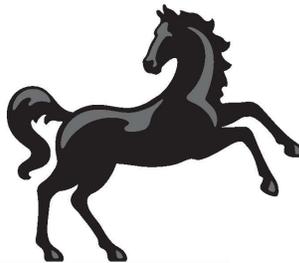
L'ORÉAL



OUR HONOREES:

DELTA HOLDING

LLOYDS BANKING GROUP



Disability Matters - Europe: Continued

Publicis Groupe, Paris, France - March 26-27, 2012



DELTA HOLDING

REPRESENTING:

SERBIA & MONTENEGRO

CATEGORY: WORKFORCE

JELENA KRSTOVIC, Vice President,
Corporate Communications

Delta Holding was established in 1991. It was one of the first private companies started in Serbia, and it now is one of the leading companies in Serbia as well as in the region. Delta Holding engages in agriculture, food production, real estate, distribution and insurance, previously also in banking and FMCG retail business.

The significance of Delta Holding operations is also demonstrated by the fact that we cooperate with some of the world's largest companies such as BMW, Honda, Nike, Beiersdorf, etc. In addition, in the previous period we sold our bank to Banca Intesa San Paolo and our retail business to FMCG Delhaize Group, and we have a strategic partnership with Generali Group.

In 2011, the sales revenue of EUR 1.42 billion was generated (including the results of Delta Maxi Group only until its sale in July 2011). The planned sales revenue for 2012 is EUR 850 million. Delta Holding employs 7,200 staff.

The company fully adopted CSR as its business principle, implemented through the quality of its products and services, environmental protection and community relations. By its 2011 decision, the company initiated the establishment of a special foundation that will aim to implement some of the strategic projects for the Serbian society in various fields of life, allocating 10% of its profit for the implementation of important socially responsible projects in Serbia.

In addition to the above-mentioned Foundation, Delta Foundation has been operating as part of Delta Holding for four years now. It initiates and implements projects intended primarily for children without parental care and persons with disability (PDs), which provide permanent solutions to specific problems and sustainable improvement of the quality of life.

Disability Matters - Europe: Continued

Publicis Groupe, Paris, France - March 26-27, 2012

The most important project of Delta Foundation is the construction of its foundation building – Centre for Day Care and Accommodation of Children with Special Needs. It is the first foundation building in Serbia after 70 years, with over EUR 2 million to be invested in its construction. The foundation building will be completed and handed over to the City of Belgrade in Jun this year.

Disability Matters Award

The 2012 Disability Matters International Award was given to Delta Holding for its programme of vocational rehabilitation of persons with disability.

Delta Holding launched the Employment, Labour and Social Inclusion of PDs project in 2008, prior to the Law on Employment and Vocational Rehabilitation of Pearson with Disability that was adopted in June 2012. The social significance of the project and its importance are emphasized by the fact that there was no systemic support in the society to companies in employing and working with PDs.

The project purpose is to provide an opportunity for persons with disability to get a job within our company and thus get integrated into the labour and social processes. The vision is to raise the awareness of this marginalised category in general public. The project of labour and social inclusion of persons with disability involves regional network organisations of persons with disability, Disabled Youth Forum, the National Employment Service, the Ministry of Economy and Regional Development as a regulatory body, relevant non-governmental organisations active in this sphere, and national and local media.

Programme phases included:

1. **Training of employees for work with persons with disabilities** –The purpose of training is to become familiar with the characteristics of different types of disability, the preparation of employees for work and the appropriate introduction of newly employed PDs into the working environment.
2. **Individual labour and social inclusion programmes** – the programme is intended for unemployable persons with developmental disorders. The purpose of the programme is the inclusion of PDs into the working and social microenvironments in which they will be provided with support. It also enables them to develop until their full adaptation to the environment and achievement of independence in their work. The ultimate goal is the integration of programme participants into the broader social and working environment.

Disability Matters - Europe: Continued

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3. Employment of persons with disability within Delta Holding

DH has employed 207 PDs since 01 October 2008. The employed persons with disability work in different posts within the company members (departments of sales, finance, administration, warehousing, retail stores and similar).

4. Supporting employees in the process of establishing their disability status as well as in exercising their rights based on disability. By obtaining official PD status, the employees got the rights to different subsidies and benefits at the level of local communities, as well as from the government.

We set full integration of employees with disability into the wider social community as a long-term goal of the project. After the classification of all activities related to the work with the PDs employed with DH, the initiative provides for the establishment of a single Centre for Employment and Work with Persons with Disability. The purpose of the Centre will be cooperation with external partners in the future, in order to achieve a positive impact in the society in terms of support to persons with disability, by making their adequate employment and work possible.

For more information, please contact: Natasa Bojanic, Corporate Communication Executive Director, Natasa.Bojanic@deltaholding.rs.



Left to Right:

- Lois Cooper, Adecco Group NA
- Jelena Krstovic, DELTA Holding
- Boris Bertain, ARPEJEH
- Claire Le Roy-Hatala, Sociologist
- Florence Gravelier, Paralympic Bronze Medalist

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LLOYDS BANKING GROUP

REPRESENTING:

UNITED KINGDOM

CATEGORY: WORKPLACE

**GRAEME WHIPPY, Senior Manager,
Group Disability Programme**

Introduction

At Lloyds Banking Group (LBG) we are committed to becoming the best bank for colleagues, customers and shareholders. In order to do this it is essential that we maximise the productivity and engagement of all our colleagues. Failing to do so increases the likelihood of talented people leaving the organisation.

This is especially true of colleagues with disabilities; research shows that one of the primary reasons why colleagues with disabilities were less engaged than non-disabled colleagues was because of ineffective or absent workplace adjustments (WA).

At LBG we have developed a range of programmes to support and nurture talented disabled colleague within the organisation. Recently we were awarded a Disability Matters award for our WA process.

The Journey

Historically, LBG has actively worked towards building a diverse and inclusive environment. The disability agenda truly gained momentum, however, in 2009 when Mark Fisher, Executive Director of Group Operations and Director of Integration, was asked to be the executive sponsor for disability. His first act in December 2009 was to convene a disability steering committee, which brought together senior stakeholders across the Group from both internal and customer facing divisions. He also created the Group Disability Programme to drive forward the work plan set by the steering committee.

Designing a new Workplace Adjustment process

Disability Matters - Europe: Continued

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The steering committee agreed that the immediate priority was to address the challenges faced by disabled colleagues needing adjustments.

A survey launched in January 2010 highlighted weaknesses in the WA process. In total 1,851 responses were received. The key qualitative findings were:

- The process was too complex and involved too many stakeholders.
- Line Manager's level of motivation and the level of effort required was a significant factor in whether adjustments were made successfully.
- It took too long to implement adjustments, especially for IT and premises.
- It was a struggle to get non-physical adjustments implemented at all.

It was therefore agreed by the steering committee that a brand new process should be created in order to give the bank best chance of defining a process that was truly fit for purpose, and which eliminated all the weaknesses in the original process.

This new process was defined between January and March 2010 and drew on the expertise of internal experts and, critically, the bank's disabled colleague network "Access." This was vital to ensure that the voice of disabled employees was heard and that their proposals were reflected in the design of the new process.

When designing the process the bank recognised that it could not be a "one size fits all" process; previously all colleagues who required a WA had to go through an assessment, regardless of their condition, their level of awareness about their condition or their understanding of what adjustments they needed.

In cases where the condition is understood and the adjustment known this would be provided at 'Tier 1'; a straight through order. At 'Tier 2', where there is doubt regarding the nature/severity of the colleague's condition and the nature of the adjustments that might be appropriate, the colleague would have an assessment conducted and then have adjustments implemented on the basis of recommendations made by the assessor.

The risk that colleagues following Tier 1 might not know exactly what they need and end up not receiving all the adjustments that would benefit them was recognised by the WA process

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design team who ensured that the process would include a review stage for all colleagues so that effectiveness of the adjustments could be monitored and any such instances addressed.

Equally important to the physical adjustments available are the non-physical adjustments, for example changes to shift patterns, work locations and targets. Historically there was no consistency to this process and anecdotal feedback from disabled colleagues highlighted the challenge that colleagues faced in getting non-physical adjustments implemented. In order to improve understanding of what is within scope, LBG became the first organisation to document its non-physical adjustment process. This has been vital in improving understanding of the non-physical adjustment process for our colleagues, line managers and external assessors.

It was decided that the WA process should be managed externally to ensure that the people managing the adjustments were impartial. Furthermore, experience showed that charging costs of adjustments to a colleague's cost centre could be a disincentive for a Line Manager to make adjustments. This barrier was therefore removed and the cost of all adjustments (and associated costs such as assessments) should be charged on a centralised basis, effectively treating WAs like any other business cost which is apportioned on the basis of a divisional headcount. The result is that cost of adjustments cannot – and will not – be attributed back to an individual colleague.

Since implementing this process SLAs and costs have gradually fallen, while colleague satisfaction has increased. Of those colleagues who provided feedback on the process 88% rated it as “Excellent” or “Very Good” with a Net Promoter Score of 27. It is our long term goal to drive the overall end-to-end case duration down to 20 working days whilst maintaining high feedback ratings from our colleagues.

Other Initiatives

The WA process has been instrumental in building a more inclusive organisation. We have, however, undertaken other initiatives to promote “disability awareness” within the organisation.

Our network for disabled colleagues, Access, has grown in size hugely from 200 members in 2009 to around 750 to date. Through this network colleagues have access to mentoring, regional reps and local and national networking events.

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We also run two development programmes; the Personal and Career Development Programmes. In both programmes delegates discuss how disability affects their personal life and at work. The programmes aim to create a positive and supportive environment in which delegates can have frank and constructive discussions about disability and its impact on their lives as well as identify life goals. The objective is to build personal confidence and help colleagues build constructive relationships with their line manager and peers. These programmes, unique to LBG, have been positively received and have had a powerful impact on our colleagues who have taken part – they have frequently been described by delegates as “life changing”.

Our Future Focus

At LBG we are proud of the advancements we have made for our disabled colleagues and will continue to drive forward the disability agenda internally; this year Line Manager disability awareness training is being rolled out across all divisions this year. Moving forward we plan to build on our knowledge and success in this area to address issues improve our services for disabled customers and ultimately become the bank of choice for disabled customers.

For more information, please contact: Graeme Whippy, Senior Manager, Graeme.Whippy@Lloydsbanking.com.



Left to Right:

- Bruce Roch, AFMD
- Luk Zelderloo, EASPD
- Angel Navarro, Artistas Diversos
- Graeme Whippy, Lloyds Banking Group
- Dr. Nasser Siabi, Microlink

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MICROLINK PC, LTD.
REPRESENTING: UNITED KINGDOM
CATEGORY: WORKPLACE
DR. NASSER SIABI, OBE

Late last year, December to be precise, an email arrived in my inbox inviting my company to participate in the European Disability Matters 2012 Conference co-sponsored by Springboard Consulting. I did what any good CEO would do at that time of the year – I promptly delegated my assistant to read through the criteria of submission upon her return after the winter holidays.

The New Year hailed (another typical English winter), and what I also remember was my assistant pestering me to edit/read and reread our submission for the Workplace Category of the European Conference. I had asked for it to be brought to my attention, and as I remunerate for professional nagging; it was the least I could do.

Jokes aside, I treat every opportunity to tell of the advantages people have as a result of the service we provide and how our services came about with great seriousness and the best of intentions.

During some point in early January, in one of my regular telephone conversations with Graeme Whippy of Lloyds Banking Group (LBG), I suggested they too send an application and forwarded him the information.

Two years ago, Microlink entered into a joint venture with LBG to work with us because we had the relevant core competencies to implement a workplace adjustment process from the ground up that was truly fit for purpose. I acknowledge and recognise that without LBG's role as innovator and implementers, Microlink would be unable to replicate and offer this solution to the broader market today.

For those who know me well, anything over a page is a struggle to read, so I cannot over-emphasise the patience and diligence of two of my staff whom I assigned to work on the application whilst they waited for the next suggested iteration (and let me say, sometimes, not so silently!). When my colleagues delivered the submission to everyone's satisfaction, it was submitted. All I had to do was wait.

Disability Matters - Europe: Continued

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One of the reasons we felt it was important to enter our submission is we believe inclusivity is a world-wide message and one I shall continue to personally lobby. The sponsors of the Conference also spoke my “language” and so, it gave me an opportunity to spread my account of the work my company has done and will continue to do.

Meantime, it was *business as usual*:

Microlink was founded in 1992 by me and my business partner, Vee Ganjavian.

Microlink is also at the forefront of development for independent living for disabled people through technology. Our work touches the lives of tens of thousands of people every year and we aim to ensure all employers are aware of the unfulfilled potential of their workforce because of the disabilities they have and the barriers put in their path by the environment and by employers.

We do not feel disabled people should be the subject of sympathy, but they should receive more empathy and we should all work towards becoming more understanding and breaking down barriers of inclusion.

The many awards we have received as a company is testimony to our commitment in improving the lives of disabled people. These awards become a great incentive for all of us to work harder and smarter to make this dream become a reality that one day, we will have a truly inclusive society.

When we received our notification from Springboard Consulting to say we had been honoured, we soon learned that LBG had also been successful in their application. For us, it was like the best icing on our favourite cake. Honestly, the entire organisation was – and still is – very proud. We are absolutely delighted for our partner Lloyds.

Travel arrangements were made and off I jetted to Paris to receive the award on behalf of Microlink on March 27th.

It was a genuine pleasure making acquaintances with like-minded people who shared the same agenda. This is a tremendous achievement for Microlink and confirms our position within this sector as innovators and role models for disabled people. The important work we carry out will no doubt improve the lives of thousands of disabled employees in the work-

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place and empower employers to better manage their talent and create a happier and more productive working environment.

For more information about the services we provide, please visit our website:

<http://www.microlinkpc.com>.



*Excitement builds as people enter the theatre for
Disability Matters Europe!*

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SFR

REPRESENTING: FRANCE

CATEGORY: MARKETPLACE

MARC MONCET, Director Customer Relations Call Center

SFR won this year the Disability Matters Award in Market Place category for its customer services dedicated to deaf and hearing-impaired customers.

SFR has joined forces with DEAFI, a specialist in tailored customer relations, to develop a direct access solution to its Customer Service training hearing-impaired professionals in an emerging profession – video-customer advisor. Since one year, three deaf video-customer advisors have been handling with customer service for deaf or hearing-impaired SFR customers. They answer requests using a Webcam in French Sign Language as well as by chat. The customer advisors, as well deaf or hearing-impaired themselves, are hired by DEAFI and receive a training to become video-associates. The sessions are run by AFPA and students attending the training with success get a State-certified degree.

Three DEAFI video-customer advisors, all experts, are now in charge of relations with SFR deaf and hearing-impaired customers. Dedicated to customers with a SFR mobile subscription, the platform will be progressively extended to other areas of business.

With more than 5 million deaf and hearing-impaired persons currently living in France, hearing deficiencies are one of the least-known and least-visible disabilities. Thanks to this partnership with DEAFI, SFR has shown its will to offer customer relations especially-tailored to the hearing-impaired.

DEAFI was born of thanks to the meeting between two of SFR strategic policies:

- The Diversity and Equal Opportunity Policy: SFR has been mobilised in support of diversity and equal opportunity for years. The Diversity Label, obtained in 2010, came as a recognition of the entire company's commitment to fight discrimination and support equal opportunity.

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- The Customer Disability Policy: since 1997, SFR has been committed to address the specific needs to disabled persons and to provide them tailored services and solutions free of charge, as technologies develop. In 2005, SFR recognised its responsibility in this area, signing the Charter to Facilitate the Access of Disabled People to Mobile Telephony, drafted by the French Association of Mobile Operators (AFOM). In 2011, SFR, operating through the French Federation of Telecommunications, wished to sign the statement of commitment incorporating the Charter of Voluntary Commitments (the only such Charter existing in France) into its operations in Fixed Telephony, Web, and Proprietary Distribution Network.

For more information, please contact: Richard Pareti, richard.pareti@sfr.com



Left to Right:

- Shadi Abou-Zahra,
- W3C Web Accessibility Initiative (WAI)
- Rachid Bensahnoune, L'Oreal
- Richard Pareti, SFR
- Marc Moncet, SFR
- Roland Dreyfus, Acces Universel

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LEFT TO RIGHT:

- Graeme Whippy, Lloyds Banking Group – United Kingdom
- Marc Moncet, SRF – France
- Nadine Vogel, Springboard Consulting – United States
- Jelena Krstovic, DELTA Holding – Serbia & Montenegro
- Dr. Nasser Siabi, Microlink PC, Ltd. – United Kingdom

CONGRATULATIONS !!!

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OUR KEYNOTES:



Dr. Philippe Chabasse,
Board Member, Handicap International



Stephen Frost
Head of Diversity & Inclusion
London Organising Committee of The Olympic Games and Paralympic Games,

Disability Matters - United States:

Prudential Financial, Newark, New Jersey - April 18-19, 2012

OUR HOST:



OUR SPONSORS:

TITANIUM:



PLATINUM:



GOLD:



SILVER:



BRONZE



Disability Matters - United States: Continued

Prudential Financial, Newark, New Jersey - April 18-19, 2012

OUR HONOREES:

Marketplace -



Workforce -



Workplace -



Disability Champion -



Bernita Thigpen, Managing Director, Tax



CDR Erik Neal, Chief Staff Officer



Miguel Garcia, Associate Director Product Supply Finance

Disability Matters - States: Continued

Prudential Financial, Newark, New Jersey - April 18-19, 2012



ARMY AND AIRFORCE EXCHANGE SERVICE

CATEGORY: WORKPLACE
HERBERTINA JOHNSON,
Sr. Diversity Manager

From its beginnings in 1895 as simple sutlers posts under the Army Exchange Service (AES) to the multi-channel global retailer known today as the Army & Air Force Exchange Service (Exchange), the military command with a retail mission has enjoyed a long and proud history of servicing and supporting military families the world over. After nearly 117 years of service, the Exchange remains committed to its mission to provide quality merchandise and services at competitively low prices and generate earnings to support morale, welfare and recreation programs. One of America's largest and oldest retailers, the Exchange today operates more than 3,100 facilities worldwide, in some 30 countries, five U.S. territories and all 50 states.

Inside these operations are more than 43,000 associates worldwide. As diverse as those they serve, 60% are people of color, of that 50% are management. Women represent 63% and 11% have disabilities (of which 2.24% have targeted disabilities). Improvement and growth is being realized and addressed through closely monitoring and aggressive recruitment. The Exchange Human Resource team partners with national and local agencies such as the Department of Assistive Rehabilitative Services (DARS) and Ability one of Texas. Since 2000, the Exchange has hired yearly college students with disabilities through the Workforce Recruitment Program (WRP). In 2011 the Exchange partnered with Cornell University through their federal grant study for a one year organizational practices to increase opportunities for people with disabilities. The Equal Employment Opportunity Commission (EEOC) mandated a 2% hiring goal of people with targeted disabilities for all federal agencies in 2008. Since 2009, the Exchange has met or exceeded this goal.

Diversity and Inclusion is are the core of the Exchange's culture and the strength of the organization. The Exchange's diversity and inclusion initiatives advocates fostering an environment that leverages the full potential of all associates by valuing and respecting the uniqueness of every member of the workforce. Senior Leadership is involved and supportive in advancing recruitment and retention efforts increasing employee participation in corporate mentorship program, training, education, succession planning and professional development.

Disability Matters - United States: Continued

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The global mission, vision and corporate strategy for diversity and inclusion are included as a strategic objective on the organization's Corporate Balanced Scorecard. The Exchange is aggressively pursuing continued growth in both workforce and supplier diversity and seeing improvement in major focus areas, i.e., Leadership Commitment, Human Capital, Supplier Diversity and Diversity Communication and Education.

Diversity communication and education has improved by utilizing a variety of media, i.e., web-based learning courses, video teleconferencing, business television and print media. For the past several years, we have experienced growth in corporate mentorship and improved employee engagement through the promotion of nine Special Emphasis Programs/Associate Resource Groups which are open to all associates. The ABLE resource group is active in recruiting, career advancement and training of associates with disabilities. The Special Emphasis Programs/ Associate Resource Groups primary objective is to function as a business resource. Each group is tasked to complete cultural diversity programs, participate in community outreach (internal and external) and refine professional development.

Diversity and Inclusion have become critical components of corporate strategy. Senior Leadership accepts accountability for Diversity and Inclusion by implementing strategic and measureable goals. One of which is to continue to build a more inclusive work environment.

Diversity is an opportunity that has long been an integral part of the Exchange mission. We have made significant progress on our overall business strategy; however, the journey is ever evolving with vast opportunities yet to be realized. Our diversity defines our strength and creates opportunity for growth. The Exchange mission includes fostering a culture that is full of opportunity for the workforce, customer and supplier for the benefit of the communities in which we live, work and serve.

For more information, please contact: Tina Johnson, Sr. Diversity Manager, johnsonhc@aafes.com .

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CISCO

CATEGORY: WORKPLACE

GREG AKERS,

Senior Vice President of Advanced Security Initiatives Global Government Solutions Group

The Cisco Disabilities Awareness Network— Making Small Changes for Big Differences

By Pamela Dirks Burke, Program Manager, Cisco

Cisco has been focused on enabling access to technologies and opportunities that help everyone be a vibrant part of the human network through a broad accessibility initiative since 2003. The goal has always been two-fold:

To identify requirements and establish strategies and processes to integrate accessibility throughout Cisco operations

To make Cisco products, services, websites, and documentation accessible and usable by people with disabilities, either by design or through compatible use with assistive technology.

In 2008, the Cisco Disabilities Awareness Network (CDAN) Employee Resource Group (ERG) was officially formed to expand the initiative and mobilize Cisco communities and resources to advance the interests and needs of people with disabilities around the world.

“We are committed to attracting, retaining and developing a diverse workforce that includes and embraces people with disabilities and creating a culture where everyone feels empowered to make a difference and be their best selves,” commented Sandy Hoffman, Cisco’s recently appointed chief diversity officer. “People with disabilities are vital members of the Cisco family and integral to our success; their experiences, backgrounds and perspectives help fuel our competitiveness, enabling us to effectively identify market opportunities, solve complex problems and drive innovation,” Hoffman said.

While the educational and advocacy programs of CDAN are valued, funded and supported throughout the organization, the day-to-day work of all the individuals involved may often seem to go by unrecognized; it is the work of passionate participants dedicated to making small changes that can result in big differences. “This is why we are so excited and honored to receive the Disability Matters 2012 Workplace Award in recognition of all they have done

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for the organization—and they do a lot!” Hoffman added.



Greg Akers, SVP, Global Government Solutions Group and Co-Executive Sponsor of CDAN, accepting Disability Matters 2012 Award on

Their tireless efforts create opportunities, relationships and programs that increase the awareness and make progress around issues faced by people with disabilities. A few of their recent programs included co-hosting the 2011 Disability Matters Conference; hosting the Inter-Organization Network Forum in India; launching a centralized, collaborative special Children’s Network; and conducting an awareness campaign in the UK on non-visible disabilities and mental health.

In partnership with another Cisco ERG, Veterans Enablement and Troop Support (VETS), CDAN helped orchestrate a multi-site corporate technology day in the US over the past two years. The effort is designed to help veterans, including those with disabilities, make a successful transition into the corporate world. Similar to job fairs for veterans, these events also include mentoring and educational program opportunities.

CDAN and VETS also collaborated to sponsor the 31st National Veterans Wheelchair Games in the US.. The inspirational Games raised awareness for the amazing achievements by people with disabilities. The events span multiple days and locations and are quite a large undertaking—Cisco engineers built the infrastructure and solutions, including Cisco WebEx and Cisco TelePresence for live video broadcasts and recordings, making both events possible.

CDAN is also particularly proud of its summer interns program, where interns with disabilities participated in all aspects of Cisco’s work life, from giving presentations and presenting at conferences to attending meet-and-greets with executives and social mixers. This helped

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coworkers better understand the challenges faced daily, what accessibility is and how it can be incorporated into the workplace. They were also able to provide feedback on the tools Cisco uses, which aids in the development of a better infrastructure of support for people with disabilities in the Cisco workplace.

“Throughout the years, Cisco has leveraged keen insights from our employees, partners and customers with disabilities to improve the usability of our networking, security and collaboration solutions to maximize the productivity of all our customers,” noted Hoffman. “Time and time again, we have seen how understanding and embracing the differences that each of us brings to the table results in a richer experience and greater success. This is why accessibility is, and will always be, a foundational element of Cisco’s overall vision to improve the way we all work, live, play and learn.”

For more information:

<http://www.cisco.com/web/about/responsibility/accessibility/index.html#~A>

or contact Pamela Dirks Burke at pdirks@cisco.com.

DID YOU KNOW?

Employers should shift its approach from one that focuses on verifying that a person has a disability to one that focuses on using the "interactive process."

After receiving a request for reasonable accommodation, the employer must have a dialogue with the employee with a disability to clarify the employment barriers and the appropriate workplace support(s) needed to perform the essential job functions and facilitate job success.

Shelley Kaplan,
ADA Services Manager
Springboard Consulting, LLC

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CSX CORPORATION

CATEGORY: WORKFORCE

SUSAN HAMILTON, Chief Diversity Officer

CSX is the largest railroad in the East with a network over 23 states and two Canadian provinces. CSX's oldest predecessor railroad is the Baltimore & Ohio, the nation's first common carrier when it was chartered in 1827. In 2011, CSX, #226 on the Fortune 500 list, reported revenues of \$11.7 billion,

a record.

Five years ago, our CEO, Michael Ward, requested of the Diversity and Inclusion Team a comprehensive strategy for persons with disabilities.

Michael had realized the crying need for attention to this cause after devoting personal time and donations to the Wounded Warrior Project

(WWP), with which CSX was the first national corporate partner. Our program with WWP led to both paid interns (called "externs") and permanent hires of these heroes. This also planted the seeds for a broader commitment to all persons with disabilities.

A cross-functional team from Human Resources, Law, Medical, Training, Facilities and Diversity/Inclusion departments came together to systematically map an overall program addressing recruiting, hiring, accommodations, tailored training, sensitivity training, advocacy and facilities improvements. A preliminary strategy overview was given by representatives of the team to the CEO and his direct reports at one of their regular meetings and we were authorized to proceed. We have since reported again to the CEO and his direct reports on our progress. An employee resource group was founded –The Able—with members who are both persons with a variety of disabilities, as well as allies, friends, family and supporters.

Before we began recruiting broadly for persons with disabilities, we spent time developing a comprehensive set of sensitivity training programs addressing Human Resources, and specifically, recruiters, hiring managers from the departments, peers and leaders. We partnered with the local University of North Florida which has excellent resources, as well as the Business Leadership Network locally. We also began developing working relationships with over 30 agencies that are resources/partners on this journey. We continue to deliver training programs on a regular basis through various media plus face-to-face programs, including

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workshops on being in the place of a person with disabilities, which were given twice during our 8th Annual Inclusion Forum in February, 2012.

We systematically performed upgrades to our various campuses and buildings in our headquarters city to meet the standards of the U.S. Business Leadership Network and its local affiliate, which exceed OSHA requirements. We became the first company in this area to be certified by the BLN as a Disability Friendly Employer and we proudly display the certifying decals, having just renewed our certification this spring. A CSX General Manager serves on the BLN Advisory Board, which meets regularly here in Jacksonville, sometimes on our campuses.

We became a charter member of Getting Hired portal/website for persons with disabilities seeking corporate jobs and continue recruiting/placing jobs on their site. We have a representative on their advisory committee and have given a webinar for them to participants. We became licensed by Essential Accessibility to place a special logo on our external website after making adaptations that allow persons with disabilities to maneuver through our website and its various employment links more easily. We have a board member and past board president at Pine Castle, the oldest area agency serving persons with severe developmental and acquired disabilities. We do business with both Pine Castle and ARC-Duval, which has twice recognized us as large company of the year.

We developed 2 buddy/mentor systems: 1 for our WWP externs through our Military Affinity Group, and the other, for our civilian interns who have disabilities. We regularly participate in WWP Graduation ceremonies and our CEO has attended several. The Able hosted a luncheon for

our civilian interns with their buddies, who include a VP and other high level managers.

We now regularly advertise for and hire persons with disabilities, both military and civilian. We have 1 person on our recruiting team dedicated to disability recruitment and related activities, including a seat on the Jacksonville, Florida, Mayor's Council on Disabilities. A second member of the recruiting team devotes an estimated half of her time to disability strategies and support for the various initiatives, including The Able. A third member of the recruiting team focuses on military recruiting in general, as well as being our WWP liaison. We sent the volunteer President of The Able to the national conference of the USBLN in Louisville in 2011 and our CEO is scheduled to speak at this year's conference in Orlando.

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CSX is a better company for having embarked on this journey to make ourselves Disability Friendly.

For more information, please contact: Susan Hamilton, susan_hamilton@csx.com.



Left to Right:

- Andy Traub, AMC Entertainment
- Susan Hamilton, CSX Corporation
- Felicia Coney, The Procter & Gamble Company
- Shannon Williams, UPMC
- Sherlynn Bessick, Millersville University
- Shelley Kaplan, Springboard Consulting

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EMC CORPORATION

CATEGORY: MARKETPLACE

YVETTE LÓPEZ ADAMS, Diversity Manager

EMC Corporation (NYSE: EMC) is a global leader in enabling businesses and service providers to transform their operations and deliver information technology as a service. Fundamental to this transformation is cloud computing. Through innovative products and services, EMC accelerates the journey

to cloud computing, helping IT departments to store, manage, protect and analyze their most valuable asset – information – in a more agile, trusted and cost-efficient way. EMC is a Fortune 200 company with revenue of \$20B. Additional information about EMC can be found at www.EMC.com.

EMC's Office of Global Workforce Inclusion focuses on mirroring EMC's market leadership and leverage to attract, recruit and retain the top talent globally thereby further enabling EMC's global success. This is done through the facilitation of EMC's operational drive toward world-class diversity and inclusion, to strengthen the innovation and agility of the organization and benefit EMC's global workforce, customers and business partners. Chairman, President, and CEO Joe Tucci defines the company's perspective on diversity and inclusion as "a diverse group of employees working together to solve problems from a variety of perspectives produces the kind of innovative thinking that sustains EMC leadership worldwide".

EMC has been recognized in the Marketplace category at the 2012 Disability Matters Conference in large part thanks to our Disability Employee Resource Group (DERG). At EMC, our Marketplace is inclusive of our employees, future employees, our current and future customers, and our partners. Mirroring the theme of the 2012 Disability Matters Conference, our DERG has made a big impact in our Marketplace through innovating, educating and celebrating all abilities.

Innovation is the lifeblood of EMC and the work of the DERG is no exception. This passionate group of employees collaborated with a local non-profit called Working Without Limits, which led to EMC co-founding the B2B (Business-to-Business) Abilities Connector network. In addition, the DERG has been instrumental in marketing to our customers. At one of

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EMC's largest events, EMC World, the DERG developed and provided accessibility guides to ensure all attendees are able to participate equitably.

Education is a critical component of all of EMC's Diversity and Inclusion strategic programs. As an example, the DERG brought disability awareness to our Talent Acquisition team. Today, we are proactive and ask prospective candidates if they need accessibility information prior to arriving for their interview. EMC now offers Accessibility information to employees and managers via our intranet. In addition, the DERG has advocated for a pilot of a telephone close-caption service for the hearing impaired.

Celebration is key to round off all Diversity and Inclusion efforts. Not only was EMC recognized in the Workplace Category at the Disability Matters Conference in 2011, but in 2012, the DERG and EMC were recognized by the Easter Seals with the Team Hoyt Award. In 2010, EMC received the Business Partnership Award from the Providers' Council through our successful partnership with HMEA.

At the forefront, EMC supports and values our Disability Employee Resource Group for their work in helping support and empowering people with disabilities and employees who have family members with disabilities. We expect many more great things to come.

For more information, please contact: Yvette López Adams, Diversity Manager, yvette.adams@emc.com .

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Thank You to all our honorees...



FRONT ROW (left to right): Stephanie Noel—CSX; Shannon Williams—UPMC; Donald Potter—EMC; Nadine Vogel—Springboard; Marisol Eisner—Prudential; Julie St. Marie—Best Buy; Sloane Lucas—Toys”R”Us

BACK ROW (left to right): Andy Traub—AMC; Felicia Coney—P&G; CMD, Erik Neal—US Navy; Bernita Thigpen—KPMG, LLP; Maryellen Reardon—Prudential; Herbertina Johnson—AAFES; Miguel Garcia—P&G; Greg Akers—Cisco.

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PRUDENTIAL FINANCIAL, INC.

CATEGORY: WORKPLACE

MARYELLEN REARDON,

Vice President, Learning

Prudential's business resource group creates learning opportunities

This year, Prudential's Business Resource Group, Abled and Disabled Associates Partnering Together, known as ADAPT, received a Disability Matters Workplace Award for its programs and initiatives that touch on the delivery and dissemination of educational information, resources and recruitment of individuals with disabilities.

"We support members' personal and professional development by encouraging the sharing of information and personal insights unique to individuals living with disabilities," states Maryellen Reardon, ADAPT's co-chair and a Vice President of Learning for Prudential's Agency Distribution area. "We also strive to educate others on disability awareness issues. Each year, the ADAPT Leadership Team makes decisions about the specific focus and objectives for the year in order to support our mission."

In recent years, the ADAPT Leadership Team has focused on strengthening its impact through enhanced programming and communications. In 2009 it sent a survey to all ADAPT members to identify the specific needs of members and respond with appropriate programs. As a result of this and other input, ADAPT offers programs such as...

- Annual executive teleconferences for ADAPT members with Senior Executives
- Annual events in honor of Disability Employment Awareness Month. For example, in 2010 a panel of Prudential employees who have disabilities candidly shared their workplace experiences, including the tools and strategies they use to succeed.
- "Lunch and Learn" sessions at local sites in small groups that are optimal for discussion.
- A quarterly ADAPT newsletter to update members on current events, spotlight members and encourage commitment to our mission.
- Refresh and roll out of the online ADAPT Discussion Database.
- A signature 'Welcome to My World' workshop that enables employees to temporarily experience conditions similar to those that exist with a disability.
- A Disabilities Awareness Workshop to help create awareness of a variety of disabilities, including appropriate etiquette. This workshop was initially created to support the ADAPT Summer Intern program. Its reach was expanded in 2011.

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ADAPT also provides a summer internship experience for college students with disabilities. In partnership with the Staffing Organization, ADAPT manages a 10 week internship program for individuals with disabilities. The program continues to grow each year and offers a tremendous opportunity for both the interns and Prudential. “The interns gain exposure and on-the-job training that helps strengthen their resumes, and Prudential employees benefit from direct exposure to the talents of this labor force,” says Reardon.

Integral to ADAPT’s impact has been the collaboration of leaders in a variety of areas, including ADAPT’s national Leadership Team and its local site liaisons, the support of Prudential’s Diversity Office and guidance from its Executive Sponsor. As measures of its effectiveness:

- Membership has grown by 100 percent in 1.5 years.
- There has been a 200 percent increase in participation in our Disability Employment Awareness Month events.
- ADAPT has active members in seven locations throughout the United States.
- Eleven interns were placed in 2010 and eight interns in 2011. While not the focus on the intern program, some interns have transitioned into full-time positions. Feedback about and interest in the program is overwhelmingly positive.
- Surveys are completed by participants after every event or workshop. Satisfaction ratings typically are 90 percent or higher.

About Prudential:

Prudential Financial, Inc. (NYSE: PRU), a financial services leader, has operations in the United States, Asia, Europe, and Latin America. Prudential’s diverse and talented employees are committed to helping individual and institutional customers grow and protect their wealth through a variety of products and services, including life insurance, annuities, retirement-related services, mutual funds, investment management, and real estate services. In the U.S., Prudential’s iconic Rock symbol has stood for strength, stability, expertise and innovation for more than a century. For more information, please visit <http://www.news.prudential.com/>

For more information, please contact: Maryellen Reardon, Maryellen.reardon@prudential.com

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TOYS"R"US, INC.

CATEGORY: MARKETPLACE

SLOANE LUCAS,

Director, Corporate Philanthropy

The core philanthropic mission of Toys"R"Us, Inc. and the Toys"R"Us Children's Fund is to keep children safe and help them in times of need. We have a long history of supporting the special needs community, including organizations such as National Down Syndrome Society, Muscular Dystrophy Association, Spina Bifida Association and United Cerebral Palsy, among many others.

The Toys"R"Us Children's Fund has for several years directed grants to Special Olympics to support the national expansion of the Young Athletes program, an inclusive, innovative play program for children ages 2-7 that develops critical early cognitive, social and motor skills and introduces kids to the world of sports. The Fund recently pledged \$1 million to become the first Founding Partner of the 2014 Special Olympics USA Games. Toys"R"Us will be the Presenting Sponsor of the first Young Athletes Festival, a unique event that will debut at the Games in June 2014.

Toys"R"Us, Inc. is also a past Disability Matters honoree for publishing the annual Toys"R"Us Toy Guide for Differently-Abled Kids. Since 1994, the company has partnered with National Lekotek Center, which is a nonprofit organization dedicated to making the world accessible to children of all abilities, to assess the play value of hundreds of toys for children with special needs. The Guide serves as a resource featuring everyday toys that also happen to support the development of children with physical, cognitive or developmental disabilities. These are toys children can play with alongside siblings and friends, fostering inclusion.

Toys"R"Us, Inc. was honored this year for its annual partnership with Autism Speaks, which is the largest autism awareness organization in the country. The CDC now estimates that 1 in 88 children have been identified with an autism spectrum disorder. Autism Speaks advocates for families and children with autism; supports funding for research; and generates awareness about the disorder.

Toys"R"Us, Inc. has partnered with Autism Speaks since 2007 – and the relationship represents the company's largest program with a special needs organization. All Toys"R"Us and

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Babies“R”Us locations across North America hold annual in-store fundraising campaigns in conjunction with Autism Awareness Month in April.

Since the partnership began, we have helped Autism Speaks receive more than \$12 million through money raised during in-store and online fundraising campaigns and through donations from the Toys“R”Us Children’s Fund and Toys“R”Us, Inc. Toys“R”Us also serves as the national sponsor of the Walk Now for Autism Speaks program, a series of 80 fundraising walk events held in communities across the United States and Canada. Even more importantly, our employees participate every year in these walks – volunteering their own time to raise funds and awareness for this cause.

As part of this overall philanthropic partnership, Toys“R”Us has created several resources to help parents and caregivers of children with autism. The company collaborated with Autism Speaks and the National Lekotek Center, to create the “Ten Toys That Speak To Autism,” a special subset of our annual Guide, specifically to provide toy suggestions for families and friends of children on the spectrum. And, since research shows that children with cognitive, emotional or social limitations are more prone to accidental injuries, we also provide Safe Play Tips relevant for children with autism.

Every year the corporate philanthropy team works with the marketing group to develop new, engaging in-store signage. Last year’s theme was “Be A Hero For Autism,” which highlighted the everyday heroism of children with autism, as well as their caregivers and those who are helping to find the cause of and cure for autism by donating time and money. We sought to honor the unsung heroes affected by this disorder while inspiring customers to become heroes themselves. In 2011, we broke all records, raising more than \$3 million across the U.S. and Canada.

For 2012, we actually tailored our campaign to help support our partner’s own initiative called “Light It Up Blue.” This is an international effort by Autism Speaks to light significant landmarks, such as the Eiffel Tower and Empire State Building, blue on April 1 and April 2 to mark the kickoff of Autism Awareness Month. Our campaign theme was “Shine A Light For Autism,” which included a dedicated website at that gave families fun ways they can show support – such as “Dress It Up Blue” to wear blue clothes, or “Bake It Up Blue” to bake blue cupcakes and other treats to raise awareness.

We also increased our presence in the social media realm, partnering with Twibbon to create a dedicated app that allows Facebook users to “Light It Up Blue” with either a simple blue

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tint on their profile picture, or choose fun overlay like a blue Geoffrey.

A local media campaign in 25 markets included a giveaway of free blue nightlights with any donation, encouraging kids to “light it up blue” at home. The nightlight packaging was co-branded, but the nightlight is not, so kids can have a glowing blue reminder of how they were able to help other kids across the country. Fundraising in the U.S. alone surpassed \$2 million.

This partnership has resonated with our guests, who email us and post on Facebook about their appreciation for us joining in the fight. It also touched many of our employees, who often write to tell us how autism has impacted their lives and how proud they are to work for a company that is helping. That is truly heartwarming.

One of the reasons the company felt this would be a good partnership is because, it seems, everyone knows someone touched by this disorder. And because of that we have been able to reach many people with important messaging about early warning signs, and raise much-needed funds that have made a positive, significant impact in the lives of children and families.

For more information, please contact: Sloane Lucas, Director, Corporate Philanthropy, Toys“R”Us, Inc., Sloane.Lucas@toysrus.com.

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COMMANDER ERIK J. NEAL

U.S. NAVY / NAVSEA

CATEGORY: DISABILITY CHAMPION

For almost two years now, I have been involved in the recruiting, hiring and mentoring of seriously wounded, ill or injured service members, or Wounded Warriors (WWs).

I am an active duty naval officer in the United States Navy, currently stationed at the Naval Undersea Warfare Center (NUWC) Division, Keyport, Washington. My command employs over 2000 personnel (government civilians, contractors and Sailors) at sites in Washington State, California, Nevada, Hawaii, Guam and Pennsylvania. NUWC Division Keyport is one of 10 Warfare Centers that fall under Naval Sea Systems Command or NAVSEA, and only one of two centers that specializes in the development, testing and evaluation of undersea warfare systems. NAVSEA employs over 53,000 personnel at 33 field activities all over the US.

Since 2009 NAVSEA, under the leadership of Vice Admiral Kevin McCoy (2011 Disability Matters Honoree), has hired over 1100 WWs! I am proud to say that NUWC Division Keyport has exceeded our WW hiring goals for the past two years. One of the tools my command has used to hire WWs is Operation Warfighter (OWF). OWF is an Office of the Secretary of Defense (OSD) non-paid internship for active duty WWs and is designed to help them transition from military service to civilian government service. We have developed partnerships with the Army's Warrior Transition Battalion at Joint Base Lewis McChord in Tacoma, Washington, the Wounded Warrior Regiment-East at Camp Lejeune, North Carolina and Navy Safe Harbor Pacific Northwest. Through these partnerships we have taken OWF one step further by intern-ing, training, certifying, and in some instances qualifying WWs for positions at NUWC Division Keyport.

One of the reasons for our success with this particular program is our hiring managers at Keyport understand what WWs bring to our enterprise. They recognize that WWs are dedicated, loyal, professional, trained or trainable, educated, most have security clearances, are drug-free, want to continue to serve, are team players, know when to follow, and have proven they can perform under the most stressful circumstances. Providing internships that can lead to career opportunities for WWs not only makes good business sense, it's the very least we can do for those that have served our country honorably, unconditionally and sacrificed so much in the process.

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I was honored to accept the 2012 Disability Matters Champion Award last month. Thank you for what you do to support Disability Inclusion. Compassion and action--make it happen. If you are reading this, you know what I mean. Best of luck to you and your companies as you continue to make our work places better for all.

For more information, please contact: Erik J. Neal, Commander, United States Navy, eneal65@yahoo.com

Have you hired a Wounded Warrior today?

Thank You to our Keynote...

John Crowley
Chairman & Chief Executive Officer,
Amicus Therapeutics



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MIGUEL GARCIA
THE PROCTER & GAMBLE COMPANY
CATEGORY: DISABILITY CHAMPION

Why not?

We were truly humbled by Disability Matters recognition for P&G, and for me personally, in championing a cause I consider very near and dear to my heart. I want to share with you the journey we took in bringing the Auburn, ME Flexicenter to life, so that you may consider further how you can make a difference in the workplace or landscape that surrounds you.

I work for a Company, who stands behind its Purpose of touching and improving lives. So it should be of no surprise to anyone that a Company with such a solid foundation of values would attract employees who share the same values, principles, and purpose. I consider myself to be one such employee. And it was within this mindset and culture of inclusion where an idea grew into a solid business model, with the added benefit of providing employment opportunities to people with disabilities.

At first, I thought it was too big to tackle...but then I said: "Why not? Let me ask the question to a couple people and see where it goes." I began a journey of extensive research and was astounded to find that the unemployment rates among Americans with disabilities are above 40% (80-90% for people with developmental disabilities), despite anti-discrimination legislation. I knew something needed to be done to drive change. And I knew P&G was the right culture of inclusion to consider what could be done. On a personal level, I have a daughter, with Downs Syndrome. My heart and soul was in this to find a better tomorrow for her and for all of the other individuals with disabilities, who will face real challenges in finding employment opportunities in the future.

Walgreens proved to be the inspirational model that gave a jump start to our efforts here at P&G. They have a five years strong program at their distribution center in Anderson, South Carolina, that by design, enables employment of people with disabilities. And not just jobs, but meaningful work, contributing in a positive way every day.

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When I share this story, please believe me when I say that it took a huge effort and that there are too many people to name, who were instrumental in bringing this vision to life. We formed a team and began researching Walgreen's model to see how they had effectively turned this into a business model that not only touched the heartstrings, but importantly, drove clear business results. I learned that any company can implement a sustainable program to promote the employment of people with disabilities, so they can have real jobs, and earn real wages. This is not only the right thing to do but also *the smart thing to do*.

Experience demonstrates that employees with disabilities have an above-average motivation when compared to typical employees, and they are usually more grateful and committed to deliver and perform as expected. This high-level of engagement, when properly supported and applied to the right roles, translates into better results, higher employee stability, and a very successful experience for both the company and the employee. This program transforms people from being economically and emotionally dependent into productive members of society, with all the psychological and economic benefits this represents. However the impact goes beyond the people that benefit directly. All the experiences show that their peers also experience a positive impact from this environment. Much like the peers of school age children benefit from inclusion in the classroom, we see the same effect in the workplace. Other employees are inspired by the positive attitude and passion that people with disabilities bring to the workplace and their attitude and morale improves, which in turn results in a more productive operation. It is truly a win for everybody.

And so, armed with a solid business case, I pushed forth a new initiative, "Diversity of Abilities". I found immediate traction with the Walgreens model, with offers for funding, resources and solid steps we could take to make this a reality. As it turned out, we were able to identify a new module that was being planned for the Auburn site in Maine, with about 60 new roles. It seemed ideal to run a pilot so we could develop and learn from our own model. That was a key event that moved the project from being an idea to a project with a team behind it.

The pillars of the Walgreen's program were clear and aligned to our own business objectives and so we set these forward as guiding principles in our new endeavor as well:

1. Everybody has the same expectations. People with disabilities do not need an easier job. They need some support and flexibility but they can deliver on the same expectations. This is a key element of the program and it is carefully monitored. Everyone has a target to deliver regardless of his/her abilities.
2. Be flexible and identify what each person needs to deliver at their peak. It varies by person but contrary to what many people think, it does not require significant or expensive

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adaptations -- just creativity.

3. Close partnership with local agencies that help identify/promote employment for people with disabilities. They are the experts, and have a natural incentive to help companies develop these programs. They identify and train the candidates before presenting them to the company and once they are on the job, they provide support as job coaches to make sure people stay on track.

After a team visit to the Walgreens distribution center, we started planning our own pilot and every step of the way we found the support of Walgreens, the local agencies (Maine Bureau of Rehabilitation Services) and truly anyone we shared this vision with. When you offer a sustainable business proposition that is a true win-win, people are more than happy to participate. All along the way I received offers to help as most people not only supported our efforts but wanted to be part of the team.

On August 2, 2011, after one year of planning and working to bring the first pilot to life, we had the ribbon cutting ceremony of the Flexi-Center in the Auburn plant, including a presentation and visit from our Chief Diversity Officer, Linda Clement-Holmes. We created an inclusive work environment where people with and without disabilities work side-by-side, earning the same pay, receiving the same benefits and are held to the same productivity and workplace standards. We lead by example, and we are fulfilling our Purpose of touching and improving lives now and for generations to come.

The outcome of this pilot program will help us develop recommendations for the company in the U.S. and other countries. At this time we are still in the pilot stage of this business model, with plans to review after a full year of learnings have been gathered. Hopefully it will also inspire other companies and more of these programs will come to life.

So there you have it. If you have a good idea, do not be afraid to ask why not? Go ahead and make a difference.

For more information, please contact: Miguel Garcia, Associate Director, Procter & Gamble Product Supply Finance; garcia.mr@pg.com.

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