

# the wave

A NEWSLETTER OF SPRINGBOARD CONSULTING

[www.consultspringboard.com](http://www.consultspringboard.com)

Disability Matters Special Edition



Dear Friends:

When I look out the window of Springboard's global headquarters in Mendham, N.J, USA, I see the many colors of fall season which a favorite for many who reside in the northeastern U.S. Although I do love this season, summer is my favorite and particularly this past summer, thanks in large part to AXA Life Japan who served as the Host of Springboard's 2014 Disability Matters Asia Pacific Conference & Awards. On June 30<sup>th</sup> and July 1<sup>st</sup>, Tokyo was abuzz about the importance of mainstreaming disability in the Asia-Pacific workforce, workplace and marketplace with business leaders from around the region sharing best practices and celebrating the companies leading the charge in this most important work.

I hope in reading about the conference and this year's honorees, if you were in attendance, your will get to re-live the education, inspiration and celebration that took place and if you were unable to attend, you will certainly plan to attend our 2015 event which will be Hosted by Krungthai-AXA Life Insurance Public Company Limited in Bangkok, Thailand in August.

I wish everyone a wonderful, energizing and exciting fall and look forward to seeing you in Bangkok.

Nadine

## 2015 Disability Matters Events

*North America  
Boston, MA  
April 14–16, 2015*

*European Union  
The Hague,  
The Netherlands  
17–18, June 2015*

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

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## Disability Matters - 2014 Honorees

*Japan, Tokyo, 30th of June, 1st of July, 2014*

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### WORKFORCE AWARD

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**Goldman  
Sachs**

**SONY**

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### WORKPLACE AWARD

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**EMC<sup>2</sup>**

**SONY**

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### MARKETPLACE AWARD

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### Krungthai-AXA Life

Nattapong Withisupakorn  
Assistant Manager—Operational Risk and  
BCM

Life can be difficult for many of us at times, but for some people it can be very tough all the time for instances people with disabilities. There is no divine law that says everyone will get a “fair share” of life’s riches – in reality, equality does not exist. But for some the inequality is an even bigger disadvantage. Yet it is that very inequality in life that often marks these people as special achievers – special because inequality does not hold them back. Their adversity is what drives them to succeed.

In Thailand there are more than 1.8 million of these special people and all they ask for is an opportunity to demonstrate their talent and to make a meaningful contribution to the world and their families. People bound to a wheelchair, the deformed, the blind, the deaf – all people with disabilities can make a difference to society and build for themselves an independent life.

Krungthai-AXA Life Insurance Public Company Limited (KAL) is a life insurance company in Thailand. One of the critical reason for KAL’s success is the focus it has on gathering together talented people and growing them to realise their potential in life. KAL took a decision 4 years ago that there was a section of Thai talent that was constantly overlooked.

When you meet people with disabilities they do not ask for charity – they simply want the opportunity to work like everyone else in Thailand. The business sector is the key to giving such an opportunity by employing these overlooked talents. The reasons why KAL began its journey are:

1. Initially KAL based its philosophy on work carried out group wide with Diversity and Inclusiveness (D&I). In Asia KAL saw AXA Japan as its role model.
2. People with disabilities (PWD) brought basic skills KAL needed and could further develop for specific roles in the company. People with disabilities are just as agile in the mind as are the able-bodied. Talent is a state of mind not a state of the body.
3. PWD bring a very positive “can do” attitude to their work. They have all met and overcome massive challenges in their lives. They emerge with a confidence that they can overcome any problem and can they pass this positive attitude to everyone else in a company.
4. They are very loyal and truly appreciate being given the opportunity to prove themselves to the world and be able to finally contribute to their families and earn self-respect.

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Over the past four years KAL has implemented the following:

1. It integrated a strategy of securing talented people and investing in training as well as developing people to realise their potential. KAL does not differentiate between the able bodied and the disabled however it looks for the able minded.
2. It set up a dedicated D&I team to work with PWD. This team is comprised entirely of volunteers who work tirelessly to champion the rights of PWD inside and outside the company.
3. It built strong “employee engagement” in the company. How – simply by the CEO going and asking staff questions about the company and their work – what they like and what they don’t like. A company needs to listen to the staff and empower them to deliver to their fullest potential.
4. It overcame challenges by letting the PWD demonstrate that they can achieve great results.

Today staff in KAL don't see PWD as being any different from the able bodied in the company.

They participate in all company activities. There are some amazing success stories in KAL.

1. Ms. Ann who has been bound to a wheel chair all her life has changed significantly her life after joining KAL as she can now support her parents. In addition while working at KAL she has been able to complete her university degree and is contemplating marriage.
2. Ms Wassana has no legs and also has been bound to a wheel chair all her life. She works in the accounting department as a Manager. She is able to drives herself back to her home city of Pattaya every weekend to look after her niece.
3. Mr. Tueng in operations is severely physically handicapped but he was selected to represent Thailand in the last Paralympics in Myanmar.
4. Ms. Yaya who is height challenged and deformed walked 3km back to the office with 200 other staff in recognition of AXA's worldwide corporate responsibility week.

And the list goes on.....

In May 2013, KAL sponsored a gala dinner for the top 200 Thai businessmen to open their eyes and their hearts to the plight of PWD in Thailand. The Company was honoured to have royal support for the gala dinner with Her Royal Highness Princess Somsawali being an honoured guest. Thailand today doesn't have the infrastructures and the same mindset as many of the developed countries in the region or in other parts of the world.

KAL just hopes that through the little work it is doing that it can influence the government and society to witness the abled hearts of the PWD to give them the opportunity to gain the self-respect that they deserve.

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### EMC India Center of Excellence

Deepa Narasimhan  
President , DERG India Network  
Diversity and Inclusion

As an organization, one of EMC's core principles is a commitment to diversity and inclusion. This is reflected in EMC India COE winning the prestigious '**Disability Matters**' award under '**Workplace**' category. EMC India COE is one of EMC's largest R&D centers outside of North America that delivers product engineering, services and integrated innovation for every product group for EMC.

EMC India COE, under the umbrella of '**People, Planet and Possibilities**' brings together CSR, Environmental Sustainability and Diversity and Inclusion under one identity and works across these areas for the betterment of our community and planet.

**Disability Empowerment Resource Group (DERG) India Network** is a part of global employee circle and is an initiative to ensure that EMC continues to drive forward its Diversity & Inclusion agenda and creates an environment of equality in the workplace. DERG India was formed in 2012, with a strong vision encompassing disability awareness & market scenario, talent optimization/recruiting PwD candidates and collaboration.

The DERG India Network undertakes a number of initiatives to further its vision.

- A series of awareness workshops named 'Inclusive Leaders' was designed to enable leaders to build inclusive workplaces for employees with disabilities. Awareness workshops conducted among the leadership team, manager community, HR Partners and other relevant stakeholders provide the opportunity to understand different perspectives on disability. This also helps in understanding the journey and aspirations of People with Disabilities and breaking stereotypes. This also takes a look at the best practices in the industry and how the industrial scenario is recognizing the business imperative for realizing the potential of disabled employees.
- A streamlined hiring process was implemented – this includes job analysis to identify possible positions for hiring people with disabilities. EMC partnered with Enable India, an

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organization which focuses on training PWDs to make them employable in the mainstream workforce for this initiative. The team also works with hiring managers to access and understand the detailed requirements of the job through interviews and discussions with teams.

- DERG collaborates with industry bodies, like NASSCOM, CII & disability advocacy groups / events for sharing best practices for continued learning and better strategic alignment.
- DERG India's events and programs intend to create awareness, celebrate and recognize individuals with disabilities who have gone beyond barriers to be champions. The International World Accessibility Day kiosk brought to the fore how technology and assistive tools that enables people with different impairments.

*"Winning the 'Disability Matters' award for the 'Workplace' category is indeed a great honor for EMC India COE. We believe strongly that our business has a responsibility towards our stakeholders and a higher purpose – to think beyond profits, understand how we can make a positive impact on our people, the community we are present in and the planet we live in. This underlines our commitment to being an inclusive organization with a strong focus on building a support system for differently abled people to integrate into the mainstream and benefit from a healthy professional life" - Chandrasekar Krishnamurthy, Vice President, Global Services & Executive Sponsor – People, Planet & Possibilities*

*"It is a great honor and privilege to serve as the President of the DERG India Network. As we all know disability affects us all either directly or indirectly, but I experience it in my daily life, born with Spinal Muscular Atrophy my strength deteriorated with movements only in my index fingers. My journey compromises different enabler... be it family members, EMC leaders, my team, assistive technology etc. which has made me a stronger person, successful with my career and person with bigger dreams. My prior objective is to successfully continue our importance in disability mission here at EMC. With high growing number of PWDs in India, it's key to tap into the diverse pool for their participation in the developing economy" Deepa Narasimhan, President, DERG India Network – People, Planet & Possibilities*

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## Sony/Taiyo Corporation

Takako Hagiwara  
President  
Corporate Development & Inclusion

### **Objective of establishment**

Sony/Taiyo Corporation was a special subsidiary company of Sony, established in 1978 by the mutual intentions of Mr.Ibuka, Sony Corporation's founder and Dr.Nakamura, Japan Sun Industries (social welfare organization) founder to continue insatiable challenge and evolution, with the company philosophy, "No one is so disabled as to be unable to work. No charity, but a chance!" and "May people with disabilities, with the right attitude, but without special privileges reserved for them, produce better work than the able bodied".

### **Management policy**

We have thought the integration of three factors (Quality, Cost, and Delivery) that we value as a company and the independence of disabled people is important to realize Diversity & Inclusion, and established a production system to demonstrate their full ability.

It is Cell manufacturing system, in which one person handles the entire process, generates a sense of responsibility and realizes high quality and high efficiency.

Based on this experience, we provide reasonable accommodation to disabled employees in every assignment.

### **Integration with external organizations**

We take this approach not only to support disabled employees at Sony headquarters and group companies but also to send messages to and play active roles in communities at large.

- Introducing Sony's "Diversity & Inclusion" and support for the disabled student
- Holding "Inclusion Workshop"
- Human Rights Lecture and to accept the a site observation tour.

### **2014 Disability Matters Awards Ceremony**

On this occasion, Sony/Taiyo was recognized at the "2014 Disability Matters Awards (Asia-Pacific region)" in the Workplace Division (employment and establishment). These awards are held annually by U.S.-based Springboard Consulting LLC, a consulting firm aiming for international

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development of employment promotion and labor support for people with disabilities in the U.S.

### In conclusion

We create a form of disabled people's employment by taking full advantage of the feature as Sony group's actual place of work to practice the employment of disabled people, and at the same time contribute to the group as one of the manufacturing facilities. By improving work environment, developing human resources and managing the health-care, and also by encouraging our employees to think, act and transmit by themselves, we support the growth of each employee.

Contact:

Sony/Taiyo Corporation

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### InterGlobe Aviation Limited("IndiGo")

Summi Sharma

Director, Corporate Learning and Development  
ifly



### **"Disability isn't a choice. Discrimination is. We need to think beyond"**

A boy went to the pet store to buy a puppy. Four of them were sitting together, priced at Rs. 6000 each. Then there was one sitting alone in a corner. The boy asked if that was from the same litter, if it was for sale, and why was it sitting alone.

The store owner replied that it was from the same litter, it was a deformed one, and not for sale. The boy asked what the deformity was. The store owner replied that the puppy was born without a hip socket and had a leg missing. The boy asked, "What will you do with this one?" The reply was it would be put to sleep. The boy asked if he could play with that puppy. The store owner said, "Sure."

The boy picked the puppy up and the puppy licked him on the ear. Instantly the boy decided that was the puppy he wanted to buy. The store owner said "That is not for sale!" The boy insisted. The store owner agreed. The boy pulled out RS. 200 from his pocket and walked towards his mother to get RS. 5800.

As he reached the door the store owner shouted after him, "I don't understand why you would pay full money for this one when you could buy a good one for the same price." The boy didn't say a word. He just lifted his left trouser leg and he was wearing a brace. The boy said I know what he feels. The pet store owner said, "I understand. Go ahead, take this one."

When we read this, the first question that struck us is do we empathize and understand people with disabilities only if we have one. As humans we are sometimes in-sensitive and we forget that disability is not a disease that one can catch. One may walk, talk and move differently than the rest, but on the inside we are just the same

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**"Kindness is a language that the deaf can hear and the blind can see" –  
Mark Twain**

To start with we will have to talk about how some cultures are. Disability, from time immemorial, was looked at as karmic punishment to what has been done wrong in previous births. Till the last two generations, people were brought up on those facts. Therefore, the attempt to bring disability in mainstream was never one of the focal pointers. However, the perception is changing and therefore the need for people to travel.

At IndiGo, the mandate given by our president is to follow Service from the Heart. And when we led this movement, his message was simple. Keep it hassle free. Do not think about disability but think about what we can do to make it hassle free for our passengers with disability. Do it while maintaining their dignity and from our hearts.

Till last year we had made a lot of changes in our approach towards being hassle free with disabled passengers. Braille menu and safety instruction cards, the first airline in India to have ramps for passenger embarkation and disembarkation, calling in self-advocates for training and talks with the leadership team. Tab on the home page of our website. This brought us to the position of being most friendly. However, last year we were asked a question by our President – What next? He reminded us that that it's easy to reach the top but difficult to sustain these initiatives. He was absolutely correct. We started receiving a few complaints – not on our infrastructure and the facilities but on how the staff who do not report to us were behaving.

These people come from not very educated backgrounds – the loaders, the drivers – but actually these are the people who come in direct contact with our passengers with reduced mobility. Therefore, we arranged for training programs for them in their language.

In fact, the next idea came about through these loaders and drivers. There are some airports in our country wherein ramps are not possible to be aligned. Once while the loaders were carrying a passenger on his wheel chair, up the stairs, he remarked that what would happen if he falls. Keeping in mind what our President said, we took the problem to the Airports team. They came up with a bang on solution of stairlifts and we are the first airline in India to implement it. We are really proud say that the solution had gone viral on our twitter and face book accounts with highest number of forwards and retweets.

Not just the infrastructure, the ability of the mind to adapt to changing perceptions of disability not being equated as a disease and disabled not as things but human beings like us was our challenge for last year.

We get over zealous. One of the IndiGo friends, people who only fly with us, – and who is visually impaired flew with us some days back. The ground force personnel walked off with his bag in an attempt to help. The crew saw that and rectified the situation. The intent was to help but how I do it

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is a challenge.

The “simple tips” given were as follows:

- Offer assistance to a person with a disability, but wait until your offer is accepted before you help.
- Listen to the person with the disability. Do not make assumptions about what the person can or cannot do.
- When speaking with a person with a disability, talk directly to that person, not through their companion.
- Extend common courtesies to people with disabilities as you would to anyone else. Shake hands. If the person cannot shake your hand, they will tell you. Do not be ashamed of the attempt, however.
- It is okay to feel nervous or uncomfortable around people with disabilities, and it is okay to admit that. When you encounter these situations, think “**person**” first instead of disability and you will eventually relax.

The words – “next step” and “how else” always reverberate in our ears and minds. World’s 07th largest low cost carrier, only and the most profitable in our country. We are blessed so why just internally. And we looked around. Not just our website, we helped the other travel portals work on their website to make the process more visible. We spoke with the Airport operator at some airports to make changes in their infrastructure - signage more prominent. They agreed and we are moving. Albeit a little slowly, but steadily.

Our president walked the ramp with a child suffering from autism - for a well-known fashion designer. It’s about appearances and also about acceptance. He agreed because he was in a position to make a difference and he did.

We are not perfect. And we don’t claim to be. We will make mistakes but we will constantly strive to excel. Always in pursuit of excellence.

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### **Goldman Sachs**

**Gary Chandler**

*Head of Tokyo Human Capital Management*

At Goldman Sachs, we regard diversity as a business imperative — something that is requisite to our ability to serve our clients and to maximize return for our shareholders, and is at the core of our culture.

As stated in one of our business principles: “For us to be successful, our men and women must reflect the diversity of the communities and cultures in which we operate. That means we must attract, retain and motivate people from many backgrounds and perspectives. Being diverse is not optional; it is what we must be.” The firm makes great effort to ensure that every qualified person has a seat at the table regardless of their differences, including disabilities.

Goldman Sachs launched the Asia Pacific Disability Interest Forum in 2011 as part of the firm’s diversity and inclusion strategy in the region. Its aim is to increase awareness and provide support for employees with a disability, and those who develop a disability during employment. It has around 150 members from across all levels and divisions in Asia Pacific.

The forum leads annual disability awareness programs in regional offices including “Day in a Wheelchair” and “Dialogue in the Dark”. It also hosts a series of events around Disability Awareness Month every December. In 2013, it hosted three keynote speaker events across Asia Pacific featuring a paralympian, a mobility impaired CEO and a visually impaired masseur. Members of the forum also distributed burgundy wristbands in Asia Pacific offices in recognition of the International Day of People with Disability on December 3.

In Japan, Goldman Sachs runs the Diverse Ability Program to provide training and support for professionals with a disability. Participants are offered a one-year contract with the potential to convert into a full-time position. Based on the participants’ background, Goldman Sachs provides training on market and industry knowledge, professional skills and the firm’s culture. We make tailored adjustments to the workplace to help these individuals perform their jobs. Our employee

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benefits team is ready to assist them on any healthcare or medical related matters. Managers and assigned buddies check in with the participants on a regular basis, and liaise with the Japan Disability Recruitment Working Group as well as the Disability Interest Forum to support their successful integration into Goldman Sachs.

Externally, the firm has been very active in initiatives that support people with disabilities. Goldman Sachs was a sponsor of a Disability Resource Guide in Hong Kong (and Singapore?) aimed at encouraging companies to do more in recruiting people with disabilities and building an environment which maximizes their potential. In Singapore, we have established a relationship with the Singapore Disability Sports Council, an organization that has produced medal winners at the London and Beijing Paralympic Games. Our employees volunteered at their annual track and field day aimed at introducing younger competitors to athletics events and selecting experienced athletes for competitions.

It is never too late for a company to start its journey of integrating people with disabilities into the workforce. The key is to challenge assumptions and emphasize possibility. Companies from different industries can come together and exchange best practices and resources through great platforms like the Disability Matters Conference. Goldman Sachs is honored to receive the 2014 Disability Matters ASIA-PAC Region Award. We are delighted to be recognized for our achievement in supporting people with disabilities in the workforce, considering the firm is relatively new to this space.

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### CISCO Systems

Namratha Sudhakar

Global Inclusion & Diversity,  
Program Manager

### **Embrace, Empower, Enable: Inclusion and Diversity at Cisco**

*"We believe that inclusion and diversity is key to redefining how we collaborate, connect, communicate, and work. When embraced, I&D can fuel our innovation engine and help redefine our culture moving forward." - Sandy Hoffman, Cisco Chief Diversity Officer*

Cisco's vision is to change the way we work, live, play, and learn, so diversity for us is the broad spectrum of unique skills, perspectives, values and behaviours that help us realise that vision. Our diversity initiatives are aimed at creating the dynamic environment for employees interested in supporting unique aspects of the disabled community by helping create a barrier free environment for People with Disabilities at Cisco that enable them to work more independently and productively.

At Cisco, our goal is to achieve 'disability confidence, and we strive to understand how disabilities affect every aspect of business, and we are committed to removing barriers for our employees, customers, partners, and suppliers. We design Cisco offices, labs, and systems to accommodate employees with disabilities. Our products, services, websites, and documentation are made accessible either through their design or through use of assistive technology.

The Connected Disabilities Awareness Network (CDAN), a global Employee Resource Organization (ERO), provides a strong support network and plays an important business advisory role. CDAN has chapters worldwide, including in India, Japan, Australia, The United States, and The United Kingdom. The CDAN mission is to promote an adaptable work environment that provides business benefits to Cisco and all its stakeholders.

At the Cisco Campus in Bangalore, there is considerable emphasis on providing several special facilities, accommodations and assistive technologies for employees with special needs. Some of these include:

- Parking: Dedicated parking spaces are provided in all buildings.
- Accessibility: Ramps at entrances to buildings and cafeterias; automated sliding doors at all

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main building entrances

- Signage: Braille on all lifts and meeting rooms
- Audio announcement in elevators on reaching each floor
- Facilities: Accessible washrooms on each floor; drinking water/tea vending machines on every floor at a height of 1200 mm or less for ease of access
- Transport - doorstep pickup and drop
- Fire safety: Audio warning for fire alarms, easily accessible fire exit routes, trained ERT members to help / support during the evacuation
- Workstation Area/space - Access to work station is provided via 7' wide main corridors beside the core and 4 'wide territory corridor
- License to JAWS software available to the visually handicapped
- Path Finder & access to Employee Directory: Cisco Maps deployed for new buildings and in the process of being rolled out for other Cisco facilities. Cisco Maps is now available on Smart Phones & Tablets apart from web version & accessibility features enabled for all the platforms.
- Online access to Food Menu: Cisco eCafe Menu deployed for Cisco Bangalore Campus Cafeteria and being piloted for other Cisco Cafeterias. Accessibility options have been enabled in the development stage and currently under pilot phase.
- VoIP Phone: Accessibility enabled Video IP Phones are being piloted which enables integrated access to Cisco's Voice over IP, Instant Messaging, Email, WebEx Conferencing tools on an Android based platform enabling easy access using touch screen.
- Cisco Education Enabled Development Platform (CEED 2700): Delivers high-quality electronic classroom experience for skills development & education. Provides vast rural populations with access to expert teachers and master trainers.

For 2014, we have a Basic Disability Accessibility Checklist that has been taken from CII (Confederation of Indian Industries) - PwD Chapter, and have identified the following 9 critical actions as a priority:

1. Entrance Steps
2. Entrance Reception
3. Employees Staircase
4. Restrooms for disabled
5. Café Menu card
6. Office Seating
7. Facilities information

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8. Building – accessible exits
9. Emergency Evacuation

Our vision for CDAN India is to be seen as an employer of choice for People with Disabilities, so inclusion for us is not a one-time activity, but a concept which will take a long time for an organization to adapt, which is why it is still an ongoing process and continues to evolve.

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### WORKFORCE AWARD WINNERS



**From Left to Right:**  
Nadine Vogel  
(CEO of Springboard  
Consulting, LLC) and  
David Korunic (CEO of  
Krungthai-AXA)



**Above to the Left From Left to Right:** Nadine Vogel with Kenichi Gendo President of Sony/Taiyo Corp.



**To the Right from Left to Right:**  
Nadine Vogel with Gary Chandler  
(Head of HCM at Goldman Sachs).

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### WORKPLACE AWARD WINNERS



From Left to Right:  
Peter J Davison (Regional Head of HR at AIG) with Nadine Vogel (CEO of Springboard Consulting)

On the Far Right: from Left to Right: Akshai Mallappa (Customer Solutions Manager at Cisco Systems)



From Left to Right:  
Deepa Narasimhan (President of the DERC India Network at EMC) with Nadine Vogel

To the Far Right from Left to Right: Nadine Vogel with Masahide Nishimichi (Diversity Advisor at Sony Corp)



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### MARKETPLACE AWARD WINNERS



Above from Left to Right: Nadine Vogel with Megumi Umeda (Manager, Diversity & Workforce Communications with IBM Japan)

To the Far Right from Left to Right:

Summi Sharma (Director—Corporate Learning and Development at IndiGO) with Nadine Vogel and Alphonso Dass (Vice President of Airport Operations and Customer Service with IndiGO)



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### ASIA—PACIFIC 2015 AWARD WINNERS



***WE ARE THE CHAMPIONS!***



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### A Few Special Moments at the Disability Matters Asia-Pac 2014



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### A Few Special Moments at the Disability Matters Asia-Pac 2014



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### A Few Special Moments at the Disability Matters Asia-Pac 2014



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**SAVE THE DATE**



### Disability Matters Conference and Awards



**North America**  
**April 14 - 16, 2015**  
Boston, Massachusetts USA  
Hosted By: EMC Corp



**European Union**  
**17 - 18 June, 2015**  
The Hague, The Netherlands  
Hosted By: Shell, Inc



**Asia - Pacific**  
**17 - 18 August, 2015**  
Bangkok, Thailand  
Hosted By: KRUNGTHAI - AXA



**AND JOIN US AROUND THE WORLD WITH DISABILITY MATTERS**

## A Note from the Springboard Team:

Once again we would like to say:

**CONGRATULATIONS** to all our 2014 **HONOREES!**



We hope everyone has enjoyed this Special Asia-Pacific Disability Matters Edition of "**The WAVE**".

As always, please help us spread the word...tell everyone you know to visit our website and sign-up for the newsletter—<http://www.consultspringboard.com/newsletter/>.

Again, we thank you for your support and for subscribing to...***The WAVE!***