>> Matan Koch: Good morning to those of you on the west coast, good afternoon to those of you on the east coast, good whatever time of day you consider it wherever you are. I am Matan Koch. I'm a Senior Policy Advisor at RespectAbility. And I'm riffing a little bit because I'm watching the participant list still populate itself, meaning folks are still joining us. But I am so glad that you are with us today to learn about how to advocate within your business for disability employment. And so this is the thing, is that we here at RespectAbility do a lot of training, we give a lot of talks. And we mention that there is a strong business case for the inclusion that we -- for which we advocate. But the reality is that we usually put it on one slide and it's part of someone having come to see us. And then we sort of realized that the people that really advocate for -- inclusion in places of work are the people that work there. And so we really wanted to do was to equip you all to make the argument, so that you could, in fact, do that. So this webinar, as you'll see from the words of my colleague Eric Ascher in the chat, is being recorded. You will note that we have ASL interpretation and live captioning available. And you -- the transcript and the slides will be available on our website after a few days. So now I'm going to take you through the material, but my hope is that we'll get through it relatively quickly, and you'll put questions in that Q&A box, and we'll have a robust -- discussion. Jake, next slide please.

So, just to set the stage, 61 million people in the United States have a disability. That's one in four adults. You've probably heard the one in five number, but because some disabilities are acquired later in life, it gets higher. What's important about that is that we're talking about a large population, and we are talking about a population that is, you know, among us, that is not rare within our workplaces and within our consumer base. Next slide please.

And people with disabilities are a much broader set of folks than you think. Each of these folks that has a meaningful and notable impact in our society, and you can see their names on the slide itself, is in fact a person that identifies with a disability. Next slide please.

Disabilities can be temporary, they can be permanent. They can be visible, they can be non-visible. They can be from birth or they can be acquired later. It all brings us to the same place, to the disability community. Next slide please.

Anyone can acquire a disability from aging, from accident, trauma, and/or illness. And so we like to say that becoming an ally now, that learning as much as you can now, will not only make you a good ally, but will make you adapt -- it will prepare you for the moment when you might yourself acquire a disability, because as I like to say, almost everyone acquires a disability if they live long enough, so it's better than the alternative. And people with -- because it's such a universal experience, people with disabilities are diverse and part of all communities. Next slide please.

And even broader than the number of people with disabilities themselves, nearly 40 -- nearly 50 percent of people with disabilities have - I mean of people in the country -- have a family member with a disability, and over 40 percent have a close friend. Next slide please.

So what is a disability? Just in case you're joining us and you're not deeply familiar with it, the ADA defines disability as "a person who has a physical or mental impairment that substantially limits one or more major life activities." Just for those that are taking legal notes, this includes -- also folks with a history of an impairment or who are regarded as having an impairment. But for this purpose we're really focused on that first prong of the definition. And you'll see here a picture of George H.W. Bush signing the ADA. Next slide please.

So what is the problem, as it were, that we're trying to solve? Why is it that we want you to make the case for disability inclusion to your employers? Well, 90 percent of companies prioritize diversity. 80 percent of the -- 415 employers that participate in the Disability Equality Index, a list maintained by the disability organization Disability:IN, mention disability inclusion in their diversity commitments, which by the way means that 20 percent don't. And a group calls Return on Disability that researches statistics about -- what folks do to embrace the disability market shows that only 27.5 percent of the 1300 or so largest U.S. companies have publicly observable disability activity. Next slide please.

This means that 930 companies are not engaging -- are at least not publicly engaging disability at all, among the top 1300 or so in the country. That is a huge white space, my friends, and that's the white space that we hope that, as internal advocates, you will be able to help close that gap. Next slide please.

And it's not just the companies with no message, with no activity. Even those companies that have learned to prioritize disability are missing out on the strength of the business case. Next slide. So there is a group called The Valuable 500, that are 500 companies that are publicly committed to putting disability on their business leadership agenda, increasing the organizations' confidence and competence in disability inclusion. And these are -- this is a huge group that collectively represents 22 million employees across 41 countries. And I'm pretty sure that is supposed to be of over USD 8 trillion, a combined revenue of 8 trillion U.S. dollars. Next slide please.

And here we have some logos of companies you've heard of that are part of the Valuable 500. Next slide. But, you know, 87 percent of this group includes diversity efforts, but only 56 percent even publicly share that they're in The Valuable 500, and only 54 percent and dropping said they have a disability inclusion and accessibility policy in place. That means that -- 46 percent of companies that have a public commitment to disability are missing talking about accessibility, because again, they wouldn't be in The Valuable 500 if they didn't have that kind of commitment. Next slide. But it also -- so this doesn't support their stated priorities. When Valuable 500 surveyed them, 74 percent of companies reported that they are an inclusive employer. 70 percent said they have an ERG. That means they're looking for you. You have a solution that they want, but they don't have the policies in place to get there. Next slide. And so, why are we really here today? I've sort of covered it, but now I'm going to lay it out more directly. If you're attending this training today, more than likely you already believe in the value of disability employment. And yet you might find that there is a gap in your employer's efforts and that you have something to offer them. What we want to give you today is the messages that work, how to back them up with data, and how to address some of the concerns that your colleagues may raise as you share this. So let us gather together and learn about that. Next slide please.

So the first thing to say is that people like to be sold on positivity. I framed this as a problem to be solved when we started, but the reality is it's much better to frame it as an opportunity. 92 percent of our survey respondents over the years have agreed with the idea that our communities are at their best when all people, including people with disabilities, have the opportunity to get skills, jobs, and succeed. So that is the tone and tenor of our presentation. Our tone and tenor of our presentation isn't scolding or chiding, it is the opportunity that this work can create. Next slide please.

And people like messaging about values, and messaging about value. So in -- when we did a study of resonating messages, we found that people were very resonant with the idea that the principles and values of our country were that anyone should be able to get ahead in life, and that the American dream should be open to people. 58 percent of the population thought that was a very powerful message. At the same time -- next slide please -- people also felt that -- that it was a powerful message to talk about the win-win of allowing people with disabilities the dignity and financial benefits of work, growing the economy, and the reality that we just can't afford, as a country, to have 10 million people, a huge percentage of our talent, sitting at home, when in fact they could be using those talents to make America stronger. Our current system costs 350 billion dollars a year, and yet is not putting people to work in the way that they want. It is -- it is set up [indistinct] and while this webinar isn't about those systemic issues, what it shows is that people want to see talk about value, and talk about what can be done. Next slide please.

And sometimes people just want to hear that companies that they -- that they respect are doing it, showing that JPMC, Starbucks, and Bank of America have become more [unintelligible] and more profitable by bringing in employees with disabilities. You know it's -- we're sort of equipping you with different positive things. You can talk about the value of it, you can talk about the financial benefit, the talent benefit, and you can cite major companies. Next slide please.

So how do you create the positive message that works for you? Well I don't entirely have the answer, but what I can do is give you the pieces, and then you'll have to figure the message that works best for your environment, for your team. Next slide. The first I would recommend is focus on talent, and on customers. People with disabilities have problems solving experience, as well as loyalty to their employers. Again there are actual studies that show this, but it's also common sense. When you face a set of obstacles that you have to overcome to live and succeed in a society that wasn't set up for your abilities, you become more resourceful. When switching jobs is more difficult and more collaborative, you're going to become closer and more connected to the employer that you've got. But also that we're an untapped talent pool. We are at record employment for people without -- with and without disabilities, but more importantly, we are in a record labor shortage in so many Industries. So focus on the talent pool, and focus on the fact that we're actually talking about a huge customer base. And I'm going to give you a little more of a numeric basis for that statement in just a moment. Next slide please.

So what is that market? With an estimated population of 1.85 billion people, we are an emerging market larger than the country of China. The -- the prevalence of disability above age 65 is 51.8 percent, and our friends and family represent another 3.3 billion potential consumers. Now somehow the citation got a little switched around, but this data comes from a 2020 report: The Global Economics of Disability. So there's a huge consumer market out there, and again we have numbers to back this assertion up. And we're happy to provide a copy of that report which was done, I think, by the Return on Disability Group. Again, the citation didn't make it to the slide, but we are happy to provide it to all of you. And if one of my associates who's on the call could find the citation and put it in the chat, that would be much appreciated. Next slide please.

So as consumers, people with disabilities represent a market the size of the United States, Brazil, Pakistan, and Indonesia combined, and a disposable income of more than 13 trillion dollars, according to the Return on Disability Group as quoted in the Harvard Business Review. And so again, why do I keep harping on these numbers? Because it's a really powerful thing to say there's a massive white space, a loyal consumer market. Any of y'all who work in businesses or places with customers, this is a strong and persuasive way to speak to the real concerns of your employers. Remember that part of making a case is speaking to the concerns of the people -- of the people that you're making the case to. What are they measured on? What do they need? Often it is to build more customers, to build more sales, and you're providing a way to do that, so you're doing a service. Next slide please.

So this slide I'm not going to go over in detail, but since we are going to distribute copies of the presentation, I wanted you to have it. This is just some of the demographics of the United States disability community, as laid out by the 2020 Global Economics of Disability report. Note that the average income is perhaps higher than people expect that -- that -- it's just very interesting to -- learn and see the numbers. Next slide. And as I said, it's a huge whitespace. We talked about the fact that three quarter -- only three quarters of the companies are working on disability recruitment. What we didn't talk about is that those same 1283 top companies -- only four percent of them or so are visibly focused on capturing the disability market. Let's pause for a second. 13 trillion dollar market. Less than four percent of the top U.S. companies are strategically and thoughtfully going after it. That is an amazing opportunity for the place where you work, wherever that is. It's a way to reach and differentiate to 73 percent of the marketplace, because after all, people make purchasing decisions of goods and services based in part on need, based in part on quality, but when they're choosing between one or more high quality ways to meet their needs, they look at who is actually speaking to them. Understanding those needs, going after their business - that's just basic marketing economics. But that means that there's a huge opportunity to capture markets -- by targeting disability. Next slide please.

And we know, by the way, that recruiting folks with disabilities will make companies more powerful, and not just because of the customers. There was a study: "Getting to Equal: The Disability Inclusion Advantage," run by Accenture, Disability:IN, and the American Association of People with Disabilities, that followed 140 U.S. companies from 2015 to 2018, about a third of which really championed inclusion, the other two-thirds were the baseline. And over a four-year longitudinal study, they found that they had twice the income, 30 percent higher economic profit margin, and 30 percent less staff turnover. Now it is true that correlation is not always causation. One cannot know how much of those better outcomes is directly attributable to their greater employment of people with disabilities. But since the control group was similar companies, it almost certainly was substantially attributable to their choices to be champions of disability. And I think that is the way to use this data to make an argument. It's never powerful -- remember I'm supposed to be conveying skills of making the argument -- it is never powerful to minimize the weaknesses of data of a study. So we don't know exactly the correlation between these numbers, but we do know that it is far too significant to be unrelated or happenstance. Next slide please.

So then if -- once you've sort of seeded people with the value, you have to be able to present to the employer you're trying to sell the idea on how they can actually set people up to succeed, and to enjoy that value, right? Because what won't magically have benefit is to recruit a bunch of folks with disabilities and then not have things set up to succeed. So reasonable accommodation is sometimes considered the name of the game, but what I like to say is that the real name of the game is to hire folks to perform essential functions, to do a job, and to think about accommodations as the -- the steps that are taken to make sure that you get a return on your investment. But you can do that job -- that folks that you've hired can deliver the talent that you hired them for. And then once you do that for employees with disabilities, you can create an atmosphere for all employees where they're not afraid to ask for the things that will make them better and more productive employees, right? I need to use voice recognition software, because I'm a quadriplegic and I can't type. The fact is that, when it's working, voice recognition software transcribes at roughly 150 words per minute. A trained typist can only type at 100, and the average typist can only type at 50. If someone is producing vast amounts of written work, shouldn't they be able to make a case for a couple hundred dollars worth of voice recognition software, whether they have a disability or not? But we can only create that environment if we take accommodations out of the context of disability, and say that accommodations are about helping employees overcome the barriers to them being the productive employees that we know that they can be. And you know, one big part of that is for even senior level folks to -- share when they use such accommodations. There's a huge messaging -- if senior level managers say, you know what, I use this accommodation, whether it's for a disability, whether it is for work-life balance or child care needs, there's -- something to be said for a culture that signals the willingness to set folks up to succeed. Next slide please.

At the same time, if you're going to start talking about this context, navigating to it forward to your employer, it's useful to know some of the rights of employees, some of the things employers can ask, some that they can't. This is not intended to be legal advice but practical. Employers can't ask about disabilities pre-job offer, but they can ask if people need accommodations to perform the essential functions of the job. Now what if we actually divorced that question from disability and just thought about giving anyone who needed accommodation to deliver their talent, if there were a cost-effective or reasonable accommodation, the accommodation that they need. And you should know also that disclosure of disability status does not equate to a formal request for accommodation, and employees' right is to be accommodated reasonably, not to be excused from their essential functions. Because this is a concern that folks often raise is, well, I'm going to bring someone in, and I'm going to need to accommodate them by telling them they don't need to do their job. Well first of all, most of us with disabilities, if you hire us, we want to come in and do the job. We're there to come in and do the job. But more importantly, if you're making the argument, if you're advocating to your employer and they express that concern before putting a recruitment program in place, you say, well actually, no. If they can't perform the essential functions, then they're not the right person for the job. Next slide please.

And you can address other concerns -- "will not show up to work most of the time." Well actually, people with disabilities who are properly accommodated tend to show -- have higher attendance rates and lower absentee rates than those who do not. "Well what if they can't complete the job tasks in a timely fashion?" Well then either one identifies an accommodation, or if there is no accommodation, then maybe they need to be helped to find another opportunity. "Won't be able to understand the needs of my customers." Now this comes back to understanding that that there's a disability consumer base, right? Because I would argue that the best way to understand customers is to have broad-lived experience among the folks that are serving your customers. So employees with disabilities may actually be better able to understand the needs of at least some of your customers. "My insurance rates will go up." Well on the individual level, that isn't legal. They can't -- they can't do it quite that way. I'm not an actuary, but not -- but insurance rates have to do with actual population level utilization, not individual characteristics of individual employees. "Won't be able to engage other employees properly." Well again, this is empirically not true. We know that most folks with disabilities are in fact able to engage other employees. But again, if an employee can't do that without reasonable -- with even reasonable accommodations then maybe they're not the right fit. "Will not be able to be disciplined or fired." Well this is just wrong. It is true that you can't discipline or fire someone for having a disability related job need before you've made the best faith effort you can at reasonable accommodation. But if they are either unwilling to do the work, violating workplace policies in a way that is not disability specific, and/or one cannot find an accommodation that will allow them to effectively do the work, they can be disciplined or fired just like anyone else. And again, I like to think that in a strong workplace, discipline and termination are last-ditch efforts. And in fact, remedial efforts would be taken with any employee, whether a disability or not. Next slide please.

And then you can tell them the upside of the recruitment's a huge talent pool. While the employment rate of people with disabilities has been going up from 36.6 percent -- from 37.8 percent now, up from 36.6 in February of 22, but it also means that folks with disabilities are still roughly at half the employment level of their -- the labor force participation level of their non-disabled counterparts, which means that there are, you know, just a fantastic number of people out there looking for work, ready to work, and often able to work. Next slide please.

And yes so it -- here we've quantified it -- and possibly as many as 400,000 workers looking for new opportunities to earn income and become independent. I've got to tell you, as someone who works in part in recruitment and hiring, if you told me I had a 400,000 person talent pool, that I wasn't tapping, I'd want to figure out how to tap it. Next slide please.

So now we get to the part that I'm actually interested in, because I want to answer your questions. I want to engage with you. So let's drop the presentation for now, just because you don't really need to stare at -- pictures. And I'm going to first look at questions that have gone into the Q&A box. So I'm going to answer the second question first: yes we will distribute a copy of the PowerPoint to any attendee, and it will be available on the RespectAbility website once it has been edited. At the same time, no, we are not an accredited continuing education provider, so there are not continuing education units to offer.

Now coming back to a question that was asked earlier: "can we address race-based organizations that say they're addressing disability inclusion but do not follow through?" Well, so I think it's a really important question. The question was posed by Stephen McNeil. It's a very important question, but the whole idea here is to make a value-based argument. So my guess is that if folks say they're addressing disability inclusion but they aren't, it's because they haven't seen the value of actually doing it. Because ironically, you don't realize value from lip service, right, you realize value when you take the steps. If folks are giving lip service and not doing, it's because we have not yet appropriately demonstrated the value. So I would say the best way to do it is say, hey, we know you've got a commitment, because it's not really worth it to -- accuse people of -- not following through obviously, you're missing out on all of this value because you haven't taken this concrete step, or this concrete step. And frame it positively, but sort of address -- address value, and that will, I think, help. We have another question here: what resources might you suggest for how to make the workplace more inclusive without necessarily requiring employees to disclose a disability. Well I'm going to give two different answers. The first is I do think we want to create a culture where disclosure isn't a negative. But the second, to go back to what I said before, is if we create a culture where disclosing a barrier or a need starts a discussion about how to meet that need and increase efficiency, regardless of the source of the need -- disability, a change in family status, you know, unexpected hardship of some other kind, simple geographic realities -- then it doesn't become about disclosure, because it ends up being a workplace where telling your manager that there's a barrier to you being the best employee you could be and that you think there's a cost-effective solution is enough to start the conversation, whether you've got a disability or not. So I think -- I can't suggest resources, because we're in a new space, but I think that that is the way we get to where you would like to be. I hope that answers the question, if not, feel free to put a follow-up in the box.

Next question. "Many of my customers are deaf or hard of hearing and they prefer to work from home to avoid interactions with people [indistinct]. What jobs do you recommend for those who want to work from home?" Well the short answer is I recommend, for folks that want to work from home, any job that can be meaningfully done from home. I think that the thing that we have learned as we look at accommodation is that artificial policy-based restrictions on what -- on what we will accommodate, and what we will provide, and what we can do just cut down on value. So I would flip the script, and I would look for the job an individual wants, and construct the good faith argument of why it can be done from home. Now I do want to say that it hurts my heart to think that folks would be pushed into their home by discrimination, so I also want to call out to everyone to be allies of those that feel that they are facing discrimination in their daily interactions, because the onus should not just be on the folks that are experiencing that, but nor should those folks have to retreat into their home because they are being excluded. So the -- practical answer is to flip the script and make the case where the job they want can be done from home. The secondary point is maybe some of these arguments can help us strive for a world where one is not driven to need to -- to feel like at the workplace is not a comfortable place. We have a comment, and yes, Gary, the data shows that right now disability is not as widely incorporated into diversity programs as we would like, and the webinar is about how to change it. How do I suggest starting this conversation, especially at a large organization where the wheels of change move slowly? Well so I think the first thing you need to do at a large organization is figure out who is positionally able to make the change, right? You could have this conversation till the cows come home with the person in the cubicle next to you, and if the person in the cubicle next to you does not happen to work the relevant areas in your corporation or other organization, you're probably not going to make the change that we want. If on the other hand, you find out who is already in charge of diversity practices, or accommodation practices, sit down with that individual because most people, especially in that type of field, will give you a little bit of time on their calendar. And you don't start by saying, "here's my comprehensive plan for our company." Because frankly, if I were in their role and someone I barely knew came in and said that, I'd say, huh, great. And then I would shelve it and not think about it again. What you want to do is instead say, "can I talk to you for a minute about some data you might not know about the benefits that we could gain from beefing up our disability program?" And you present them some version of this data, and you let them get excited about some part of it, and start thinking about what moves them, because there's the starting point. You don't want targets, you want allies. You don't want people to feel pushed, you want to make them excited about the opportunity. That said, the bigger your organization, the slower things are going to move. There isn't a magic bullet. Even when litigation is used as a tool, it takes time in large organizations, right? So -- I think one has to work steadily, work confidently, but not expect a finger snap change. Hopefully that answers that question.

"Where should we direct hiring managers to find talent in the disability community?" Well I admit to not having a comprehensive list, but just off the top of my head, there are options like Disability:IN, like Lime Connect, there are Voc Rehab agencies -- those are agencies that are either government agencies or engaged by the government to train people with disabilities to work and to help them get employed. There are America's job centers, all of which are -- are supposed to be serving people with disabilities. There are university disability offices, that are university career offices, where if you already have a recruitment relationship, you can say, "have you interfaced with your disability office to see -- to see that you are serving the talent pipeline with disabilities?" I think that there are a myriad of answers to that question, and I just rattled off however many I did in a relatively short period of reflection. But the bottom line is, very much like Field of Dreams, you know, classic movie that it is, if you build it, they will come. I think that there are many motivated people with disabilities looking for jobs all the time. And so if you make your organization a good place to work with a disability, and you get that out there publicly, the applicants are going to come to you. Because they look at LinkedIn, they look at Indeed, they look at all the same places that everybody else does. And if you have the right reputation in the community as a good place to work with a disability, then they're going to also come to you. So do some work to build that reputation.

"What ways can people with disabilities prove they are worthy of promotion and management position? They often have to work hard to prove capabilities, but often overlook -- but I'm seeing that they're often overlooked or not considered for management positions." Well there's a few steps there. First step -- for lack of a better term, and hopefully not sounding too flip, is be worthy, right? Meaning do well, be good at your job, demonstrate management and promotion potential. When you do that, once you do that, promote it in the right way. You know, in most organizations -- and I think we can all agree this is not how it should work, but it is how it does work -- you have to find clever ways to toot your own horn when you've accomplished something. Look for mentors, look for more seniorly place folks. But it really starts with doing the work to be ready for it, because, you know, nobody should be considered for a management position if they haven't yet demonstrated the potential to manage. Nobody should be considered for promotion if they're not already succeeding to a wide degree in their present position. So it's really a first step -- establish that impeccable track record, then, you know, make sure that everybody else knows about it in a strategic way.

That brings us to the bottom of the Q&A box right now, although you should feel free to continue putting your questions in. We have about, oh, nine or ten more minutes that we can answer questions, although there is nothing that says that we have to go for the full hour. I especially want to encourage anyone who is really thinking about taking some concrete steps because of this webinar, and wants some feedback on an idea to -- you can put that in the Q&A box, and we'll see to what extent I can answer it. But also, hearing your ideas and having me read them aloud might give ideas to other people that are here on the webinar. So please, to the extent that you have things to share, put that in the Q&A box and allow us to -- speak to it. And I'm also just going through making sure that I did not miss any previous -- it looks like we now have a question.

"What about those who want to work for themselves or collaborate with others with disabilities?" Well, a little bit outside of the scope of this webinar, but happy to address it since there are not other questions. Entrepreneurship is a wonderful opportunity for the right person. In fact, RespectAbility has an entirely other project based on entrepreneurship. And I think that the answer for that is it's got to start with the idea, because there are organizations that can support you. Vocational Rehabilitation is learning how to support you better here, at RespectAbility we're trying to put together partnerships with advisors, with venture capital. But it's got to start with you having an actual idea of value that you feel you can contribute and creating a business plan. And so, I think start the idea, then VR is a great place to go. If your VR agency doesn't feel like they know how they can help, maybe direct them to us, so that we can give them information about how they can better help you, because that is, after all, what we're here to do. Great question, great topic.

Now we have another question. "One barrier we've experienced is people with disabilities succeeding well in their job, until there's a change in manager or supervisor who hasn't bought in to an employee with a disability. How can employers better plan to manage those transitions?" That's a great question. I think that part of the problem is the notion of buy in, ironically, right? When I think about the way that accommodation or disability should be handled, I think buy in makes people -- makes it sound too discretionary. I think that accommodations and accommodation policies should be done at the centralized organizational level, so that a change in management doesn't really affect the accommodation. The manager has no choice but to be brought up to speed, because the organization as a whole has made the decision that the accommodation is going to be provided. It's in fact the strongest argument we have for centralized accommodation is that any arrangement you make informally with a manager can possibly be changed by another manager. Anything that the company as a whole has declared is your accommodation, there's no discretion involved. So assuming the employee is succeeding, there will be time for the new manager to learn and embrace and love the accommodation that makes that the case. Now is it always going to be like that? No. Sometimes managers will be recalcitrant, and a senior manager might simply have to say, "this is company policy, I'm sorry that, you know, you would prefer for it not to be, but look how this is helping this person to succeed." And I see that you've responded by saying unofficially a manager can be less than enthusiastic or supportive. Absolutely, and that's why, again, take the subjectivity out of it. If the accommodation that you're providing is clearly defined, if the required steps are clearly defined, doesn't really matter whether you're enthusiastic or not. Do it or don't do it. If you need to give someone a flexible schedule and the parameters are that you let them flex something by x amount of hours per x amount of days or something, than the manager's enthusiasm is irrelevant. Ironically, most of these problems are a function of informality, that the more that accommodations are left up to discretion, there's more of a problem with the way that discretion is exercised. On the flip, there's also more of a problem for the organization, right? Because the firm accommodation plan presumably has been vetted for value, vetted for cost, vetted for efficiency, vetted for impact. If it's sort of being done a little more on the whim of individual supervisors, there could be inefficiencies in both directions. There could be things that are disadvantaging the employee, there could also be things disadvantaging the employer. And so I hope that answers the question.

We possibly have time for one more, but I do want to have some closing remarks, so get your last question in anyone, iff you have one. And -- and then we look forward to that. Hearing none or seeing none since unfortunately we can't -- verbalize them in this format, I want to say that I really enjoyed sharing this with you today. I enjoyed the questions, I enjoyed the discussion. But it will only be of great value if you plan to take what we've discussed here today and go do something with it. So my heartfelt plea is that you take this data that we're going to provide when we send you the presentation afterwards, and use it in whatever way works for you. If you don't understand it, if you need clarification, my contact information is in the presentation. RespectAbility's website is also a resource. And -- let's just continue to use if. And I think that that will go forward -- we also have coming up over the next few months, as we come across our 10th anniversary, a series of fireside chats on a wonder -- on a number of very exciting issues, webinars culminating in an in-person conference in Los Angeles in July. Eric has put the link in the chat: www.RespectAbility.org/ten. I do so love these simple links, they're fantastic. And I want to say that as soon as you -- as the webinar ends, a survey link is going to pop up. And I deeply ask you to fill out the survey for three reasons. First of all, the feedback is important to us. We will get better, we will get stronger for having them. Second of all, we need to be able to track the efficacy of our -- teaching, so that we can continue to ask people to fund it. This was made available free to our audience today by the generosity of our funders. But our funders understandably want to know that -- our trainings are -- having results. So you'll see a link to the survey to tell that. But the third reason to do it is because it lets you think about what you want to do with what you learned today. So again, when this Zoom ends in a moment, a survey link will pop up. Please go, please take it, we will be grateful. I want to thank you all for showing up here today. I want to thank those who asked questions. I want to thank those who listened even if you did not have a chance to ask a question. I want to wish you all a wonderful weekend. I want to thank Eric Ascher, Rostom Dadian, and Jake Stimell, my team that helped me to put this on today. I want to thank our captioner, our interpreter, and I want to wish you all a great weekend. Thank you so much. Eric, I think we can we can end the webinar.