>> EMILY HARRIS: Welcome to the final 2021 session of the Disability and Philanthropy Forum's Journey to Inclusion Series. My name is Emily Harris. I use she/her pronouns and I'm proud to be part of the disability community. I come to you from the Land of the Council of the Three Fires, the Ottawa, Ojibwe, nations. Now known as the land of Chicago. My access needs are met by live captioning. I'm a white woman with dark curly hair wearing rectangular glasses and with a black shirt with white dots. A few house keeping items. The recording of today's session will focus on the speakers and the moderator. There may be one or two moments when we show gallery view. Feel free to leave your camera off if you have any concerns. You'll receive a link to the recorded parts of this session in approximately 10 days. We have live captioning today. There are two ways to action these captions. Use the CC button at the bottom of your screen and choose "subtitles" or "full transcript" which will pop up as a box on your screen within Zoom. If you prefer to access the captions in a separate window, a link to the external captioner is now in the chat. During the first part of our program today, we will be spotlighting our speakers and you will be muted. During this moderated discussion, there will be three poll questions about our topic today for you to respond to. These Zoom polls can be accessed by screen readers. To navigate the poll with your screen reader, follow the directions in the chat. They are there now and will also be posted when the questions are asked. After about 45 minutes of moderated discussion, there will be a Q&A session. You can place questions in the chat and our moderator and speaker will address as many questions as we can. We will use the chat throughout this session to share links to information and you can use it, too, to post it any time. You can also send questions to assistant@disabilityphilanthropy.or g. This session is scheduled for 90 minutes, but we understand that many people will have a hard stop after about 60 minutes, and we'll conclude the formal program by then. We'll pause at 1 p.m. Eastern Time for a moment with a few announcements and then continue an optional conversation from 1-1:30 for those who can stay. This will be your time to interact with the panelists. During that time, we will continue taking questions in the chat and we will also invite you to go off mute and share your questions verbally. The program will wrap up no later than 1:30 Eastern Time.   
Before I introduce our moderator, I want to highlight a few things. First, disability is a natural part of the human experience and there are more than 60 million of us in the U.S. alone. Disabilities can be apparent or non-apparent, lifelong, or acquired. And disability identity is only one part of each person's identity. We represent all aspects of diversity. Second, like other forms of oppression, the barriers to full participation in our society are socially constructed and can be dismantled if we are intentional. Finally, we recognize the founding disability rights and justice principle: Nothing about us, without us. Today you'll hear from leaders with disabilities who have expertise in diversity, equity, and inclusion and human resources. I'm particularly excited about our session today because we recently launched the Disability Inclusion Pledge, a series of commitments for philanthropy. To date, 56 foundations in philanthropy-serving organizations have signed on. If yours has not, please see the link in the chat and encourage your CEO to join us. Pledge signatories agree to use best practices for recruiting, retaining, and promoting people with disabilities on their staff and boards and to create a culture of inclusion within their organizations. And today's discussion will address many of these best practices. Without further ado, I'm thrilled to introduce our moderator for today, Zakiya Mabery, who is an author, international speaker, and consultant. Her bio is in the chat, as are those of all our speakers. Again, feel free to use the chat at any time to pose your questions, and we'll hold them for a Q&A period at the end. Zakiya, you're on.   
>> ZAKIYA: Thank you so much, Emily, for giving those remarks. I'm so pleased to be here today with each one of you. I am a Black woman. I'm wearing glasses that have animal print. My hair is pulled back in a ponytail. A couple of my locks are to the forward of my face. I have on bright pink lipstick, a black top, and a silver chain with some colors. I am proud, as well, to be part of the disability community. My adjectives are she/her. I come to you from all across the globe, really, because my dad was in the military. I grew up in Germany and spent a lot of time in the DMV very, D.C., Maryland, and Virginia. But right now I'm in Georgia, and I'm very happy to be part of this conversation today. It's going to be a very robust conversation. This conversation is also personal to me. As a marginalized individual with multiple disabilities, even though I've worked in the HR suite, worked in diversity, equity, and inclusion, I, too, have encountered by discrimination and it doesn't feel good. We're going to have a conversation that might feel a little uncomfortable, but it's going to help move the needle forward with these types of conversations. I'm pleased to welcome our experts such as Sarah, Joel. And rather than read their bios, I think it's best for them to introduce themselves to you and tell you why it's important for them to be here and a part of this conversation today. So, I'm going to pass the mic over to Sarah.   
>> SARAH: Thank you Dr. Zakiya. Hi, everyone. My name is Sarah Napoli and I use she/her/hers pronouns. I am coming to you from the land of the Lanape Nation, currently New York City metro area, but on the Jersey side of the Hudson. My access needs are being met today by live captioning and also the fact that I can turn off my camera and move around as I deal with chronic pain. I am a white woman with longer dark blonde hair with some red still in the tips, and sparkles of gray, I have blue eyes, and wearing a V-neck top with a black sweater and I have a silver chain. My background is my bedroom. It's very hard to not take a rest. I identify as a proudly disabled woman and I have made it my life's work to make people really uncomfortable. I'm a trainer and an educator and I really strongly believe that in order to have real learning on intersectional justice and DEI issues, you need to be uncomfortable. So, that is me. I'm very excited to be here today and I guess I'll pass the mic to Joel.   
>> JOEL: Thank you so much, Sarah. I'm so happy to be in community with you, with Dr. Zakiya, and with everyone on this call. So, nice to see many of you and hear many of you. My name is Joel Hernandez. My pronouns are he/they. I am a brown skinned Latinx male with a very low Caesar haircut. I also have a thin mustache and a beard. I'm wearing a purple and pink button down shirt and I'm sitting on a chair in my bedroom. And in the background I have a painting of half of an owl in a teal canvas and there's also a fan right above my head and I also have bright red headphones for noise cancellation so my access needs are met for today. And I'm calling in from the Land of the Wapanger people, who are an eastern Native American people, which is now southern New York, and specifically in the area that many people know as the New York borough of the Bronx. I was formerly at the Ford Foundation as a talent acquisition associate where I got the chance to truly live into my disability identity, which I'm so proud of, and had the pleasure of meeting Emily and Dr. Zakiya and Sarah and others. So I can't tell you all how delighted and excited I am to be in community and conversation with you all.   
>> ZAKIYA: Thank you so much Joel and Sarah for being here. I can feel your energy from across the screen and it feels wonderful. So, now we're going to jump in to a poll question.   
And you can access the poll by going into the chat feature? The first poll question is in reference to social model. Do you feel your organization uses language that is ref flecktive of the social model of disability? Yes? No? Or maybe you're not sure. And this is so cool because we get to see the results realtime. Wow the numbers are coming in.   
We're just going to give it a few more moments.   
And right now it looks like it is almost a split between yes and I'm not sure. But I think the I'm not sure has it by a slim margin. 47% states they're not sure and 16% is no and 37% is yes.   
That's interesting. We're going to dive more into this a bit later. But thank you so much for participating in our first poll questions.   
And there you see all the results for yourself?   
I'm going to share a bit of a personal story about myself and my disabilities. When I was in high school, I had a teacher when I was preparing to go to college that stated that he didn't think I was college material. I was in special education, had a learning disability, and that really crushed my self-esteem. Luckily, I had my parents. They are advocates who came to the school, worked with the guidance counselor to get me the accommodations I needed to take the SAT and look where I am now. I have a bachelor's in psychology, a master's degree in leadership and management, and my Ph.D. in global studies and divinity.   
When we're discussing this topic of diversity, inclusion, and HR, it's especially important right now with all that's gone on in history. Do you feel that your organization uses language that is reflective of the social model? We just answered that, and I'm glad that we talked about that. So, I'm going to pass the first question off to Sarah. What do we mean by this when we ask this question? What is the language reflective of the social model? Can you explain that a little bit for our participants? >> SARAH: Yes, of course. Thank you so much for sharing your story. I can relate as someone who spent 30-40 days a year when I was in high school in the hospital or in different situations where I had to try to learn from home. Remote learning and working is in my history. Kind of amazing how we're all doing it now successfully when it was a problem in the past.   
And that sort of is how we define the social model, right? The social model is saying that we are only disabled by the environment which creates obstacles which inhibit us from participating in the world. So, even though I strongly identify as disabled and I'm proud of that identity, it's a social script that I've created for myself and about my own learning and understanding about who I am. And I find that I lead with that and I talk about it in an intersectional lens as someone who grew up working class. I call myself bi-class now because I am now middle class, proud of that of all my achievements. But those intersections as a white woman who is disabled who identifies as part of the LGBT community, as well. Those intersections matter. Being able to bring my whole self to work is part of that social model understanding. You know, there is this disconnect, and I hear this a lot in the HR world that we are unable to bridge social model and compliance, right? And this idea that as HR practitioners, which to be completely honest and forthright, I am not. This is my first job in HR. I'm currently working at Open Society Foundation within my first role in an HR team. I don't necessarily come from the human resources world, which is why it's been easier for me to break out of compliance and move beyond that. I'll use OSF as a case study. We still have to work within the parameters of compliance. So, for our U.S. offices, that would be the ADA, the Americans with Disabilities Act. For our London office, the U.K. Equality Act. We could go beyond and I could talk about every region we work in and that would take too long. But every region has recommendations and requirements that are standard by their jurisdiction that we have to follow. Yet, in theory, and the way we talk about disability, is coming from a social model perspective. You can bridge those two worlds between compliance and how do we just read with empathy and treat people like human beings and make sure we're setting up an environment where everyone can thrive. The social model is really meant to build up those inclusive spaces from the get go. I know that's really hard. I'm not saying go in. We've actually just designed our London office in a very inclusive manner and, you know, they tried so hard to think of every single thing you can imagine to create an inclusive space and you're still going to get someone who comes in and says that color gave me a migraine so you can't possibly do everything. But you can think proactively. It's a place that's not reactionary. And thats' often where disability gets left. Somebody doesn't get access, now let's make a change. Let's not do that. Luckily for us in our DEI team, disability inclusion has been one of our strategic goals, so we've been able to embed that proactive work very well over the last few years, and I hope I can share more about how we've done that. But I'll also say disabled folks are extraordinarily flexible and we're used to being creative and navigating spaces that are not built for us. Whenever the space has been set up for me when I walk in, I I don't even know what to do. I don't have to work so hard to access my needs. I can just show up and do my work effectively? That's what we mean by social models. Identifying the environments as disabled and not individuals.   
  
>> ZAKIYA: Thank you, Sarah. You said a mouthful of wonderful gems and I hope you all are taking notes. And if you need someone to come to London with you to check out things, I love the U.K.! As we pass this over to Joel, please tell us what the Ford Foundation has done to integrate culture of inclusion in its recruiting and retention. Because a lot of times that's where organizations miss the mark at the retention part. You get people in, but what about how you connect the two?   
>> JOEL: Thank you so much for that question, Zakiya. And Sarah, thank you so much for elaborating talking about the social model, which is so, so, so important. I think one of the ways that the Ford Foundation, when I was there really integrated and still does integrate a culture of inclusion was through various ways, but one of the things as a recruiter that was really, really powerful was right at the very beginning, in the application process, right, not waiting, right, until we extended an offer to ask someone whether or not they needed a reasonable accommodation, right? It started as soon as the person applied to that role, right? And when we were inviting people to an interview, we included and embedded language in our invitations that said like hey, thank you so much for applying, do you need anything further to fully participate on this call, right? So, we already stated that we are here if you need support, if you need anything further to fully participate on this call. So, it was small things like that that really go a long way that is really signally to candidates like oh wow, that's an invitation. You know, even though I might not be in the place in my journey to disclose, that already is starting to signal to me like okay, they understand. They're inclusive, right? I might not even in that moment be willing to self-ID, but throughout every stage of the process, we were communicating to candidates. Please let me know if you need anything further, including the preference and platform. Whether Webex or Zoom was the preference because of captioning. Really putting people over process. When we're talking about the social model, really trying to integrate conversation, right? And trying to eliminate these barriers that exist. So, I think the Ford Foundation was really, really inclusive and really thoughtful about integrating way to build a culture of inclusion. And the same goes for jobs for the future. I think we have cemented externally, right, our commitment to DEI and inclusion, including people with disabilities. So, I think there's so many ways that we can tackle integrate agriculture of inclusion, but I think as it relates to recruitment, really, really communicating and really using that moment, the power of communication and language to signal to communities that we want to embrace you, we welcome, and we want you to apply to our roles. So many ways and we can talk on and on about inclusion and how we can go about that. But that's a really great first step and a way that Ford has really integrated a culture of inclusion.   
  
>> ZAKIYA: Thank you so much, Joel. You pointed out communication is so important. Words matter and that at Ford foundation, like many other forward-thinking organizations, they do it in the very beginning in the interview stage portion. I think that's so critical. I would like to ask you and Sarah, can you just walk us through a little bit? Because some people may be unfamiliar, when you're on board, maybe you have not disclosed or maybe you didn't think it needed an accommodation. What does it look like from any of your career experience? Having the conversation with your supervisor about needing a reasonable accommodation?   
>> SARAH: I'm happy to start, Joel. This is a process I had been heavily involved in. When I came on board in 2018, we had just rolled out our global disability accommodations policy. It didn't mean that people weren't getting accommodations before the policy was rolled out, but it was based upon your own jurisdiction. Which I have to say is uncomfortable. You hit on something with your question it's hard to set that dialogue with your manager or with HR because you feel like you're putting yourself on blast and putting yourself at a disadvantage, there's quote, unquote something wrong with me, which is medical model thinking, so I need something extra and special to do my job effectively, which in fact if you approach it from a social model, we want you to be able to show up to work and be the most effective and work just like everyone else, so sometimes when equity comes into the picture, which is a new term we added, because we were the diversity and inclusion team, and now we're the DEI team. It doesn't mean you're getting something special. You're getting something to do your job just as well as everybody else around you. It's working from that proactive frame. If the environment is already set up for you, a lot of people may not need to ask for accommodations if you already have equipment or space that is accessible to start with. So, our global policy went above and beyond again, so above compliance to take the gold standard. And a lot of times, I wish the gold standard was the convention on the rights of persons with disabilities, because that's one of the most beautifully written progressive documents on disability access in the world, but the U.S. has not signed that convention. So, we are working in the parameters of the ADA, or for example, in the U.K., the U.K. Equality Act. Those are the two I have the most familiarity with. We're saying that yes, we have to follow these laws and rules, but no matter where you are in the world that you work within our foundation that you do have access to accommodations. I think that was really important. It also enis centralized the budget. It's within my team. They have to come to DEI to get that access to the budget and that makes it a lot easier and less burdensome for managers and programs to say this person needs this accommodation and it costs $500,000, or whatever, which most accommodations are less than $500,000, but if they're asking for a certain cost item and that puts pressure on the team, they don't have to worry about that. It's a part of our budget. I think streamlining the accommodations policy is one of the first things we did. And then when we communicated the policy, we communicated it in a way of I'm a very high-disclosure person. If I'm communicating, "Hey, I'm disabled and this is why accommodations are wonderful" that actually over time and it's taken years, believe me, it's not like we're there yet, but it has helped to sort of ease the fear of disclosure gauze . Because as Emily Ladau's book tells us to demystify disability, this isn't something that is taboo, so maybe we can all have a book club within our organization with Emily's book. Because to start that dialogue. I think that in conjunction with a streamlined policy helps.   
>> ZAKIYA: Awesome, awesome. That cousin That was on point. If you haven't checked out Emily's book, please go out. We're going to drop nit the chat. I loveed what you said about maybe having a book club in our organization, that's a really good idea.   
Before we move onto the next point, Joel, do you want to tap into your experience in HR and the process of reasonable accommodations?   
>> JOEL: Sure, I'm happy to. I mean this conversation about self-ID is so personal for me. I mean thinking back to my journey, it's been really hard, really, really hard with my autoimmune. Really, I'm still learning what this disease is. So, when we talk about self-ID, reasonable accommodations, I genuinely didn't even know where to start. There were so many things that I felt like I needed. I mean I can go on and on. But I think as we talk about self-ID, you know, we talk about disability inclusion and accommodation. One of the most important elements of building a disability inclusive workplace is ultimately a supervisor's partnership in accountability. I say that because oftentimes when we disclose disability, we might not do it in the application process. We might not do it during onboarding. It might happen, you know, sometime after one or two, three months a year after we've started our organization, right? So, understanding, right, what type of commitment do we have, right? In our organizations to ensuring that our teams, our direct reports understand that we have their backs, that we can support them. In anything that they need, right? Oftentimes we might not be in a place in our journey to disclose if we're suffering from depression or anxiety or PTSD or OCD and on and on especially in this time of COVID that we're living there. When we talk about self-ID, it's really important to embed a culture of having a conversation with your team, having a simple conversation during a check-in, right? Like how you're doing, what type of support do you need, right? How can I best support you to fully be engaged in your work. So, you know, when I was diagnosed with Scleraderma. It's a disease that affects the joint and tightens the skin and the collective tissue. Again, I had no idea what it meant for my life. I had no idea or no clue about what it is that I needed for myself, let alone what I needed to communicate to my manager on how to best support me. So, again, I feel like conversation when it comes to self-ID, I think the grounding really ultimately starts with build agriculture that say ifs you need anything or checking in, having those simple conversations is really important. I got diagnosed in 2016 in July or August of 2016. I joined Ford a year later and honestly throughout that year, I had not accepted that I had a dis-identity. I had not lived into what this meant. I was nervous and scared and anxious, you name it. I had no idea what this meant to me. I knew that I had to mention it. I knew that I had to mention it and self-disclose because I knew that my life was changing already, right? I didn't look like the way I used to look before. My skin was getting tighter. I honestly didn't know what this meant in terms of accommodations. So, it was really scary. It was really, really scary, because for the first time, this was the moment that I had to self-ID. And I was just like I didn't realize, I didn't know that I was going to be in this moment. So, the way that my supervisor, the way that the P&C team handled it was incredibly supportive and it goes back to the social model and the interactive process and having that conversation with your staff and figuring out what it is that we need to provide to our staff to fully support them, right? Whether it means that we're allowing our staff to work remotely when they're experiencing flare ups, right, or when they're experiencing an episode of whatever they may be experiencing. So, support goes a long way. When I talk about self-ID and when I talk about accommodations, it really ultimately comes down to support and how we're communicating that, right? We can talk about compliance. We can talk about doctor's notes all day. But what I need to know is that you're going to support me and that you understand that this journey is not easy. And that I think really, really helps us at jobs for the future. But I'll stop there because I can go on and on about this conversation. But I'll stop there.   
  
>> ZAKIYA: Thank you so much, Joel. Thank you for being vulnerable. We've talked offline. Sarah, myself, you, both Emilys ability yes, about learning about our disabilities ourselves, it's a process. It is a journey. It seems like a voyage at times. Being able to articulate that to our employer, we need a welcoming environment, just like you said. We will continue the discussion on another forum about that in particular. Thank you for being vulnerable. Accommodations, disclosures, self-ID. Those are all things that we know that can be a little challenging. And the one demographic I always tell people that we can all fall into at any given time, and that's becoming an individual with a disability. So, does your organization ask about self-identification?   
On surveys?   
Sometimes they do it in the beginning when you first start, you see those questions. Or maybe mid-year.   
But we would like to do a poll, the second poll question, to ask this question.   
Does your organization ask a self-identification question in surveys?   
Because throughout the year, through the course of our life, we can all become an individual with a disability. So, we're glad that you have this question and you're answering it. And the second part of the question is do you actually feel comfortable self-disclosing? I'm glad that a great amount of you right now are saying yes, you actually feel comfortable. And some are not sure if they are being asked to self-ID, fill out a form. It's usually anonymous just stating if you have a certain disability. And so right now the poll shows 55% says yes, they are being asked. And 30% no and 14, they don't know. And as far as are you comfortable, the percentage that have answered the question are 41% that said they are. It looks like we as collectively as practitioners in HR, diversity, equity, and inclusion that work hand in hand together might need to do a better job at handling that. So, as the space been created to enable and encourage people to disclose their disability? That sounds like a lot of what Sarah and Joel have been talking about, having a supervisor that you feel comfortable going to, being able to see in the marketing materials people who look like you, whether you're visually impaired, whether you're using a walking cane like I do, or whether you're of brown pigmentation, but someone who looks like you in their marketing. Let's discuss the requirements to get a doctor's note. Can you both respond to the poll information and the part about when you're requesting a disability and the need when you have a non-apparent disability to get a medical note? What have you experienced?   
  
>> SARAH: This is one of my biggest points of contention with the whole accommodations process. When I worked at a small community college in Minnesota years ago, Inverhills Community College. At the time it was quite revolutionary, 12-13 years ago. We were trying to be progressive and no doctor's notes were needed. We really wanted to embrace that social model perspective and wanted to create an environment where students felt welcomed, respected, valued, and didn't have to go through the hoops to produce that note. That was the last environment that I worked in that that was the case. When I came to OSF in 2019, it really was, you know, part of the usual process of requesting accommodations. I wasn't around when they created the global policy, but it really was rooted in medical model. I think if you look at any kind of global disability policy, 99% of the time it's going to be a medical model perspective, which says there's something wrong with you, you need a doctor's note, instead of just relying on lived experience and stories and also the fact that most people are not going to lie about what they need, right? And also most accommodations will help most of us do our work better. It's not just that this is something special that you need on your computer or at your desk to help access your work better. It's actually a lot of us need these tools. When I came in and I requested a specific accommodation that was based on my hearing differences, they had asked me for a doctor's note regarding that. And I felt like it was so silly to ask me for a doctor's note. I even took out my hearing aid and said, "Look, I wear a hearing aid" and that still wasn't enough.   
(Chuckling) They said I needed a doctor's note. I said yeah, I'm just wearing these because they're fun and fashionable. I mean, they are pretty fashionable. But I was really confused. I did talk to our legal team. They, you know, verified with myself that that actually wasn't necessary. So, they worked with HR and said look, this is a bit ridiculous. I don't think she needs a doctor's note for this. But then when it came to have the flexible work options because of my medical conditions, which Joel, I am also in the autoimmune. I have a very similar skin condition. It was fun to know that we're in the same family. So, hearts. But I have to do a lot, I'm in doctors visits 2-3 times a week sometimes or different medical procedures. So, my flexible work schedule is really important. That became much more complicated. I mean, I would have to produce like 12 doctors notes. There was so much to produce. It just seemed very burdensome. And the process shouldn't be burdensome. So, for us, I've established such a great relationship with my manager that I'm able to flex my hours in a way that works between me and my manager. We've created that environment at OSF where you can talk with your manager. But as Joel talked about, a lot of people are not ready to disclose. You would have to go through a confidential process with HR and that process would require those medical notices. I think that is a very complicated space to be and unfortunately I don't have an answer. But coming to conversations like this, dialoguing with peers, having employee resource groups or affinity groups that are dedicated to disability, so you're getting peer support. We have this at OSF. They have this at Ford. We have one for the president's council called celebrating disability across philanthropy. We have a meeting next week. That was my shameless plug insert to get you all into that meeting. But having a space where you can dialogue and be with your peers and feel comfortable will I think bring you to that space where you feel comfortable to disclose. And also knowing what your legal protections are, right? Where if you do feel like you're in a situation where there is retaliation, you'll be able to know how protected you are within your jurisdiction.   
>> ZAKIYA: Absolutely. Knowing your rights is always very integral. And navigating that conversation. It's always uncomfortable, but it medicaid programs be it must be had. Joel, I know you're busy connecting with the community and he is very for making sure people feel comfortable. How is this a benefit, connecting with the community with outreach when we're talking about access and recruitment and how you build these wonderful relationships?   
>> JOEL: Of course. Yeah, I'm happy to.   
Well, the first thing that comes to mind for me is outreach. Outreach is your best friend, right? When it comes to connecting with the disability community, when it comes to making sure that these opportunities are being put in front of our people. Right? I was managing the internship program at the Ford Foundation and one of the things I and the organization was committed to, right, was to ensure that we hired students with disabilities into our program.   
I can't tell you how many office of accessibility centers I have reached out to. I think it must have been over 10 centers. And not a peep. Not a peep. Right? And so I promoted our opportunities in hopes that these opportunities would land in front of a student, right, who was eager to be paid $24 an hour.   
And it was hard to believe that, you know, any of these centers would not reach back out to me. I was so puzzled by that. And I understand. And I later found that loot of these centers are also trying to help these students navigate their school journey. I understood that part. But I was eager. I was like I know these students need experience, right? Because we know that our communities have oftentime been limited opportunities because of not being able to commit to full-time, right? Because of the need to take care of themselves. So, luckily, through my research, I was like no, this really cannot be. I'm finding it hard to believe that I cannot get these opportunities out to these students. So, through my research, I was lucky to find an organization called CUNY Leads, which is a unique academic and career program for students with disabilities across the City University of New York, which is CUNY. I asked them if I could attend their town hall meetings where all of their advisors from the various different CUNY schools would be together. And I was invited. They actually let me join that closed town hall meeting and I presented on our paid internship. I was like we need to get this out to your students. I urged them to partner with me to build a robust pipeline of students who were in need of experience, right? Who were in need of a paid internship. And I was able to interview 10 students and we hired 3 from that program. It took hoops and outreach, but outreach does work in these moments and specifically when we talk about recruitment. And then aside from outreach, aside from our regular job boards, like ability jobs and other diversity job boards and platforms, we ultimately really have to think outside the box and have dedicated search managers and recruiters dedicated to ensuring we're building a robust pipeline that's inclusive of people with disabilities. We can partner. You know, one of the things that I did before leaving Ford in partnership with one of our interns is building a list of the Centers for Independent Living across our different regions and really finding ways to build that partnership with our different communities, building, and doing outreach with other disability rights and disability justice organizations. So, I'll just say that outreach and the power of our networks is huge and we have to be intentional about using them. We have to be our best self-advocates, you know, for our own community.   
>> ZAKIYA: Thank you for that. I hope that we all are taking notes. Because these are valuable nuggets being dropped right now. I would like to ask Sarah, can you talk about the hybrid model. Hold your thought because we're going to do a poll question first and then we're going to talk about the results. Return to work. A lot of organizations are shifting now and we've heard the term being agile, being agile over the last 19 months. So, does your organization offer a hybrid work model where you can sometimes be in the office, sometimes work remotely? It looks like a lot of people automatically are responding and saying yes. And the second part of the question is if yes, do you feel comfortable returning to work, being back in the building with your colleagues with a hybrid model? Of course we're in the age of COVID-19. Okay, some of you are saying yes. 68% are saying yes, you feel comfortable going back. And some of you are saying that your organization does not offer. We know that if you're working with let's say on a medical team that might not depending on what the job is be an option or something that's customer interfacing. But it says 78% of you are saying yes and some of you are not even sure if they offer that. So, let's talk a little bit more about what does the hybrid model look like. And I'm going to toss that over to Sarah.   
>> SARAH: Yes. We at OSF currently do not have a policy in place, but it is soon to come. But I could talk a little bit about the development of our recommendations, especially as a DEI team, how much we've been involved in that process, especially if this is something that your workplace hasn't technically embarked on yet, what is it, how do you create one of these policies or how can you put forward recommendations. I will say, I mean we're currently in an opt-in process, which I actually was in the office for the very first time on Tuesday this week. I elected to go in. A bunch of my colleagues and I went into the office. I was surprised at how much fun I had, because I have really appreciated not being in that physical space, but there is something that is definitely lost when you have your colleagues right next to you and you can get up and talk. And we have very rigid COVID policy for those of us in the office. You have to wear a mask all day. You to stay distanced. You can't eat together, you can't congregate. They have room parameters. And they have like the air ventilation has been improved. So, that I been working really hard to make it a comfortable space. I don't think I'm going to go back this year if I don't have to. (Chuckling) But I am excited about what's on the horizon in regards to hybrid work. So, you know, again we cannot go back to where we've been. Right? I mean we have learned so much over the past two years about the benefits of remote work and the effectiveness that we can have when we work remotely. I mean disabled folks have been saying this forever. I don't even say, I don't want to say decades, I want to say centuries. We have literally, like I said when I was a kid, I had to do so much remote and had to live my life in a space where I wasn't with my peers and I survived and I made it and here I am, right? So, we can be effective in this way. And so I think to ignore the disabled community and the learning that we can provide to this process would be a disservice for your organization. So, I think do your research, do your homework. When we put forward our recommendations to our management committee on hybrid working, we had so many appendices of research and it wasn't just about disability. I mean working remotely is beneficial to all sorts of folks within the DEI frame, whatever identity they bring, for all sorts of reasons do not wish to come to the office again full-time. We currently are advocating for a full flexibility model, which would mean that people do not have to apply for disability-related accommodations if they wish to not come into the office a certain set amount of days. But also again, we've put forward lots of literature and research about why it's good for lots of people, it's not just about disability here. But we haven't seen the policy yet. I think that probably won't get approved. I think that would be very difficult. Because as someone who works in operations, not knowing sort of what your operational model will look like. Like we currently have a 10-story building in New York City that usually houses like 500 humans. So, if you don't know who is coming into the office on a given day, based on full flexibility, I could see that being a very economical and environmental, like it's not sustainable for a building to run for a certain amount of people. I think when I was there on Tuesday, there were maybe 50 of us in the whole building. It's probably not the best model to do full flexibility, but having that option without having people jump through hoops. Currently we have a check-in system and things are provided based on how many bodies are in the office. We're also putting together a manager learning, how to manage hybrid teams. We're planning our big DEI conference, it will be a hybrid conference. Having people in person, but using the tech that's available to all of us to ensure everybody can attend and feel comfortable. Again, having access to events and programming is something that has not always been the case for disable folks due to their accessibility needs. So, that is something that this pandemic has shown us. And I think it would be horrible if we didn't take some learning into account when we're returning to work.   
>> ZAKIYA: Thank you for that. I'm going to ask Joel can you share your final thoughts on this conversation about disability in the workplace, HR, and employee participation? And then I'm going to pass it back to Sarah, I'm going to say a few words, and then we're going to pass it back to Emily H. So, just any final thoughts that you would like to leave the participants with, Joel?   
>> JOEL: Sure. There's so much to say. And plus one to everything that you said right before, Sarah. I can't speak to where Ford is in terms of their hybrid model. I know that when I was there the Ford Foundation is super, super thoughtful in having the staff work remotely. I know in September there was a re-opening phase where people who wanted and needed to be in the office could. But here currently at Jobs for the Future, we have a really, really amazing policy and it's a flex paid time off policy. So, when we're thinking about our policies in our organizations, you know, how supportive are these policies for our staff, inclusive of our staff with disabilities, right? And that particular, you know, flex PTO, paid time off policy really gives the employees right the freedom that they require to balance their responsibilities based on their own needs, right? The organization also demonstrates, right, that they trust their employees to make the best decisions about how to manage their work, right? So, that approach to paid time off, right, including vacation time and sick time and discretionary time really eliminates the need for accrual of paid time off days. And instead gives employees that agency, right? Again to make their own professional judgment with the approval of their managers. But we can take agency in deciding when and for how long. And I know many different organizations are in different places in that journey, but I think it's worth noting that a hybrid model or allowing staff to work remotely really does allow for the inclusion to be able to attend events, right? So, if I'm experiencing a flare up, I can attend an event virtually. In December, we have an all-staff meeting where typically at Jobs for the Future, everyone will have to come in person. This time it's a hybrid model. So, we're having our events in person, but we'll also be hosting them virtually. So, at the moment, Jobs for the Future, 40% of our workforce is remote. 40%, which is a pretty large number. from where they had been. So, again, it's really demonstrated a culture of inclusion, a culture of support, and allowed for staff to really engage in a different way. And then one final thing that I'll share that I was so proud and happy to be a part of at Ford was our employee resource groups, right? Like making sure that we have spaces even if our organization is a 10-person organization, 50-person. What kind of space are we creating to allow people to engage with lived and shared experiences. One thing I'll mention that Sarah you pointed out if your conversation is a budget. Do we have a budget for accommodations, instead of having to scramble when an accommodation need does come up? Are we ensuring that we have funding to support our staff in order for them to be fully engaged and committed to their work? So, I'll leave those three nuggets. But again, so happy to be here and to be in conversation with all of you.   
>> ZAKIYA: Thank you, Joel. And please stand by because we have questions. Sarah, can you please share your final thoughts on this topic before we go into the question segment?   
>> SARAH: Actually, what Joel had said had sparked my thoughts on training and programming. Because this idea of budgets for, you know, the bare minimum like what we need to provide for people to be effective, but are we also ensuring that people understand why we're having this dialogue and conversation in the first place? And that is something I wanted to briefly touch on. I'm from the DEI team within HR. And a lot of times folks do not think of HR from a DEI lens, but every time you talk about disability, you need to talk about it in an intersectional way, race, gender, immigration status, all of these things really impact how we interact with our disability. I think it's really important that DEI teams take disability identity as a major point of conversation and dialogue and I think it's not useful to take this out of justice and equity conversations that are already happening in other spaces. I would just say an example of this, and I understand that not everyone is going to have someone dedicated within their DEI team or within their HR team or within their organization that's doing disability inclusion work. So, I realize that my example is not going to be fair to every organization, but my background is I'm a trainer. So, I created a really basic virtual foundation disability 101 training that was rolled out to 97% of our operational teams. All of HR, legal, IT, facilities, communications, all the folks that make our organization run. And this is because our global director of operations made it a priority for disability inclusion to be embedded in all of these tapes. We teams. We did not require the training. That's another thing, too. If you mandate DEI training, then it becomes a mandated thing that everybody has to check their box okay, I attended that. You have to make people want to learn and make it engaging and exciting and yes, disability is important and we need to talk about this. And luckily for me, I was able to like bring videos in and active components and we had all of the leaders of all of these teams attend and it went back to everyone else. I did have to run it like 20 times, but at the end of it people were like everyone has told me I have to attend this training! They learned so much! And then every team contacted me about ways to make their teams more disability friendly and inclusive. Now we're doing a project around neuroaccessibility. So many things are happening now because of this quick little objective that was put in or operations procedures to think about disability. Then we got excitement from the programming side of the house, oh, give us this training, too. If this is something you're interested in and really embedding disability inclusion within your organizations, you do need to make it exciting. You need to make people want to learn. So, you know, feel free to reach out to myself. I could put you in contact with lots of consultants that have lots of energy around these topics. Or like I said, do a book club! There's some easy ways that you can make it a priority because it's hard to talk about changing the way we think about disability from a medical model to a social model if we don't understand why we're having that dialogue to start with. There has to be interest and commitment from folks to understand that this is a priority.   
>> JOEL: Dr. Zakiya, can I just make a final comment?   
>> ZAKIYA: Of course.   
>> JOEL: Sarah ignited a thought in my thought process. Not only to make it fun and engaging, but it's also helpful when they're raising awareness. They reduce stigma. These trainings are necessary. Like Sarah said, there's so many ways to make these things engaging for staff. I know at the Ford Foundation, Catherine Townsend, who is a senior advisor in the president's office, she held a Disability Dish Session for 30 minutes during lunch hours where people came in and could ask her anything around disability inclusion. I know one of the other things that we did at Ford was a simple person-first language fact sheet. I mean I was mind blown. This is so incredible in sharing what person-first language is and what we should and should not be addressing or how we should be addressing our community. So, training is absolutely important and necessary.   
  
>> ZAKIYA: Thank you for bringing that to our attention. Because it is. I am a firm believer that storytelling is a catalyst for change. When we share our lived experiences both on a personal level and professional level, it really has the way to open up and change people's mindset because they might hear something that might spark an interest and say okay, the lightbulb just went off. I know finally understand. With that being said, when we're conducting and curating these experiences, we hope to be in an organization where you truly feel like you can belong and show up as your authentic self. I appreciate you both sharing your experiences. We all have lots of stories that we can tell to help you really get it. But since you're on this call today, we know that you want some help to move that inclusion needle. So, with that being said, I'm going to pass the mic over to Emily who has a couple of announcements and then we'll go into our questions. Thank you so much.   
>> EMILY HARRIS: Muted. Doesn't work. Thank you, Zakiya, Joel, and Sarah. This has been an incredible conversation. I'm so excited it can continue. So, please stay with us for another 30 minutes, if you can. Or as long as you can.   
For those of you leaving now, we just wanted to make a few announcements. First of all, please help us learn from your experience by taking a few minutes to fill out a survey that is in the chat and should pop up after you leave the Zoom. Your feedback will inform the future journey to inclusion series. Also, as Sarah mentioned, we have an upcoming meeting of our first-ever cross-philanthropy employee resource group called Celebrating Disability Across Philanthropy, or CDAP. There's a link in the chat to or there will be to that meeting registration, thank you, Pat. This group is designed for individuals working in philanthropy who self-identify as disabled and/or who want to champion disability inclusion in their organizations. We'll be continuing the conversation about disability in the workplace. And Sarah as the cochair, as was Joel while he was at Ford. We also have many, many resources, as you know, on the Disability and Philanthropy Forum. If you are not a member, you should be if you're in this meeting. But if you snuck in, please be sure to join the forum. It's free for anybody working in philanthropy. Please invite your colleagues to join us, as well. As a reminder, if your foundation is serious about its journey to inclusion, we hope you will join members of the president's council on disability, inclusion and philanthropy with 50 organizations in signing the pledge. You can find more at the Disability and Philanthropy Forum website. And finally, next year we will be continuing this series as well as our public webinar series. Stay tuned for announcements. Our first session in February will be on mental health in the workplace and an announcement will come out in the next couple months about that. So, now I want to turn things back to Zakiya and our panelists and remind you. You can either ask your questions in the chat or feel free, we will try to keep an eye on who is coming off of mute and recognize you if you would like to speak up directly. And I know these folks have so much to talk about. Even if you don't have questions, they're going to keep going. Thank you.   
>> ZAKIYA: Is thank you so much for that Emily. Please, this is an opportunity for you to ask any questions. As you can see, the three of us are not very shy. We're very open to answering questions. So, please just let us know what are some of your questions.   
And while we're waiting for some questions to come in, let's talk about data. How important is it to capture data and how data paints an accurate picture of what's ongoing in your organization? I will just toss that out right now.   
>> SARAH: While we're waiting, I'll just say we just released our first well-being survey to the whole network. As many of you probably know besides the pandemic, the Open Society Foundation has been experiencing a transformation. We're going through a restructure that has put a lot of pressure and stress on our staff. So, we decided to, I mean this is something that a lot of organizations do sort of a pulse check to see how people are doing. And we have embraced transformative mental health as a human rights, trauma-informed, culturally specific relevant approach to mental health practices within our organization and we put that under our diversity and inclusion umbrella work. Our recent well-being survey is really to see if our strategies are working and if it's serving our staff effectively, if they find it useful, and also to see if there's particular offices that require particular intervention and support in a different way. But we are approaching mental health in the same way we approach any disability conversation in a proactive manner so we can address things and have things in place before there is any need for it to be there. I think data is vital. We don't collect disability status data within our organization and I think it's a huge disservice because I know that I mean globally it's like one in four, one in three people have a disability of some sort, right? So, I think it's doing a disservice to not having those numbers, but we've come against lots of barriers with different regions not letting us legally collect that data, so we don't know how to do it for some of our offices and then not for others. It's been a constant dialogue.   
  
>> ZAKIYA: Thank you, Sarah. Joel, do you want to talk about data and while that helps with our DEI efforts?   
>> JOEL: Yeah, what I'll say is data is so important because it really allows us to really make informed decisions, right? Oftentimes some of our organizations, you know, we don't even know where to start. I think surveys, right, really allow us to just get a pulse check, right? On what is our current workforce looking like at this moment. And how many people self-identify as having, you know, as a person with a disability, right? So, we can understand our starting point so that we can continue to have a plan, right, for improving disability inclusion practices. So, I think surveys are ultimately really, really important in order to gauge where the organization is. In that disability inclusion journey.   
>> Thank you, it was just mentioned talking about mental health. Can we talk about what does psychological safety look like in organizations and how does that relate to organizational culture?   
>> JOEL: Can you repeat that question again, Dr. Zakiya?   
>> ZAKIYA: Sure. Psychological safety, how does that relate to having a healthy organizational culture?   
>> SARAH: We've talked about this quite a bit especially in the last couple years. Again, our mental health work kicked off in 2019, right before the pandemic. And I think probably for a lot of you, that work on human rights related issues, people can be triggered or, you know, put in spaces because of the nature of the work that we do. I think just being a DEI practitioner means that you're constantly putting yourselves up in spaces that are difficult and emotionally draining and people don't feel safe and aren't given those parameters again. Like how can I be my authentic self or bring myself to work when the environment hasn't been built for me to feel safe, right? We've actually, a lot of our trainings, we use the language of bravery and putting ourselves in spaces that are brave because I don't feel comfortable talking about safe space when I can't ensure it because I can't control a lot of other aspects of the dynamics of the organization. So, I try to be authentic in that because I think it's, you know, I also think that's true when you're talking about disability in general. Like you recruit disabled candidates, you bring in folks from a disability of abilities and identity and then you don't have, you haven't built a place of safety to support that staff member. I think we have to be honest about where we are and the kind of environment that we're building. I think a lot of it has to do with manager training and also ensuring that our operational teams are interacting with staff in a place of empathy. And I think that's been difficult for us, especially. Because you have like I think like probably three quarters of our managers are wonderful, right? And they really do come to our trainings and they really try to be supportive and create those structures of safety, but then you have that small percentage that aren't attending those trainings and aren't implementing those strategies and then that impacts the whole organization. So, I think, yeah, it's vital. And I think it has to go back to self-ID, too. If you're creating an environment where people feel safe, then your employees are going toll thrive. There's so much data on this. Forbes or whatever. People are going to be much more motivated and effective in your output and productivity is going to be so much higher if folks feel safe and well and able to bring their whole selves to work.   
>> ZAKIYA: Absolutely. I see a question in the chat for Joel. My former employer was concerned about allowing applicants to call to request accommodations because he didn't want to feel flooded with calls. How do we address issues that create barriers for individuals who may have different communication needs?   
>> JOEL: Yeah, I know it might be a bit scary to put a phone number out there. But there has to be some type of communication, whether it be an email, right, to just a standard HR email that goes into an HR inbox. There has to be a space where people can request accommodations. If the phone calls aren't necessarily going to work for your organization, do we have a dedicated HR inbox that someone is constantly monitoring so that we ensure that we're addressing any accommodation needs? If our organization has a customer service, you know, department that's fielding different inquiries, making sure that staff is trained on fielding and also forwarding any accommodation requests. So, there has to be a place where, you know, applicants can request accommodations, whether it be a phone call or whether it be an email or generic email that can direct people to address to requesting those needs.   
>> ZAKIYA: Thank you for that. That's very important. Does anybody want to unmic and just tell us some of the nuggets that you've learned from this conversation today?   
You don't have to undo your picture if you don't want, but can you unmic and just share something?   
  
>> I can jump in. I'm Alex McArthur. I just wanted to say it resonated with me as an individual with a disability to think about what your own accommodation needs are and not always knowing what those are. And just being able to have that relationship with your manager and how important that is, or with the organization, to be able to say that, right? I don't know exactly what I need, but I want to work through that with you together. So, I just appreciate the stories that you shared.   
>> SARAH: Can I jump in there? Thanks for sharing that. That is something that I know I personally can relate to. I remember my manager when I came on board at OSF saying what are your disability-related accommodations. And first I was just pleased they asked me that. (Chuckling) Without making any assumptions about what I might need. Because there is always an assumption if you have a hearing difference that you need an ASL interpreter, but my ASL is primitive at best and I don't have, because I started going deaf much later in life. So, I asked for captions and when I asked for captions, nobody knew how to get captions. It was like this very long process to try to figure it out because our video conferencing software didn't have the capability. But since then, and this is something I will add as another nugget maybe, we've brought in, he's an assistant software professional, so he is a consultant who if we have anybody who comes in who they're not quite sure what they need, they have this, I know I need some support, but I'm not really sure, we usually send them, his name is Charlie Danger, which I love, because he sounds like a secret agent spy. So, we send them to Charlie Danger, and he works with them and he's able to think it through with them in a way that even though I've done accommodation implementation in past lives, I don't know what's out there now. I don't know what's new and current as far as tech goes and he's able to help them figure it out. If we don't have it already kind of through our security channel, which takes a long time, we try to have enough software in place that can cover the basics, but then we're able to maybe find a new piece of software we can bring on for more staff. So, having an individual like that, that you can collaborate with and talk to is I think essential. It does require budget and energy to find these humans and work with them, but I think they're out there and it's really useful. Because HR practitioners don't really know until they've gone through some training. Like I had to go to the AHEAD training, which I don't know if people are familiar with. It's a higher ed conference on education and disability, and they do some service certification and there's also the Assistive Tech Association, which is another certificateification I've done. But even going through all that, I still don't think I would be able to figure out what people need, unless it was my full-time job. I appreciate that it's difficult and having someone open to learning and helping you figure that out is so nice.   
Trans. >> ZAKIYA: Yes, having someone open to learning. A resource that I have found most helpful over a decade is the Job Accommodation Network, JAN. You can actually put in what your disability is and it gives you some information about accommodations that have worked well. And I say this as an employee with multiple disabilities and also on the employer side. Because you can call in and you can tell them your scenario and they can give you feedback. They're in West Virginia. The number, you can just simply call them. And they also do I think trainings for, I know they did it when I was a federal government employee. That's another good resource. JAN.org. And so I think when we are talking about reasonable accommodation, we spend a lot of time there, because that's a lot that people don't understand. And I think Joel and Sarah hit the nail on the head when they talk about middle managers. That seems to be a lot of times the disconnect. I have worked on the MD 715, which is a document that goes to EEOC for many years and it show where is you're underrepresented. And I also know in the civilian workforce, there are other surveys that can be done just to see where you can improve on your numbers. And I see so many beautiful faces and names and smiles that is really encouraging. Liz, I have to know. (Audio cut out).   
>> Oh, it died.   
>> JOEL: It always pauses at the most random part.   
>> ZAKIYA: You've had a beautiful smile the entire time. Do you want to share something?   
>> I have so many things. As a middle manager, I have to admit I've been guilty of not offering or feeling somehow we couldn't get as much work done. I'm going to admit it. But I did have somebody who worked with me that needed a reasonable accommodation and we did give it to them and got it available to them. But I feel like it probably wasn't necessarily handled right. And this was not at the foundation I'm currently at. And I worked for the foundation for physical therapy research because I have a daughter who had very mild cerebral palsy and I always feel like it's not my story to share, it's more hers, but this gives me a lot of tools to help her with the accommodations that she needs. I know I've asked them throughout for school. And those kinds of things. And we've done so much physical therapy that looking at her, you may not see a need for an accommodation.   
But we've kind of tried to feel through it and asked for those as we've gone along. And she does need some accommodations as we go through this. And I think that's something that as she's become a teenager and a freshman in high school that now we're like really looking at this. And then my older daughter, the same thing. She started a job at the University of Iowa Libraries and that was the first question out of their mouth. Do you need any accommodations?   
And she just felt so great to have them just offer that and ask that question.   
So, yes, I'm going to push our foundation to sign onto the pledge and see what else we can do and then I'm a member of the health research alliance and we are having our big meetings this week. And there is a gentleman that's also a member who is vision impaired and talked about yesterday sitting through the PowerPoint presentations and then not having somebody read everything that was on the PowerPoint, so then it was not, he missed that part. of the presentation and conversation.   
I'm looking at our webinars, as well, to offer that, because I do know there are physical therapists out there that also need accommodation for attendance at our Zooms that we are offering for young, well not young, but emerging physical therapy researchers.   
So, thank you so much for putting this all together and sharing it.   
>> ZAKIYA: Thank you for your vulnerability because that is very helpful. We really appreciate you.   
>> JOEL: Yeah, I just want to jump in here Dr. Zakiya and second that and thank Liz for being super transparent and sharing that story. I do have to run to prep for another meeting that I am facilitating, but I am going to drop my email in the chat if anyone wants to reach out, have coffee virtually, chat, send me an email. It was so great to be here and thank you for inviting me.   
>> ZAKIYA: Thank you, Joel. You're wonderful as always. We'll chat soon.   
  
>> JOEL: Okay. Thank you. Take care.   
>> ZAKIYA: And I'm dropping my link with information if you want to connect later, let me know. We'll have a couple more questions and then we'll be wrapping this up. Let's see, Emily L., would you like to share anything?   
>> I certainly can, if you want.   
>> ZAKIYA: Of course!   
>> I think everybody has really summed up everything so beautifully and I'm grateful to you Sarah for shouting out my book and I also would love to encourage everyone who is still with us to follow the Disability and Philanthropy Forum so we can stay connected on social media. I will post all the links to that in the chat. It's a great way to keep your learning journey going and to stay on top of all of the resources that we're sharing. So, thanks for the opportunity to, you know, pop a little plug in.   
>> ZAKIYA: You're welcome. And thank you for everything that you do. And with that, I'm going to pass the mic back over to Emily H.   
>> EMILY HARRIS: Thank you so much, again. As we said, we will continue up to 1:30 as the group can go. And it seems like people are having to get to their next meetings like Joel. So, I just wanted to thank the two of you who are here and Joel in absence. This has been a fabulous conversation. I have 8 million more questions and I will keep sending them to you. And I also just wanted to acknowledge Liz who sent a really interesting note to me directly about how one organization in Iowa is substituting the word "mental health" with "brain health" to use that as an interesting way to start interrupting stigma. I thought that was interesting. Thank you for that. Thanks again. We will be back. Sign up, if you can. If you can put in the chat one more time, Pat, the CDAP meeting next week. We would love to see you there and look forward to seeing you on the forum in the next year.   
>> ZAKIYA: Thank you so much, everyone. Feel free to drop your connection information in the chat so we can stay in touch.   
>> Thank you so much. And this does conclude today's webinar. Have a fabulous day and thank you for your participation. Take care!

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