>> Hello everyone, and welcome to the 2020 Harkin International Employment Summit. I'm Joseph Jones, Executive Director of The Harkin Institute for Public Policy & Citizen Engagement at Drake University. I'm thrilled to welcome you to this, our fifth, Harkin Summit. Before we go further, I have a few housekeeping items. This event does have CART captions, which you can access CART captions by clicking the CC button at the bottom right-hand corner of the video. There will be sign language interpreters. While you're poking around the website, you'll want to be sure to check out our sponsors page, where you can learn more about the generous organizations it that have made this Harkin Summit possible. They are the Ford Foundation, Anthem, Hy-Vee, RWJF Special Contributions Fund to the Princeton Area Community Foundation, Microsoft, the Kessler Foundation, Keystone Human Services International, and JP Morgan Chase. We're grateful to these entities for their ongoing support of The Harkin Summit and their commitment to inclusion and disability employment. We hope you'll also use the website to communicate and network with each other, which has been such an important part of what the summit has offered in the past. We encourage you to review reports and publications we've shared. We are proud to publish two reports in coordination with this year's summit. The first, a collection of innovative disability employment practices from around the world solicited from past summit participants. And the second, a white paper on the role the investor community can play in improving employment outcomes for individuals with disabilities. This year, The Harkin Institute is thrilled to partner with The Valuable 500 and the all-star team of disability inclusion advocates. We'll hear more from their founder and leader Caroline Casey very shortly. Now, I don't think any of us will ever again take for granted the joys of being able to meet in person, but there are benefits to hosting events like this from afar. I'm joining you today from The Harkin Institute's brand new building, The Tom and Ruth Harkin Center at Drake University in Des Moines, Iowa. I'm excited to welcome you as some of our first virtual guests to our new space. This building represents many things, the generosity of the Institute's supporters, the legacy of Senator Tom Harkin, who is our founder and principal author of the Americans with Disabilities Act, which celebrated its 30th Anniversary this year on July 26. And the commitment of all of those involved in the design and building process who went above and beyond in their effort to create a state-of-the-art accessible space. Throughout today you'll get a sneak peek at some of the special spots throughout our building. For the staff and supporters of The Harkin Institute this building represents so much more than the building where we'll come to work every day. This building illustrates how we can rethink physical space in an intentional way that goes beyond the bare minimum of what's required of us and instead provides an environment that's welcoming and inclusive of everyone, where all of us are able to work and thrive together. This pandemic has been so devastating to so many people. But is has also positioned us for a meaningful reset through which we can truly realize the value of inclusion. So as you're listening and engaging today, I want to challenge you to think of ways that you can reset, reconsider, and realize the value of inclusion in your physical space, in your interactions with others, and in how you conduct business. Now, to help us kickoff today's festivities, it is my great honor to introduce the visionary behind the Harkin International Disability Employment Summit, Senator Tom Harkin. As many of you know, Senator Harkin served in the U.S. Congress for 40 years representing the state of Iowa, first in the U.S. House of Representatives and then in the U.S. Senate. He was instrumental passing the Americans with Disabilities Act. He's been a fierce advocate for people with disabilities throughout his life and his career. In addition to the ADA, Senator Harkin helped to pass the Television Decoder Circuitry Act, which is one of his favorites, the National Deafness and Other Communications Disorders Act, the Developmental Disability Assistance and Bill of Rights Act, the Individuals with Disabilities Employment Act Amendments of 1991 and the ADA Amendments of 2008, along with the Workforce Innovation and Opportunity Act. Since retiring from the Senate, Senator Harkin has stayed busy, establishing The Harkin Institute for Public Policy & Citizen Engagement in order to pursue research projects in areas of interest during his career as well as to host events that increase citizen engagement. Creating the Harkin Summit and helping to produce meaningful opportunities for competitive, integrated employment for people with disabilities were among Senator Harkin's top priorities upon his retirement from Congress. Please join me in welcoming Senator Tom Harkin.

>> Greetings to all my friends and colleagues here in the United States and around the world who believe in disability inclusion. Thank you for your commitment to expanding opportunities for people with disabilities in the labor market. And thank you for being a part of the growing global movement for disability rights, justice, and full inclusion. I'm former United States Senator Tom Harkin and it's my honor to welcome you to the fifth annual and the first virtual Harkin International Disability Employment Summit. Ever since the first Harkin Summit in 2016 in Washington, DC, I have looked forward to the relationship building, the exchange of ideas, the strategy discussions and inspired advocacy that has come to characterize this annual event. This year, due to the global Coronavirus pandemic, we are hosting our first virtual Harkin Summit, which means that we can include all of you who are tuning in from your homes. I'm delighted to report that we have over 600 registered attendees from more than 40 countries for today's event. This is easily more than twice as big as any of our previous summits. I'm also delighted that more than 75% of our registrants are first time attendees and I welcome all of you. This year, the Harkin Summit family is bigger than ever and as the world recovers from COVID-19, I'm hoping that this bigger audience translates into bigger impact, broader ideas, and accelerated progress across the globe towards more employment of persons with disabilities in competitive integrated employment. Five years ago, when I discussed my idea for these summits with friends in the disability community, my goal was to bring together leaders from business and other sectors to galvanize a larger global movement committed to doubling the labor force participation of people with disabilities across the world in 10 years. The Harkin Institute at Drake University in Des Moines, Iowa, planned this year's summit and I'm grateful for the leadership of Joseph Jones and Amy Bentley and Emily Schettler in shaping today's event. I also want to thank Andy Imparato from Disability Rights California, Charlotte McClain-Nhalpo from the World Bank, Mica Bevington from Humanity and Inclusion, Dorothy Garcia from the Association of University Centers on Disabilities, Wendy Parent-Johnson from the University of Arizona and Julie Christensen from the Association of People Supporting Employment First (APSE) for serving on the planning committee for this year's event. Many of these individuals have been to multiple Harkin Summits and I can't thank them enough for being great long-term partners to me and to The Harkin Institute. This year we reached out to Caroline Casey at The Valuable 500 to partner with us. Because the goals of The Valuable 500, which is a global movement with at least 500 private sector corporations working together with partners to put disability on Which is exciting, unprecedented and completely aligned with the goals of the Harkin Summit. Caroline Casey, a dynamic, Irish social entrepreneur, who launched and leads The Valuable 500 is a force of nature who I have had the pleasure of working with and getting to know the past several years. She moderated a panel at our 2019 summit in Paris, France, which was hosted by Humanity and Inclusion and she impressed me and the other attendees with her passion, her business insights, her electric energy and a sense of urgency and optimism about what is possible when leaders commit to disability inclusion. So I want to thank you, Caroline Casey, for your great leadership and for your invaluable help in organizing this year's virtual summit. The theme of this year's summit is realizing the value of inclusion. And it's intended to convey two concepts at the same time. First, there's an opportunity for business leaders to learn from each other about the benefits that they can reap when they get serious about pursuing the 1.3 billion people with disabilities around the world, first as a market for talent and also as a growing customer segment. Secondly, for those of you who embrace this opportunity, you will achieve a competitive advantage by reaping the benefits of leading on disability inclusion. You will realize a dividend that will improve your business performance and market share by virtue of your inclusive business practices. I will close by noting that 2020 has been a milestone year in the United States. This past July 26 we celebrated the 30th anniversary of the Americans with Disabilities Act, which outlaws discrimination against people with disabilities in employment and other areas. I was honored to be the lead sponsor of the Americans with Disabilities Act in the United States Senate. And I have used this milestone anniversary to call on the business community in the United States to redouble their efforts to bring people with disabilities into the workforces and support them to thrive as valued employees. Also, as you may have heard, we had a presidential election this year in the United States, and I'm delighted that my long time Senate colleague and friend Joe Biden has been elected our new president. President-elect Biden announced a groundbreaking disability policy platform during the campaign which I helped formulate. And I look forward to supporting his administration to make sure that the new economy that emerges from the pandemic is more inclusive and more equitable for the over 60 million Americans with disabilities. So again, thank you to everyone who has been with the Harkin Summit family from the beginning, including the Ford Foundation, Hy-Vee, Microsoft, Kessler Foundation, and the World Bank. And thank you to all of our new sponsors, partners and attendees. Let's use this summit to commit to working together to build back from the economic devastation that the global pandemic has caused and become more serious and more intentional about creating a global workforce that is truly inclusive. Thank you to all of you again for joining us today. I will be attending every event and I will be back to you at the closing. So let's have a an informative, challenging productive day today. Thank you again for joining. I will see you at the close.

>> Thank you, Senator Harkin. The Valuable 500 is seeking to put disability on the business leadership agenda. We're excited to begin the 2020 Harkin Summit with founder of the Valuable 500, Caroline Casey. She's joined by Carmen Jones of Solutions Marketing Group.

>> Hello, everyone. My name is Carmen Daniels Jones. I'm the president of the Solutions Marketing Group, a marketing consulting firm that helps to build a bridge to the disability market in three core areas, marketing, customer service and employment. I'm really excited to share this session with Caroline Casey, who is the president and CEO of the Valuable 500, a global movement to place disability inclusion on the business leadership agenda. Our topic is going to be great. It's let's get real, how can we talk about employment when we don't understand the value. And for a lot of organizations they know they should do something, they are not quite sure what to do, and they need to have some insight into the intrinsic value that the disability market can offer. So our time is short, but we want to cover a lot of ground. Caroline, it's so good to see you today.

>> It's great to be talking to you because I think you and I have this shared passion around marketing, brand and the value of this global community. And I think that's the really sweet spot when we are talking about increasing the levels of employment intelligence in the business.

>> Absolutely. I feel like sumptuary my amen choir here. All righty, let's get started. Caroline, can you share briefly about your story and how you caught the vision for The Valuable 500?

>> This is very -- I'm 49 years old so this is quick. I came out of the disability closet about 20 years ago when I was working for Accenture. I'm registered legally blind with a condition called ocular albinism. What's quite unusual about the story, I was born with this condition but my parents hid it from me and I found out by accident when I was 17. And they did that because they did not want me labeled by a definition of disability. They just believed I was multiple labels. It's quite an unusual story and when I discovered I was visually impaired, I hid it for 11 years. That's my story and my passion from the moment I came out of the closet was the disability inequality crisis needs one of the most powerful force on this planet, which is business, at the table. Inclusive business can and will create inclusive societies

>> Great. I watched The Valuable 500 grow over the years and it's been exciting to be on the sidelines. We just met last week but I have been cheering for you from Georgia. What is the key to conveying the value proposition to CEOs or executives within companies?

>> Well, I think there's two real things for The Valuable 500. It really was this iconic territory, this campaign that was launched 19 months ago at the world economic forum to get five hundred of the most influential CEOs and their brands, which is really important, to be intentional and accountable for disability inclusion across the value chain, which is really important. The first thing that we say to leadership is it's not a them and us issue. Disability touches all of our lives at some point. 1.3 billion currently, and that's probably conservative, with a mother and father, that's 73% of our global consumer base. So very seriously, why are you not considering that? That's insane. The second thing that business is really startling to get a handle on is linking the intelligence to serve that market and understanding what is going to trigger those customers and keep those customers is how you -- I think it's a whole new way of looking at things that is not simply about employment but about supply chain. It's about customers. And I think, look, let's be honest, business have one thing on their mind: Growth. Right? This is an opportunity for growth. And the third thing I think is becoming more relevant certainly since the pandemic is business knows that it can't have a piecemeal approach or a categorized approach to inclusion. And they don't want to be reactive. They want to be ahead of the game and to be early adopters. And they're very aware now that the business case for global disability business inclusion, that's probably not where it's at. It's actually really about future proofing their businesses and making sure they have an idea of the risk and understanding how they avoid the risk of not engaging with this market and this talent and this innovation and this insight and this brand differentiation.

>> Absolutely. I like that a lot. Why do you feel companies are resistant? That's something that I encountered in my work where companies, again, know they should do something, but taking that next step of action sometimes is stunted or non-existent. Why do you feel companies are resistant to putting disability inclusion on their agenda?

>> Well, firstly, it's always been that way, hasn't it? Disability has been sort of the poor cousin at the side. I think the reason for that is actually not because companies are bad. Not because leaders are bad. It's because they haven't made the connection between this huge community and the value that this community can bring to their business. They just haven't made that $8,000,000,000,000 connection or the opportunity for the design, insight and innovation. We quote Apple, a lot of us, saying Apple had human centered design or inclusive design in its DNA and it was the first company to trigger a trillion dollars. Point made. It's not a disability company; it's a very successful commercial company. I think there's a lack of understanding of that. The second is competing resources. It's hard. Sometimes leaders feel overwhelmed. And the word disability is a small word for a very vast level of experience. And I think that can be very complex. So they seek to sort of see where they might get a greater impact faster or where the loudest noise is coming from. And I think it has been accepted that companies in the past were able to say things like, well, this year we are going to focus on gender.

>> Sure.

>> I'm just like what about the Black woman who's using a wheelchair who's gay? There isn't that sort of -- traditionally we have been one issue focused, not looking at the full lived experience. And I think thirdly, to be honest, they're frightened. They're frightened of getting it wrong. They're frightened of not doing enough. And I'm going to call this stat out. 7% of our C-Suite have a lived experience of disability. Four out of five of them are hiding it like I hid mine 20 years ago. That's not improving. And the other terrifying stat is they' But the truth is 40% of our CEOs have never had a discussion about disability. And they're just worried about getting it wrong. I mean, it's the figure of getting it wrong or being canceled out that is probably the greatest barrier.

>> I understand that for sure. A lot of in the United States we see this that companies do a lot of performative box checking focused on compliance.

>> Yes.

>> How do you and how does your organization shift this paradigm so companies aren't looking at we did that, we gave at the office, we checked that box?

>> I'm known to be a troublemaker, Carmen. I am a troublemaker, there's no doubt. I get called a system shaker the other day and I'm loving that title. The value five hundred began as a campaign. We're now currently at 365, which is phenomenal. To get organizations into this community, they have to make a commitment to action at leadership level and communicate that to their employees and the public, and we, The Valuable 500, work with them to ensure they deliver. That's the most important thing. The second thing in the value five hundred, those 13 million employees are going to hold those companies to account. And actually, I think, for me, bringing together this community, there is an honor. There is an honor system. If you sign your name as a CEO, sumptuary going to keep your word and the company will keep its word because there's a community around it. The most exciting part is we're now moving into campaign into a capability organization where the strength of this community will be the organizations helping each other out, creating an environment where it's safe for them to make mistakes, which is when the learning exists. We will be launching that new framework for change, which we will work with all of those organizations to help them deliver. I think the greatest fear, and it is a fear, is sometimes the companies don't begin because they're frightened of not delivering. And also the public expectation now will really hold companies to account because we've upon seen inequity in our world in this pandemic and we will not tolerate it, particularly this generation. That's where the companies are saving space and the community to help each other and they want to, I mean, they really want to. There's a C change. They want to do it and do it well. Deeper.

>> I have clients that feel that same way. That resonates with me. You know, I'm going to state the obvious. 2020 has been like nothing we've ever experienced, which is unique because the whole world is experiencing it, right? How do you keep disability inclusion on the radar screens of companies when they have so many competing interests?

>> Oh, I think actually -- I actually think this is the breakdown to the breakthrough that we've all been waiting for, particularly for disability inclusion because I can only speak to that, okay?

>> Sure.

>> I think this is this moment. And you know what? From our perspective with The Valuable 500, look at the power of that voice that stretches globally now. I can honestly tell you the greatest evidence, because let's get down to evidence, is the community came to us and asked us to create a second phase. They asked us for a framework for change. They said please help because they wanted that help. So there's the evidence, because they didn't want to be in a situation where they were going to be reacting to environmental changes. They know they have to look to the future about full human inclusion because let's be honest, oh, my God, this pandemic has exposed the inequity and the imbalance and the inequality in the world. We are all responsible. Each of us, as individuals, and each of us within our businesses and our institutions. You can't leave it to somebody else or some organization to deal with. And I think there's been that real sort of sense of yeah, we're all in this together. So I think for me, it feels like there's been a breakthrough about knowing no, sorry, you can't turn a blind eye to this anymore. You can't.

>> So from your viewpoint and your perspective, Caroline, how do you find that disability inclusion fits within diversity, equity, inclusion and belonging?

>> Everywhere. I mean, right, everywhere?

>> Yeah.

>> You see, I think disability doesn't discriminate. It doesn't care about borders or where we live or our legislation, the color of our skin, our sexuality. It doesn't. And we forget that 80% of disability is acquired between the ages of 18 and 64. We forget 80% of disability is invisible, you know?

>> Right.

>> So for me, my voice always wobbles with this. Maya Angelou who I have loved for a long time particularly for her quote that there's no greater agony than an untold story inside you. Having lived in the closet, having lived hiding part of myself away, that's just my small experience, but we all do, don't we? You don't need to have a disability to feel that you have to hide yourself to belong. And I don't want to be accepted. I want to belong, right?

>> Sure.

>> I want all my uniqueness, I want to rock my beautiful difference as well as being part of a fully equal collective.

>> Right.

>> So for me, it's not whether it's the fact that I'm Irish or blond or I'm a woman or happen to be visually impaired; it's equally being part of a human. It's the fabric of being a human. And we cannot have any conversation about inclusion and belonging without this conversation because it's delusional, right? It's just delusional. You can't have hierarchies of inclusion and you can't pick and mix it. It's just ridiculous. So I think, by the way, the concept of inclusion is going to keep growing and growing and growing, right? I don't think there's any expert in this field. I don't think there can be. I think we have to be respectful and open and willing to learn at what we don't know.

>> Absolutely. I agree with you. With so many companies becoming part of The Valuable 500, what metrics do you use to measure success?

>> Well, the very first metric of success is to make sure this community has five hundred companies in it. And we are relentless in the pursuit of that. And making sure there's the right geographical spread. And I think that's very important for us. We've got about another 138 companies left to get and their CEOs and we close the community on the 30th of January. And then the community is closed. Who knew we could deliver this so fast. That's our very first metric of success. The second one, however, the KPIs and the metrics success will be set by a group that the value five hundred have brought together called system super grip. And that will be chaired by the world economic forum and Ida and will have some of the big institutional players in the world setting the metric success for this valuable five hundred community over a three-year period. What I say is that I hope we will fail, too, in our trying, because that's where the innovation goes. And I want us to be audacious in those metrics and targets. You know, I prefer 50% of magnificent than 100% of tiny. Tune in. You'll be hearing those metrics very soon. I'm kind of terrified what they are going to be.

>> Well, that's the way we really see the movement and that solidifies what you and I have discussed about the business case, right? We need that data to be able to demonstrate our value. So as the organization's founder, you've created an amazing global brand. What does success look like for you?

>> That I don't exist. I mean, obviously, I want to exist in the world. It's just that in some ways that isn't it extraordinary that still in this day and age in 2020 here we are hustling to try to get five hundred companies to get this? I think personally that you don't hear Caroline Casey anymore and actually you hear the voices of 500 CEOs speaking to this. I want to see people with disabilities serving on boards as CEOs. I want to see the representation in media both behind and in front of the camera improved. I want people with disabilities to speak about anything other than disability inclusion. Oh, yes! That is what I want! I want to hear about, for me, intersectionality is a big ol' word, right? But it's a word that the beautiful complexity of us as human beings and I think I really never, ever, ever want to see an email or a piece of communication to say this year we shall prioritize on A and in three years we will roster B. No, I don't want that. And I think the one thing I would love to see happen to your point of data, is that disability metrics are going to be part of all of these business performance tools. And that we are not hustling first. I want the day of justifying why we need to exist and the hustle for it, for all of us, business is made by humans, served by humans, supplied by humans, to make the case for human beings in business, it kind of seems ludicrous, doesn't it?

>> It does.

>> I guess the way that we can do that is to ensure that we have the voice of disability, the voice of every type of human being in the world of being in the power of co-creating the existence together. That's the exciting piece for me.

>> That's great. In closing, Caroline, what do you want the legacy of the Valuable 500 to be?

>> Oh, my gosh, I forgot this question. The legacy personally is never think you are too small to make a change. If anybody knew the full story what seems like an overnight success, you have no idea. Please never think you are too small to change things. Always stand by your principles, that's really important to me. The third thing is it's the cracks where the light gets in. I think a lot of people are tired for hustling, aren't we? It's tiring.

>> Yeah.

>> Constantly saying the same thing. See me. Believe me. Hear me. It's hard. And I think the one thing the legacy for me is that we're all in it with each other, okay? We're all in it together. If I give to you, I don't take away from myself. Bring 'em all in, bring 'em all in, bring 'em all in, you know? I'm so tired of the corrosive nature of competing ourselves against each other. And then I am so hopeful when we meet at our hearts and our spirits that we are deeply different and deeply insane. And I think I would love the legacy to be there is a space for everyone to belong as beautifully and uniquely as itself, which is a benefit to business, a benefit to society, a benefit to humanity, and just to say to somebody: Never give up. Ever.

>> Great. Thank you. Thank you thank you. And again, you've built an amazing brand, the legacy from my perspective for you will definitely be seen in the transformational work that takes place within these companies and that people who had otherwise been left out or had sent out so many resumés and never got a call back, that they will have -- . The field will be level for them to have a shot. Thank you, Caroline, for your work. I'm a fan and I look forward to seeing many, many great things that you do.

>> Thank you so much.

>> As Caroline outlined, the route to a truly inclusive world is through business that is truly inclusive. Bold business leadership has proven to play a crucial role in driving social change. Let us rejoin Caroline as she speaks with business leaders on the transformational role that leadership can play in advancing disability inclusion.

>> Well, I am absolutely delighted to be moderating this conversation about leaders unleashing an untapped business opportunity! My name is Caroline Casey and I am the founder and troublemaker behind the Valuable 500. The Valuable 500 is the global CEO community revolutionizing disability inclusion by leading system change and increasing business opportunity. Before we begin, I have essentially two of our co-founders here on this panel for conversation, but I want to acknowledge the late and the great Janet Riccio from Omnicom to whom we also would not be here without. But I am here with two of, I have to be honest, my world's favorite business leaders. Because without these two there would be no Valuable 500. Leaders make those choices and those choices create culture. In the shadow and the light of leaders, there is absolutely no way that we can create inclusive business without inclusive business leadership. And we know that we cannot have disability business inclusion become a reality without those leaders. So I'm absolutely delighted to introduce both of them, but I am not going to give you their bio. I'm going to ask them if you don't know who they are, I don't know where you've been, but I'm going to ask them to quickly introduce themselves and give a quick audio description. For those of you who can't see like me, I am white, have blond hair, I'm sitting in front of flamingo wallpaper. Who wants to blend in? So, Paul Polman, over to you.

>> Thanks, Caroline and Jeff, I'm honored to be here. I'm Paul Polman, former CEO of Unilever. I've now started Imagine and I have the honor of the chair of the Valuable 500, the wonderful initiative that Caroline has started ensuring the inclusion of disability everywhere in the world. There we go. Jeff, over to you.

>> Thank you, Paul. Nice to see you again. Hey, Caroline. Hello, everybody. My name is Jeff Dodds. I work for Virgin Media, one of the grade Virgin companies and I run the consumer business here in the UK for Virgin Media. An absolute honor, privilege and pleasure to be part of The Valuable 500, working hard with -- disability equality across the world. And I guess my audio description, Caroline, would be I'm a mid-40s, large chap with a bald head and a now very gray beard which I'm growing out for charity this month/ I'm sitting in front of a lot of memorabilia from my times of Virgin over the years which make me smile every time I walk in this room.

>> Looking at that beard makes me smile. It's getting long. That's an excuse. Now, listen, The Harkin Institute and particularly Senator Tom Harkin is passionate about getting a million more people into competitive mainstream employment. And many more people who have lived experience of disability. Now, both of you know that we are absolutely passionate about disability business inclusion. And not just about employment, but serving our customers, understanding our supply chains and also members of the community, about linking it all together. And we're also very passionate about integrating and infusing disability inclusion into the business. So I'm going to ask you each two questions and really want you to be honest as leaders as you only can be. Paul, can I ask you, for so long we have had disability on the sidelines of business. We know that 90% of our companies claim to be passionate about inclusion and only 4% consider disability. What do we need to overcome to have disability equally included on the inclusion agenda and integrated into our business strategy?

>> Yeah, thanks Caroline. I'm optimistic and I think we're moving in the right direction thanks to people like yourself and Tom Harkin. Tom has said we need to double the people in the labor force over the 10 coming years, in the next decade. I think that's by all means possible. To some extent COVID has helped us. COVID has shown us that it is again the more people that are already paying a higher price for our economic system not working are suffering disproportionately. The women, the young, the people with disabilities, and the social aspect, I think, of recovery is coming higher on the agenda. What do we need to do? The first thing is it's an economic powerhouse, the people with disabilities. There's $8,000,000,000,000 as a minimum in spending power, 15% of the world population, they're also in your companies. You don't want to miss out on that because sumptuary putting yourself in a disadvantage. The second thing is that we need to overcome our own, my own, biases. There are myths about levels of productivity or loyalty or sickness or absenteeism, that anytime you look at the hard dat People with disabilities are more productive, less absent for work and I can tell you from experience directly and indirectly, energized and engage a broader workforce. What we now need to do is have the leadership from the top without any doubt that has to role model that and insist to ensure that you have a fairer representation in your company and you would be all the better for it.

>> Jeff, can I just pick up from what Paul is saying is I think we -- I hope we are beyond making the case, right, for disability business inclusion? I actually think it's about future proofing our brands and our business as an opportunity for growth and innovation. Is that just me imagining it? In the business sumptuary in, sumptuary in a consumer -- we've seen the magic that happens when you get difference and togetherness. When you bring difference together in an organization, different backgrounds, different characteristics, different cultures, and they can work together, they unlock incredible performance within an organization. And if I speak about our organization, we serve almost the whole of the United Kingdom. And the whole of the United Kingdom therefore is made up of lots of minority groups, 15 to 20% of the population of the United Kingdom I imagine would be disabled, very difficult to measure. And therefore, if we don't represent those people, those customers, those parts of society when we're making decisions, when we're designing products, when we are offering services, how on Earth can those people in our communities take us seriously? So I see incredible performance gains when you bring difference into the organization. And to Paul's point with particular reference to disability, in my experience of working with disabled people, they've often lived a life with incredible hurdles to overcome and that drives out two fantastic traits. That's residence life and creativity. And I don't know a single leader on this globe that wouldn't want people in their organization to display reicillins and creativity.

>> My job's done, you two, which is my point. It's getting five hundred of you. And Paul, I want to talk to you a little bit about the power of collective. The Valuable 500 began as a campaign, as you both know in January of 2019. I'm looking at you this afternoon saying we just signed up our 359th company half an hour ago.

>> Congratulations!

>> Which represents now, I mean, my figure is going to be slightly out, but it's about 13 million employees globally. 31 countries, 56 sectors and $4.7 trillion in revenue. The power of the supply chain of those, look at that power. When you consider that, that's when we can make the change happen, right, when we bring the collective together. I understand the power of the collective, but Paul, not only understanding the power of the collective to drive this system change It's so exciting. But for leaders, why is community and collective important? What are the reasons? Is it safety? Is it sharing stuff? What is it?

>> Well, the thing, Caroline, is first of all, the work you are doing is a wonderful thing with 359 companies already there, you're more than 70% of the way to the 500. And what you see, if you have a critical mass of the best, the smartest, the most forward thinking and progressive companies that built these enormous traits into their operating models, you get to a tipping point. And tipping points we need to change systems. To your first question, why are we so frustrated that we don't see faster progress is because we still see a lot of boundaries in our society that prevent us from making that progress at the speed that we need. Getting enough people together, what we see is they don't only become more courageous together, sharing best practices, examples, giving each other confidence, but they are also able to change the systems. There are many countries in the world, for example, still where women or people with disabilities or actually if you are from racial minorities, you are disadvantaged. You simply don't have the same opportunities or skills or rights as others. And collectively you're not only a stronger force but collectively you're able to change the system. The sustainable development goals have a very simple objective: To not leave anybody behind. And the word anybody is written in capitals. And that's an enormous opportunity because it would unlock at least $12,000,000,000,000 to our global economy at a time when we need it most and it would create from the studies we've done, 380 million additional jobs. And many of these jobs should go-to people that are currently left behind. Any system where too many people feel they are left behind or not participating will ultimately rebel against itself. We need this inclusive growth and these are major systems changes, especially after COVID, which without any doubt has pulled us back a little bit. So collectively working on creating that more sustainable, more equitable, more inclusive society that is our first priority and probably is going to be the biggest legacy that leaders of this generation can make for the future generations to come.

>> I get that. I'm just sitting here thinking if I was a leader and going that sounds great, Paul, thank you, but I have so many competing agendas and I'm so concerned about so many things. And Jeff, I'm going to ask you to answer this one. Okay, I hear what you're saying but you're asking me to do another thing. You're asking me to put disability into this. So how do you do this as leaders? I mean, in my mind, it's very obvious and integrated and intersectional approach to inclusion and diversity.

>> Yeah.

>> But how do you do that? I think at the moment any CEO is listening and saying not another thing. I know why I should but how do I do this?

>> For those of you watching this, Caroline is deliberately pushing my hot button here because she knows I could start ranting. It's a great question. My first argument would be let's stop treating individual characteristics as verticals in your organizational models. And I want to explain why, Caroline. I'm a believer and I would encourage every leader of every organization to believe in the power of belonging. And belonging in its all encompassing sense. And therefore, look at creating an environment where everyone can bring their whole selves to work and feel like, one, they belong, and, two, that it's a place where they can thrive. I'm going to tell you why trying to break it down vertically is so ludicrous. Yesterday I was having a chat in my organization with a fabulous lady who works with me. She is a woman. She's a Black woman. And she identifies as being queer. Let's say as a leader I've thought, you know what, busy year, I'm going to focus on gender this year. And then next year I'll get to LGBTQ +, for example, or the year after that I'll get to disability. Could you imagine me saying to that lady, look, I really value what you're doing, but this year I'm going to focus on the fact that you're a woman, your queerness and Blackness will have to wait because I'm very busy and That's what's important. That's utterly ludicrous and sends a message to the organization that their backgrounds, their characteristics, their differences are not as important as somebody else's. Instead of focusing on the vertical elements, I think if leaders instead decided to focus on belonging and inclusion as a holistic topic, and that is focus on creating a culture and environment where people can be themselves, whatever that may be, and thrive. That, for me is the key. Can I talk about why disability is sometimes complicated and maybe I'll make a slight plea to this audience. Unlike some other characteristics, disability is defendant. It's visible. It's non-visible. Some people will have a disability but won't recognize the disability themselves or want to recognize it. Some will be undiagnosed. Some disabilities will mean there are certain adjustments that need to be made for other disabilities. It's a highly nuanced and highly complex area. And I think a lot of leaders, therefore, Caroline, choose not to deal with disability because it's more complex. And in my experience of talking to very senior people, they often say to me when they put their guards down, I think I'm going to get the language wrong, I don't really want to talk about it because I don't want to make a mistake, and therefore it's easier not to go there rather than be called out for saying something My response to anybody that's thinking like that would be: Get over yourselves. Because if we can't have a conversation about progress, nothing will ever change. And provided the intent is positive and you're asking the questions or trying to make positive progress to create a better culture for people in which to thrive, people will forgive you, not knowing every detail of every disability and every impairment and every adjustment that needs to be made. They will instead appreciate you, seeking to educate yourself and ask the question. So just get over yourself.

>> Okay. Thank you for being so honest because I mean, I love to say that but I can't.

>> Of course you can.

>> You know I do, kind of. I'm going to give the last words to Paul, because the reason I chased the world for Paul for many years, Jeff, we know this, is because this was a leader who really, what I believe, is ignited the sustainability movement in business. And I always thought I would love to find a Paul pole man, five hundred Paul Poe man. That was the idea. I want you to sort of end, when you started this whole movement around sustainability, I'm wondering did people think you were slightly crazy and go, yeah, that's not Paul and now look? Do you think this is the same for The Valuable 500? That's not Jeff and not Paul and the 300 and whatever others? And do you think there will be a moment where leaders will look back and think why didn't I get in at the beginning? What would you say to those leaders out there?

>> Caroline, just to be honest, I not only think, I'm convinced that that will be the case, and the reason for that is not only the moral side that we know well. We can only make a society function if we have dignity and respect for everybody, if we fight for equity for everybody, if it is an inclusion where each and everybody can develop themselves to the fullest potential. There is a clear moral case. More importantly, unlike when I started on the sustainability front. Companies run for the longer term would certainly also include their employees or citizens that they serve with their presence here, with their products, a total inclusion mentality. These companies that understand that, that integrate it into their business models are more profitable. We now have hard data that clearly shows that companies that are more gender balanced do better, that have a better representation of the racial reflections of society, that integrate people with disabilities. And again, we are talking about 15% of the world population, that these companies simply are not only better run, they are not only having a higher and better corporate reputation, their employees are not only more engaged to work for these companies, but more importantly, they also have a better and consistently better financial return. They understand that 1 + 1 = 11 instead of 1 + 1 = 2 or in the best case of linear thinkers, 1 + 1 = 3. Make your company a 1 + 1 = 11 company, run your businesses for the long-term sustainability perspective, multi-stakeholder, which means in harmony with planet Earth, but also in harmony with fellow citizens of this wonderful planet. If we keep that in mind and do that with a mentality of now and for generations to come, we can be proud citizens and leaders and CEOs that can make a great contribution by being here but we left this world in a better state for others. And that is really ultimately the purpose of why we're here. Couldn't think of a better reason.

>> I have to say I love you both and I'm so proud of you two co-founding business leaders with us and Janet. Thank you. Thank you for everything that you've done. Thank you for being the pioneers. You know? Thank you for stepping out. I often say to people, for me, watching what both of you did is that you were leaders who stood out and stood alone at the very beginning when nobody did. Now look what we've created. To you, thank you. And to the Harkin Summit, thank you so much for everybody listening. And I just, as far as I'm concerned, we have 140 CEOs and brands to fit into our community, so come on! Let's bring it on. Thank you both, Paul and Jeff.

>> Thank you, Caroline.

>> Thank you, Caroline. The credit to you. Well done.

>> Well, hello, and here is the panel discussion on young feisty leadership. My name is Caroline Casey and for those of you who don't know me, I am the founder of The Valuable 500 and a very distinctive troublemaker. I have described what has been in my background before. For anybody who's like me who's visually impaired, I'll give you a quick overview. I have Blond hair, white female, black rimmed glasses. I look like Edna from the Incredibles, which I love, and I'm wearing an orange turtle neck as the Americans would say. We would say polo neck in Ireland. I'm delighted to be joined today by two leaders who I have huge time and regard for. As I say before, there is no way that I'm going to introduce either of them because actually they best describe themselves. So Jennison, I'm going to hand to you first. Could you tell us who you are, what you're about and what trouble you're causing right now?

>> Sure. Thanks for inviting me to the panel, Caroline. I'm Jennison Asuncion and I'm a Filipino male with black hair and dark brown eyes and I'm wearing a beige shirt. The tag that I put on it for me, being someone who's completely blind, it seemed like it was a gray shirt but I got it confirmed that it's more beige. There you are. Let's see. I co-founded something called Global Accessibility Awareness Day alongside Joe Devon back in 2012. We will be celebrating our tenth anniversary next year. GlobalAccessibilityAwarenessDay.org. The third Thursday of May. This is an opportunity to dedicate time primarily within the mainstream tech community to get people educated and aware about digital access and inclusion. That is my wheelhouse. I have been working in the digital accessibility space for 14 years now. Gone by really quickly. Started out in Canada with the World Bank. So word to World Bank out in Toronto but I'm now in the Silicon Valley, I head up accessibility engineering evangelism at LinkedIn.

>> Great! We have got an evangelist on the screen. And a rock star. Lizzie, over to you, lady. Tell us a little bit about the trouble you're causing and where you are in the world.

>> All right. Thank you so much, Caroline, for having me on this panel. My name is Lizzie Kiama and I'm currently the managing trustee at Disability Trust. I am based in Nairobi, Kenya, I am a Brown female, I have a crew cut, almost bald head. I am also wearing black spectacles, and bright read earrings and a blacktop. I founded a company in 2012, Disability Consulting, that focused on disability inclusion in the private sector. I also founded a nonprofit that focuses on the rights of women and girls with disabilities and particularly looking at how to increase visibility and representation for them in Kenya. And I guess that's the trouble I cause. Thank you. Thank you for having me.

>> We're really actually happy to have both of you. You are, all humor aside, really, really great leaders. And I think pushing and pioneering and breaking those boundaries, which are essential and where we want to see systemic change. I want to come to you, Lizzie, first. You've seen creativity and innovation and particularly when you're dealing with small and medium businesses. But like, does that get lost when the businesses get large? How are we going to make this systemic change happen? What are your thoughts on that?

>> So I think with small businesses there's a unique opportunity and a lot of flexibility within small businesses that allow us to innovate. I find there's less control mechanisms that restrict creativity in small businesses. And that gets lost in larger organizations. And unfortunately, the system ensures that the bigger you are, the more control there is. So the reduced innovation and creativity that happens. And I feel like that's sad, but there needs to be more understanding in how human beings innovate and the space and the enabling environment that is needed for human beings to innovate. Disability, regardless of whether it's disability or not, but in all our spaces, we need to feel confident and have the necessary resources and diversity in teams to ensure that we are exchanging ideas and we're learning from each other's experience. And that gets lost in larger businesses where they're looking at financial profits and not working towards meeting social impact, for example. So that, for me, is the biggest thing.

>> Like Jennison, when you're hearing what Lizzie is saying, you're obviously with global accessibility awareness day, you're dealing with all organizations, like small, medium and large. Have you seen m momentum change and build? Is it reflected in what Lizzie just said? Are we seeing accessibility in small organizations but not in big organizations?

>> I can't necessarily speak about small or large organizations like that, but I can talk about industry. There's good news and bad news.

>> Okay.

>> The great news is that we're seeing a lot more diversity. Primarily accessibility has been the domain of like let's get the government websites accessible, let's get the financial websites accessible, e-commerce. But people with disabilities do more than just shop and need government services. So what's been really exciting is that e-Learning and gaming have become huge proponents of accessibility. So they've really been stepping it up the last couple of years. We've seen more engagement among gaming companies releasing titles that are accessible, so people with disabilities can get involved. E-Learning companies have been really stepping forward. And e-Learning in particular in today's COVID is so important to have that accessible. Now, that's on the positive side.

>> That's the good news.

>> Yeah. And let me say of course all the other companies are all rallying around but I I wanted to highlight particularly we're seeing much more on the gaming and e-Learning front. Every year for the past couple years, two organizations have been doing their own scan of where we are with the web and accessibility. So web aim has done for the past couple years an analysis of the top million home pages. And they've used an automated tool to check for accessibility. Now, automated tools can only pick up 25 to 30% right now of accessibility issues. But just in their latest report that they did, top million, they found on average 60.9 errors per home page. And that's a 2.1 increase from February 2019 to February 2020, to this year. So we're still not where we need to be.

>> Explain that to me. What does that mean? Does that mean websites aren't accessible?

>> No. The home pages have, like I said, almost 70 distinctive errors that are detectable with an automated tool, are still present on home pages. That's just the home page.

>> Yeah.

>> Now, if you look at another company, Diamond, which is Joe Devon is my co-founder on GAAD, his company does a state of accessibility report and when they looked at the top 100 pages, 39% of those sites, excuse me, 39% of them had issues that blocked blind users from either registering or logging in to those pages. And those are -- keep in mind -- so Joe's obviously had some manual testing. But when you think about those numbers, it's still we are definitely not where we need to be. There's definitely interest and everyone is we think about accessibility, we keep it in mind, but the data's the data.

>> Yeah. I mean, and let's be honest, the data's not lying.

>> No.

>> You can't deny that. And I think one of our biggest fears around this piece, around inclusion, inclusive disability business, inclusive leadership is our fear around tokenism and tick boxing. And what you're speaking to kind of supports that. Lizzie, can I just ask, in the companies you work and deal with, are you worried about tokenism? Is that real? Is that happening? Are we being negative?

>> No, I think it's sad we have to think about it today, but it is a very real issue. In my experience, the few companies that I've dealt with have been a few of them have been lauded for advancing disability inclusion, employing big numbers of persons with disabilities. But the ability, once you're part of the system, the ability for this individual with a disability to speak out, on very practical issues, even on issues around reasonable accommodation, I have found has been lacking. Which is interesting for me. And then there's also the conversation around training and career growth. You find situations where persons with disabilities have been employed, but they are stuck in a particular department. There's very limited room for them to grow and advance themselves career-wise. So you know, when you look at the leadership of companies, very extremely few have persons with disabilities at the top leadership. Or even at management levels. Which you know, about the same thing the question: Are we just ticking the box and ensuring we're doing the bare, bare minimum with companies to ensure that people with disabilities get through the door, but once they're in the environment is not ensuring that they thrive and grow on an equal basis and challenge themselves. I've seen situations where the minimum is afforded to persons with disabilities. Unfortunately that cuts across all sectors, not only private sectors, all sectors. Even in development where you think people would have a little more tolerance and understanding towards diversity, it isn't the case, particularly in Kenya, where I'm from. There's a tendency of othering persons with disabilities.

>> Yeah. I can't believe I'm quoting this, but isn't there a quote about the bigotry of low expectations around people with disabilities? I think it was actually Bush who said it. Once you get people into the organization, tick, it's done, and let's not make the environment for growth and potential. That's linking back to Jennison. Do you find yourself having to sell why we need to have accessible systems? What are the engineers saying? Do they still see it as niche, just for people with disabilities? What's going on there? Are you exhausted with still making the case there?

>> Jennison: If I could, if I could briefly talk what you ladies are talking about when it comes to employment, because it's one thing to get folks in the door, but Lizzie, as you were mentioning, there's the other pieces of it. I just read there was an article actually that I shared across LinkedIn, I think it was this past weekend. It was a study done in the UK where it was shown that there's a pay gap amongst people with disabilities and people without disabilities. We are not talking about that stuff because our primary focus has been for as long as I know, let's just get people with disabilities employed. But there's all these other issues. We don't have the metaphor like breaking the glass ceiling.

>> Because it's a concrete ceiling, that's why.

>> We need something. I would love to know where our people with disabilities in the large corporations in management and leadership, that would be a very interesting and very telling study to do. But to get back to your -^- .

>> Can I just say for a second, a piece of research we did for The Valuable 500 said 7% of our leadership have a lived experience with disability and four out of five are hiding it. Seriously, what does that tell you guys, you know? I think that's about owning it.

>> Jennison: I think you hit the nail on the head, Caroline, in terms of if leaders with disabilities are hiding it and are not talking about disability, really this stuff has to come from the top, right? It's great to have grassroots at the base level and that kind of thing, but if a leader, you know, talks about disability, talks about inclusion, talks about accessibility, that says a lot. And it makes it in some ways it might sound weird, but it makes it okay for people to think about those things and talk about it. Because if the leader's talking about it, people feel, I'm assuming people feel empowered that yeah, this is something that's important. Or they understand that it's important and they get it and there doesn't have to be that discussion as to why we're doing it. Well, look, our CEO is talking about it, and our CEO, he or she is saying this is a priority for the company. So that means there's no excuse not to do it.

>> Lizzie, do you agree? Is that what you are seeing?

>> I do. I feel that the few occasions that we've tried to climb up the leadership ranks when we're talking about advocating for disability and inclusion, the conversation gets almost nowhere. When it starts from the top and our mission has always been to get to the top leadership and of course there's a lot of gate keeping because that's the reality, but once the leadership gets it, it trickles down. It becomes the organization's culture and they prioritize, they put budgets to support implementation. So there's a whole ton of things that happen because of top leadership committing to this issue. So really, what Valuable is doing, targeting leadership, I feel that is the way to go.

>> Jennison: So once leadership starts talking about it, leadership also needs to hold their direct reports accountable for accessibility, accountable for inclusion. It's one thing to just talk about it and say it's the right thing to do, but if people aren't feeling it in terms of how they're being evaluated for their performance and all that good stuff, then it really is just conversation. People need to understand that this is something that they are being held accountable for, that they're being measured against, just like they're measured against for anything else.

>> Lizzie?

>> Definitely. I totally agree with what Jennison is saying. People need to be held accountable. In addition to being held accountable, I think there also needs to be investment in learning, or unlearning some of the concepts that we hold dear when it comes to disability. A lot of us rely on what we know and what we know about disability has always been associated with negativity, with a lot of fear. When we lead with that understanding, then it presents a problem when we're trying to actualize any programming towards persons with disabilities. So it's important that accountability has to go hand in hand with investing in learning.

>> Jennison: I keep interrupting you, Caroline.

>> No, I want this. Keep going.

>> Jennison: I know in my world in the digital accessibility space, one of the things we always recommend companies just getting started and other companies that might be on their journey already to do is to bring people with disabilities in to show the average engineer, the average product manager, the average designer, how it is that person X with disability Y or impairment Y operates your product. And it's amazing! I find those moments, these lights on moments are the ones that really get to people and that make them say I get it now. Because we have got standards. We have got the Web Content Accessibility Guidelines. But it's a huge volume. It's lots and lots of guidelines and people get scared. When you get a person in the room and you see them actually trying to use your product, whether successfully or not, that does something. The other thing is, of course, to hire folks with disabilities and to get them involved. Like hire people with disabilities who are engineers, who are QA testers, who are designers. Get them in the room. Provide that context, because right now it's not being taught in schools. And that's the next thing. An organization I'm involved with called Teach Access here in the U.S., it's a grouping of mainly Silicon Valley tech companies, a higher ed institutions and advocacy organ We're working together to make sure that there's a base knowledge of accessibility given within the computer science, engineer and design curricula and related disciplines. Because we need to graduate the future technologists having a base understanding and having a base comfort of what is disability, what is accessibility. We are not expecting everyone to be experts, but just to be comfortable with that. So when they go into an interview they're talking about this stuff.

>> I'm just mindful, this is ridiculous, such a short amount of time. Lizzie, can I just ask you because before I ask both of you to do your leadership challenge to finish off this conversation, listen, both of you are very humble and you're not going to talk about things you're brilliant with. Lizzie, what good stuff is happening, what good stuff is exciting you that you think is good, this is a game charge? Is there anything that you're coming across in leadership space?

>> For a long time in the private sector it's been where do we find persons with disabilities, where do we find persons with disabilities who are educated and can thrive in the marketplace? For a long time, youth employability programs in Kenya have not targeted persons with disabilities. My organization Disability Trust designed a digital skills program focusing on employability, building digital literacy amongst young women with disabilities. And it's super interesting because we built a learning management system, so what Jennison was talking about earlier, an e-Learning platform that is we hope completely accessible, or it has been tested by individuals with disabilities. And we ensured that we were meeting the needs of different impairments. And coupled with the training component, we have an internship program where the women are going through the different departments within our organization. Because of COVID, it's completely virtual. And then the women have a mentorship session with myself, which I think is really amazing, because they seem to think I have skills that I can pass on, which is quite interesting. But the six months we have been with these women have been totally amazing. And they can sell themselves. They're beginning businesses online, they're branding themselves, selling themselves, using social media, using social media to advocate for their needs, for their rights as young women with disabilities. And I think it's a model that could be replicated across different sectors, government even can take it up, because we haven't completely, in Kenya, at least, begun looking at technology as an equalizer for persons with disabilities to gain meaningful employment. I'm pretty excited about this work.

>> So you're inviting people to scale your idea, right?

>> It would be amazing, yeah. Please do, yes.

>> That's how we can do it. Jennison, what's exciting and makes you feel - ?

>> A couple of quick things. Of course, celebrating tenth anniversary of Global Accessibility Awareness Day, May 20 of next year. That's really exciting. Just in terms of stuff happening, virtual reality is the buzz right now. And thank goodness we have people working on accessibility of virtual reality, mixed reality, all of that stuff. That's really exciting stuff that I'm hopeful we are not going to be left far behind. We are going to be left a little bit behind, but as people with disabilities we won't be left as far behind because people are actually working on it now at the initial process. Remember I mentioned to you that test automation only picked up 20 to 35%? I predict by the end of next year, we will be able to up that number to a lot higher. There's a lot of work going on to identify more accessibility errors in automated ways. So stay tuned for that. I think that's really exciting. So those are two things that I'll end with.

>> Excellent. Well, now, you get a minute each. This is your challenge to leadership. You're leaders so you know how hard it is to lead and get it all right. We have got valuable five hundred leaders, what are you going to say to them? What do you want them to hear and really do something with? I'm going to give it to Lizzie first. Your minute of challenge. Declaration about leadership, off you go.

>> Great! I think what the disability sector needs, particularly given my experience, is we need more investments. It's great to talk about the things that we need, but we really cannot actualize a lot of the ideas, we cannot bring to life the creativity and the innovation that is in the sector without financial resources. And unfortunately, the disability sector is one of the most under resourced sectors. So for me, there's a lot of resources in this world, but for some reason, because of a lot of reasons, unconscious bias, negative presentations towards disability, the lowered standards, the double standards, the invisibility, we tend to not invest as much. And it keeps us lowering the bar. It keeps us small. And we have so much potential. So it's important that if we are committing our time to advance this issue, this rights issue, that it's important that we put our money where our mouths are. So invest. Invest.

>> Absolutely. Preach to that. Jennison, what's your leadership declaration and challenge? Take us out.

>> Yes. So within my area of digital accessibility and companies getting on board, we need to stop asking the question of how many people are we talking about. In the 14 years I have been working in accessibility, this question continually comes up. And I get it. Here's the reality. There's one billion people with disabilities around the world. We're the largest minority. Our numbers are always going to be smaller than the numbers of people without disabilities access e Accept that as a given. Stop distracting with that and just move on. People with disabilities, there are people with permanent disabilities, people with temporary disabilities, people who acquire disabilities later in life. We can't count those other groups out. We need to move away from that and get to the actual business and work of making things accessible.

>> Wow! Okay! Can I just say could not have said it better myself. Really, guys, thank you. It was a very short conversation. I would just thank you. Thank you for being so -- just I think so honest. And I think if anybody wants to get in touch with either of you, can we make that open? People can get in touch and talk to you individually if they want. Is that okay?

>> Absolutely.

>> That's fine.

>> A huge thank you to Jennison and Lizzie.

>> Thanks, Caroline!

>> Well, yeah. And now we are going to all go off and have a cup of tea, aren't we, Lizzie. And a huge thank you to the Harkin Summit for this leadership conversation. We really appreciate it. And everybody, have a good night, evening, day or morning.

>> Thank you, Caroline. Bye!

>> Thank you to our opening panelists. Up next we have Amy Friedrich of Principal and Alejandro Hernandez, Dean of the College of Business and Public Administration at our home, Drake University. Dean Hernandez is a fellow believe in business as a force for good and we’re proud to have him at our university and as a part of this summit.

>> Hello, everyone. Welcome and thank you for attending. I am Alejandro Hernandez. And I'm happy to greet you today as the Dean of the College of Business and Public Administration at Drake University. In my role, I lead efforts to ensure that a Drake education is a force for good, contributing to the global economy and to society. I'm joined by our keynote speaker, Amy Friedrich. Amy leads the U.S. insurance businesses for the Principal Financial Group. She oversees the development and delivery of insurance solutions that serve nearly 100,000 employers and more than 3.5 million people. In addition to leading 3,500 employees responsible for Principal's U.S. insurance businesses, Amy serves as the chair of Principal's Executive Inclusion Council. This council, made up of 11 leaders from across the company, are stewards of Principal's inclusion efforts as well as champions for inclusion across the company’s global footprint. Amy’s active in numerous organizations across Cenral Iowa, including Chrysalis, United Way and the Greater Des Moines Partnership. She’s also a member of the Board of Trustees of Buena Vista University in Storm Lake, Iowa and just started her term as chairwoman of the Group Insurance Executive Council for the American Council of Life Insurers. Welcome, Amy.

>> Thank you so much. When I hear all of those things listed it sounds like a pretty impressive set of credentials, but what I can tell you is I love what I do. I love working with Principal. I love taking care of the people who need our products and I love taking care of the employees at Principal to give them a great experience.

>> Well, we really appreciate you taking the time today to speak with us. I think we have got a unique opportunity to talk about how enlightened companies like Principal are generating positive societal and economic impact through inclusive leadership, a kind of leadership that leads to positive outcomes for people with disabilities. To level set our conversation, I would like to ask you, how do you frame up your thoughts about what it means to be inclusive and how do you all define it at Principal.

>> Thanks for the question. When I think of inclusion, I think there is a temptation to just simply think about particular groups, particular issues, and then go after those issues. The way we look at it, at least at Principal, that I have found the most helpful is to talk about a deep sense of belonging. That's how you know you've cracked sort of the inclusion question is when people show up to their tasks at hand. And again, sometimes it's showing up to a physical place of work. Sometimes it's showing up to a conference call or Zoom meeting or Teams meeting. But when people show up and feel like they can offer up their opinions without being scared about the judgment that's going to come with that, that they can bring creativity. That regardless of how they contribute, whether that's through some sort of assisted device or whether that's in a different way than everybody else, that their contributions will be heard, they will be considered. They won't always be necessarily the top contributions that get the priority, that is the idea that we go with, but they feel like they belong enough that they will be heard and feel a sense of connectivity to the people that they work with, that the team matters to At Principal, when we think about that, that's what we think about.

>> That's great. As I learned about the work you have done, I was really struck by the collaboration between the Principal and a nonprofit organization in a beyond face value project. Can you tell us a little bit about that?

>> Yeah, that really came from a history of trying to say we think sometimes learning about other people is best done in a storytelling mode. Most people have a story to tell that's honestly fascinating and most of the time you can't tell that story just from how they appear at work or even just how they appear socially or how they appear from a physical appearance. So Beyond Face Value is really trying to get after how do we use storytelling to deepen human connection at work and in other places? And how do we make sure that we get engaged in understanding that people's life experiences, their health experiences, their experiences around acceptance, their experiences around rejection, their experiences around discrimination, are experiences that they carry with them, whether they want to or not, through every single interaction they have. So this was really giving us an opportunity to have someone tell their story and then someone else to be a curator of that story, to learn from that story, and then to play that story back for the rest of our population. So some of those stories were the most - well, they were surprising because some of them were people I thought I knew, and then I realized I didn't actually know them as deeply as I needed to know them. And then they moved me. People had had stories about acceptance and rejection and small acts of kindness and small acts of meanness that really got to the center of I think what we're trying to get at, which is to help people understand how you engage even sometimes in the smallest ways, even in those thousand small interactions you do in a week or month, they build culture. So I would say that's what I would come back to is if you want a culture of inclusiveness, you gotta let people be who they really are. You have got to look into their history a little bit, and you have got to give them a forum to story tell. So that's exactly what that was.

>> I will say it really helped me gain a greater understanding of the workplace contributions for people who live with disabilities. It was very powerful. I want to thank you all for that contribution.

>> I guess I want to make sure to thank -- it starts with people being kind of brave enough sometimes to open themselves up. And opening yourselves up at work, you have to have some ability that you'll trust that we will all care for that story the right way, too. So I think it was also a learning for us on how do we sit as allies, as people around them on their teams or as their leaders and give them the support that they need to tell the story and react to the story to make It was pretty moving for me.

>> It was definitely powerful. Amy, I want to pivot to what we have been facing this year. Over the last 10 months, individuals and institutions have had to make many significant decisions in response to the health and economic implications of the global pandemic. How have you all been able to sustain and strengthen inclusion in this virtual environment that we find ourselves?

>> Right. So I think it helps when you didn't discover inclusion in the midst of a pandemic. So I think there were some things that happened in obviously in terms of social justice. There's some awakening that's happened regardless of what your political affiliation is, there's some understanding of societal and things about social justice that have been really present at the same time we've had a massive health crisis. So I think what I would say we've learned is that the best time to get yourself set with a culture that's going to sustain is before you have a crisis in front of you. Now, it doesn't mean you can't learn from that crisis and you can't respond to that crisis. But if you've waited to do everything until you've got a crisis at hand, it's not the best scenario. So I would say one of the things that has helped sustain principal is that we were committed to things around inclusion, to things around getting employee populations to help us understand the experiences they're going through. We were pretty committed to that ahead of time. We were also pretty committed to having, I would call it modern technology that allowed us to collaborate. So the fact that we had really collaborative technology, the fact that we had great physical spaces, but we had also great technology in virtual spaces to do good work. That has served us incredibly well. If we did something like made sure a number of our employees had laptops for business continuity or disaster preparation, we are using every single one of those laptops that we issued and more, by the way, to help people get their work done in a remote and safe environment. So I would say the biggest things we've seen in terms of inclusion are places that we've learned -- it's kind of interesting because physically showing up for a meeting feels a certain way, especially if you're someone who has a disability. Showing up for a meeting is an event, in and of itself. What's interesting for me is that showing up for a virtual meeting actually has become kind of a different event. And sometimes much less stressful for people who have found that virtual places to meet are actually almost easier for them to make a contribution. So I would say one of the things we're learning is we've done more talking about, okay, so for people who can't hear as well or who have impairments in terms of hearing, what are we providing for them in terms of translation services. So whenever you said translation before, it was like Spanish or Mandarin. And now when you say translation, it's about that voice to text communication. So our understanding of what it takes to allow more people to make a contribution has grown exponentially.

>> It must be really interesting to lead people, some of whom are grieving the loss of what was and others who are thriving in this ambiguity. What's that been like?

>> Well, so I think one of the most interesting things I'm watching, and I don't think we're through this journey yet, I think historically -- I'm going to say definitions of leadership have sort of been defined by interesting things that are sort of bound in their people's personal or physical characteristics a lot of times. So a lot of times how they enter a room, how you command a room, what charisma you feel when you get people behind ideas. There are no auditoriums full of people to do events like that right now, and there won't be for a little bit. There's no conference rooms really to walk into, to just kind of demonstrate your leadership a certain way. So what I'm seeing is, there are some people who are sort of mourning the loss of that. They're mourning their ability to have influence because they're realizing it was tethered to their physical presence. I'm seeing another group of people emerge. Maybe they were just stylistically a little more introverted to begin with. Maybe they were quieter people. Maybe they're people who have a set of characteristics about them that just made it harder for them to physically contribute. What I'm finding is those people are contributing more. I'm hearing a little more from what I would historically consider the quieter voices in the room. To me, that's one of my tests of if I'm being inclusive. Did I ask explicitly for the quietest voices in the room to make a contribution? If I did, I would consider that a good leadership trait. If I didn't, I would consider that kind of a failure. So what I'm saying is those quieter voices in the room historically, they are not needing as much prompting to make a contribution. And sometimes it's even on the side in the notes, things that they're adding and directing. But before you really couldn't pull up a research study pointed out that it's a helpful piece of information for people to digest. There wasn't a way in a physical meeting to really add that. There's a way now. My hope is we don't lose that. My hope is that we see contribution and leadership and inclusiveness forever differently. I don't know if that's going to be the case. I hope that's the case.

>> That chat function is powerful. It is an incredibly incredibly powerful asset to a dialogue. So I see your point and certainly it's been really powerful to see different people emerge in this time. It reminds me, I recently heard a profound statement from locks man Norris sim odd, a CEO of large consumer goods company, and he was reflecting on the times we're in. He said there's a Renaissance underway; it's just not visible. He's talking about all we have been able to do in the face of the pandemic and how we've invaded in response to the headwinds we face. He went on to talk about how he sees this as a moment of reimagination, especially as we look at 2021 and beyond. I really think he's got a point there. I want to ask you, Amy, do you see an opportunity in our rebuilding efforts to be inclusive?

>> Yes. Yes. And let me answer that with two hats. One hat is as a person who's responsible for thousands of employees and the experience that they live with every day, at least in terms of the work experience. And then the other hat I wear is that Principal supports a whole line of business called disability insurance. What that gives me insight into is that people who were not born disabled but became disabled through an accident or an illness. So what I'm seeing us being able to do for them is help reimagine what work can be. So especially for like smaller employers. Their thought was everyone shows up every day at work, physically at work. Sometimes if someone's had a stroke or other event like that, their showing up at work is a lot harder. What they're saying is I'm sick or I've had an illness or had an event, but I want to make a contribution. What we're finding is that when we can help reimagine what that contribution looks like, and a lot of times that's with adaptive technology, maybe with something, something in the middle that's a voice to text function, sometimes it's going on site and helping them do an ergonomic analysis, what we're able to do is say just imagine work differently. And maybe it's not fully on site all the time and maybe it doesn't look exactly like it is. The emergence of technologies that help people collaborate and communicate have been a bonanza for helping people understand what's possible in how they do their work. So I would say the reimagining aspect I'm seeing there is incredible. The reimagining aspect, and I like your quote and it made me think a little bit about a conversation I had the other day, which was there's some people who have said I don't want to go back to what we were. I wasn't heard at that time. I wasn't seen as a contributor or a leader. So I think we have got to realize that a lot of people want to accelerate going back to what we had. And I think if we can accelerate towards the pieces that were valuable about what we had, and by the way, that has to be a discussion. And in a company like Principal, that has to be the corporate values-type discussion. How do we accelerate back to what we had? But then how do we accelerate towards new? I think that conversation right now is probably not getting quite as much play as it should. And I think that conversation could end up helping us really change.

>> I think sometimes for people who need to feel they've recovered before they can start thinking about the future. I think in our role as leaders, I wanted to ask you, how much do you think we need to focus on healing now so we can pivot that reimagining that we all look forward to?

>> I think we need to focus a lot on healing. I do think as leaders though we are not particularly well equipped to talk sometimes a lot about what healing needs to feel like. So just like sometimes we are not equipped to be incredibly great storytellers, we're usually pretty well equipped to have good financial acumen, to have good technology acumen, to have good business knowledge. But sometimes those skills like storytelling and some of the empathy skills that you really need the listening skills that you really need to create an environment where people can heal, sometimes those are the weaker skill sets, even on some of our highest level leader I put myself in that category. I have felt myself pointing harder towards listening and empathy and hearing people, not just what they're saying but going back and checking in and saying are you okay. I've had to lean on those skills more this past eight months than I ever had in my entire career. And what I'm finding is sometimes I'm not particularly good at it either. So I think we have got to get better at understanding where you have a conversations about how people are feeling and maybe that means you put aside for just a little bit the technology conversation or the financial conversation or the customer value conversation you were going to have. Because I think in the end when we have people who feel that deep sense of belonging and who have healed back to something that they love, they convey that out to their customer base. So I know it's good for us to do that. I think it's hard for us to do that.

>> Well, thank you for sharing that experience. When I arrived at Drake this year with 30 plus years of experience in corporate America and for most of that time I was focused, along with a growing number of other corporate responsibility professionals on a fight for better social and environmental outcomes within fortune five hundred companies and that generated in me that business can be a force for good. I think our conversation today is evidence of how the private sector can have a positive societal impact.

>> Yeah, we shouldn't just think it's possible. We should feel like it's our responsibility. And we don't do it for any scorecard. We do it because it's the right thing to do. And it helps everybody when we do it. Our own employees. Our customers. Our communities benefit when we wrestle with these issues and when we do it better.

>> I agree. Well, Amy, thank you for your leadership to create a world that's more just, more caring, more human. Thank you all for listening to us today. We appreciate your commitment to the work we're doing.

>> Thank you to Amy and Alejandro for the powerful conversation. Now we're excited to welcome back a number of our speakers for a Q&A led by Dean Hernandez. You can submit your questions for the group in the chat box.

>> Hello, everyone.

>> Hi!

>> Hello!

>> Hopefully everyone's enjoying the valuable insights that we've received so far. To me, it's been very powerful, very instructive, not only on how to frame up the many issues we face, but also how to meaningfully tackle them and get engaged. Thank you, everyone, for participating. We only have a few minutes and we're hoping to be able to address the questions that the attendees may have. I want to make sure that those folks who have questions, please submit them via the chat feature. We will seek to answer as many of them as we can. As those questions are queuing up, just wanted to make sure that everyone who is watching us, listening to us, viewing us and enjoying this know who we have here. You will recognize the names, the faces, the voices, but we are going to ask the participants on this Q&A panel to make sure that they state their names when they speak up. Welcome, certainly, Caroline Casey, the founder of The Valuable 500. We have got Jeff Dodds, Virgin Media's chief operating officer. We have Jennison Asuncion, head of accessibility for LinkedIn. And I am Alejandro Hernandez with Drake University. I really look forward to being able to answer some questions here. I believe that we are going to be joined by Amy Friedrich. I don't see her image, but I believe she will be joining us as we move forward. So before I hand it off to the questions from the attendees, I do want to ask Senator Harkin, as I mentioned we've had great conversations with passionate leaders this morning, I would really like to hear what some of your initial reactions are to what we've heard so far.

>> Well, Alejandro, thank you very much. Am I coming through all right? I never know.

>> All good.

>> I'm still kind of technologically challenged. I just want to make sure I'm hooked up okay. This morning was just very powerful. I have been taking a lot of notes and writing things down, but to hear people like both Jeff and Paul and of course Caroline, it just reenergizes me. We have got to do more. We've just got to push harder. It's just very energetic. I loved Amy Frederick's talking about leadership in this new environment. I hadn't thought about that before. But the leadership in the past has always been a personal confrontation, being in front of a group, being physically present. And a lot of times the quieter voices and the ones that may have something to offer don't really come to the surface. But in this new environment, we are going to have a whole new place for people that had good ideas, that could contribute, that could have good leadership, but they were physically present but never rose to that position. Now they can. Think about all the persons with disabilities globally that were never called on before to be leaders that can now contribute their knowledge, their insights, their suggestions, their experiences to infuse a whole new level of leadership in the business community, especially, that we've never had before. That's a powerful insight that I gained from Amy just now. So anyway, a great morning and I'm looking forward to the questions. I think the questions will be more for the panelists than for me, but I'll be glad to answer anything if I can. Thank you all very much. You've just been tremendous.

>> Great! Well, thank you for your leadership and I think we all will continue to benefit from the remarks from the participants today. There are a large number of questions. Thank you so much for your engagement. As I have read through them, I see a clear theme, and that is around what was mentioned in regards to a glass ceiling or a concrete ceiling I think as Caroline mentioned. That exists for people with disabilities in the workforce. I think it would be important to hear from several of you about how to frame up those obstacles. And then more importantly, how companies provide avenues to go around those walls, to go over them or go through them. I know Jennison, Caroline had made some comments and maybe you all want to start and certainly everyone is welcome. And I'm including Amy's remarks and Jeff's about the corporate sector can speak to the different paths to get past some of those obstacles.

>> Well, can I just say, Jeff is the chief operating officer here in this panel and I love the boldness of what he said at the end of his discussion. We just need to get over ourselves. So I'm really interested to hear what Jeff feels are the barriers. Are they the six inches between our ears, what we think we perceive, or is it the processes? And I just want you to tell us in business, because this is an activist here, how do you tell us in business how do you crash this concrete ceiling?

>> Jeff here from Virgin, hope you can hear me okay. In the spirit of 2020 I'm doing this from the British Airways lounge so you may hear a bit of noise in the background but we're fully flexible, of course. There's a couple of things there, Caroline, thank you for handing it over to me. I'm very lucky, I work for a business where the founder, Sir Richard Branson, is neurodiverse, so Richard has talked very publicly about him having dyslexia. On our main board, we have two other disabled people and a number of disabled people or people with disabled children who are executives. It's much easier to see a path to the top of the organization when there's role model leadership from disabled people. In our organization perhaps it's easier than many others because people can look up at the leadership community and see people with disabilities. What's really inspiring me though is two things. Yesterday I was invited by the top 30 leaders in our business to a conference to talk about inclusion, belonging, and how they can raise the voice of minority groups in the company. 12 months ago I would have been put in that place where I am inviting people to join me and here we are a year later and the leadership has taken the challenge. And as part of that discussion, there was a conversation about new flexible ways of working and how that provides opportunities for people with disabilities to be able to not only come and work for our business where perhaps they might have found that challenging because of commuting,. But how once they come to work in our business we create a clear path for their leadership development and help them to realize their potential. So I think the first thing I would say is other than making sure you have a clear path for leadership development would be if you can within your organization role model people from all minority groups, but for the purpose of this conference, people with disabilities on the board or in the executive organization will send a very powerful message to the rest of the organization.

>> Thank you, Jeff.

>> I'll just add in there. There's two thoughts I have. One is for the folks like myself who have disabilities, we have a responsibility to articulate to our managers the day we walk in the door where we want our career to go. And if we have aspirations for moving up through the management chain, we need to, like anyone else would, we need to say we want to be set up for success. And then that way our managers can then plot our career growth in that during that transaction, because -- I often hear like these stories where we have people with disabilities who are stuck in these entry level positions with no real path to go anywhere. And unfortunately, I mean, we have situations where people just don't think they can aspire to that. So on the other side, it's managers need to see that potential and to encourage, like they would encourage any employee without a disability, hey, you know what, why don't you consider the management track or taking this training so you can move forward. You're not going to turn a customer service rep into executive Vice President of Customer services in a year, right? There's pathways that that person, like anyone else, has to go through. But it's the idea of having that conversation and actually saying, you know, it is possible, if you want this, to move your way up, and this is the path you have to take and these are the roles you need to go through. Those conversations need to happen equally with folks with disabilities as they would with folks without disabilities.

>> Thank you, Jennison. Amy, you may have some comments. I know in your remarks you spoke to some of the ways to move forward so I would love to hear from you if you have comments.

>> Let me check my sound. Can you hear me okay here? Great. I love what Jennison just said, which is it's your responsibility to speak up, and then from a leadership standpoint, it's my responsibility to either ask or hear. So I think sometimes we have I'm going to speak for myself only, I have a misplaced sense of I don't want to burden people. If this job is already taxing them to the extent that it's possible, I don't want to burden anyone. I think sometimes that is absolutely misplaced and we have got to stop thinking about it as a burden and we have got to start thinking about it as an ability to have somebody speak up and contribute differently. I think that's the conversation I have got to open up, especially for people who have different sets of skills is what do you want to do? What's the career path you would dream about? What's the type of contribution you would think you could make? And I sometimes have to know it's also my responsibility to open that door for that conversation, not only the responsibility of the person who wants to make a bigger contribution. So it's gotta be two ways. And I have been guilty in the past of not wanting to open up that conversation, I think from a misplaced sense of not wanting to create a burden for people. So that's been a learning for me and this remote environment has increased. And I think senator Harkin referenced it before. It increased my ability to understand how I hear more clearly the quiet voices and it's been a huge equalizer for me in understanding how I have each of those conversations about what contribution you want to make. So this is good stuff, but it means we gotta change too.

>> If I could just follow-up with Amy with saying a lot of companies have very specific criteria in terms of how you're measured to move up to that next step. So part of that is not compromising those criteria but looking at it and saying if a person with a disability or impairment might have owing to their disability or impairment, it might be more challenging to hit a certain evaluation point. Be flexible in terms of maybe they can do it a different way. Similar to how it's done in schools. There can't be this one cookie cutter way to say, okay, this person has to do X, Y and Z and then they move to the next step. Maybe it's a little bit of an alternative Z but you're measured to the same pieces. I hope I'm making sense there. It's the idea of not everyone is going to be able to get evaluated the same way and that shouldn't be a reason to stop them from proceeding up the chain and up the ladder.

>> Great! Thank you all for your feedback to the questions. Often, when you are different, you are also alone. You may be the only person with a disability on a particular workgroup. You may be the only woman in a leadership or the only Latino who's been asked to take on a particular task as part of a department. And often that feeling of being alone is very challenging, because you do either perceive or actually suffer some discrimination in those scenarios. One of the questions that came up here was what is the value of cohorts, whether they be employee resource groups or cohorts who are entering a particular environment and are able to have solidarity because of a shared affinity or shared challenge how do you all view the cohorts as tools to address some of the issues we've identified?

>> I'll give that a start. I think they're really important because particularly, first of all, they're safe spaces. And second of all, there's just some nuances and things. For example, I'm completely blind. If I'm talking to other people who are completely blind, for example, there's certain like things that are left unsaid that we just know. So when we are talking about issues, as much as I have seeing allies or allies with other disabilities or impairments, there's certain things which are very unique. And I think people with different disabilities and impairments would agree with me, depending on what disability or impairment one might have. There's certain lived experiences or attitudes or challenges that we don't have to explain. We don't have to give all sorts of context to get to the solution. From that perspective it's important. From the other perspective, just being part of a group, a larger group, so joining in. So people who are blind and visually impaired, people who are wheelchair users, grouping together, moving together to get stuff done. There's strength in numbers and of course having allies who don't have disabilities who are championships of ours, who might be in a position to make things happen on our behalf because we are not there ourselves at the table is so important. So I am all about these employee resource groups/cohorts, whatever you want to call them. I think they serve a valuable role on a number of fronts.

>> Caroline: I have to say I could not agree more. Listening to Amy speak to the misplaced burden piece, I so know what that feels like. We have a very different lived experience, but with my visual impairment, I know I did that. And just even this conversation. So if the question is the power of groups and cohorts, I mean, I think this Harkin Summit is a great idea, this global family around 50 countries, these conversations. But actually as I'm listening, I listen to Jennison and I have some level of experience and some shared ways about things that are unsaid, and then I'm listening to Amy and I'm like, oh, my God, we sound like each other. I can hear myself as you're speaking. I didn't expect that. And I hear you talking about a quiet voice and belonging and things I feel passionate about and -- We go deeper and I think that's where we need to go now, right? I think the conversations need to go deeper. Not necessarily wider but deeper.

>> And speaking from a company that I think has -- sometimes people think we have a group so it's done. No, no.

>> No.

>> No.

>> No. The work is you start to give people a forum and then you find your voice, then you find your issues, then you find your gaps, then you find the things that matter to you that are going to help you make a contribution to your customer base better, to people you serve in your community. Then the real work starts. So the forming of the group is sometimes people think the activity has become the outcome. And I do think that's confusing for people. I think one of the things we have to keep people focused on is putting the groups together and letting people have that common experience and experience things a little bit more en masse is simply the starting point. I know it is easy to say but it is harder to do. That is the starting point. That is the starting line. That is giving people the voice they need to feel more comfortable moving forward. But then you have got all the same gaps, problems, issues that you have got to deal with.

>> I have to plus one that. To your point, Amy, it's almost like the group, the employee resource group or whatever you want to call it, identifies the issues, generates the ideas, all that kind of stuff, that stuff needs to be taken forward like any other initiative in a company. They need to be executed on. It's almost like that employee resource group then becomes the check and balance to make sure that the folks who are really responsible for making that stuff happen act Because again, as you said, the danger is there because people will say oh, there's an issue about disability, well, we'll just farm it off to that group because they know everything. They might know stuff, but they don't have the budget.

>> No, the investment.

>> They don't have access to the leaders upstairs who are going to have to potentially fund the improvement or make the change.

>> Caroline: This is why it's so important in these cohorts, that executive sponsorship exists for the ideas that are generated there so we actually do something with them, so it's not a siloed group, because everybody knows I hate silos, it's the silo connected to the leadership in the business and the functions so we can see the change.

>> Sometimes an employee resource group can have an idea that's not the best one either. So it doesn't mean that every idea that comes from that group we take up on. No one should use that as evidence of lack of support or progress because sometimes when those ideas get put up against all the rest of the ideas, they are not the best ones. So I think we've also got to call that an even playing field as well against the ideas need to meet each other regardless of where it was

>> Thank you so much, everyone, for your thoughts, remarks. This is Dean Hernandez here going to have to bring this session to a close so we can move on. I want to apologize to the many attendees who asked some great questions. I did not have a chance to lift up to the group, but know that we are compiling those, collecting those, seeking to build on both the questions and the insights that they generate to move us forward. Thank you, everyone, for participating here in the Q&A session. Let's enjoy a great, great rest of the program. Thank you.

>> Thank you. Harkin Summit Harkin Summit

>> Welcome back to Part 2 of the Summit, the global pandemic and the #BlackLivesMatter movement have pushed inclusion and social justice to the forefront of international thought. Importantly, social identities are not limited to just one facet. Too often, a business will focus on some aspects of diverse social identities, such as race or gender, while ignoring others. Next we welcome Xian Horn to lead a conversation on corporate sustainability and equity initiatives can be reflective of all facets of social identities.

>> Hello everyone, this is Xian Horn with Annex. I am 1/2 Asian girl with long brown hair, I am wearing a jumpsuit but you probably can't see the whole thing because we are a little bit Zoom cut off. It is blue with multi colors and I am just so thrilled to be your host today for an incredible group of activists and panelists today for the intersectionality and leave no one behind panel. Hello everyone! Welcome! It's so good to see you, to meet you Eddie especially. I happen to know Charlotte and Claudia from all of this work, the great work that they do, and it is such a thrill to be able to moderate and facilitate a wonderful discussion. All right, so, I mean I feel like they don't need any introduction, but I'm going to do my best to give all of these kings and queens their best introduction. So I had the pleasure of meeting Charlotte in DC where she works as the Global Disability Advisor at the World Bank. And she is obviously not only been appointed by one president, President Obama, but also Nelson Mandela\ on their human rights board as well. So I just want to thank you so much for the work you do and I'm excited to get to discuss more how that came to be a little bit when we get to later. But I also want to just give wonderful love to my sister Claudia Gordon who also has been appointed by President Obama at some point in her career. But right now she is the Director of Government and Compliance at sprint and she has a long and illustrious career which I am sure we will get into a little bit later, but I'm just so grateful to have you and see you via Zoom. Also we've got the wonderful Eddie Ndopu, he works with the UN, he has spoken at the World Economic Forum, and he will be, I am claiming this for him, the first wheelchair user in space. So anyway, so wonderful to have you and I can't wait to dig in, so we're just going to go for it. Are you guys ready?

>> Yup.

>> Okay. So since this panel is about intersectionality, I thought it would be great to maybe have each one of you, and we will start with Eddie, if that is okay, each one of you talk about when your intersectional identities are. Not all identities are visible, so yeah, I was thinking that we could start there. And also I think we talk a lot about what some of the drawbacks of intersectionality are, but for me personally as a half Asian woman who is also Jewish and Christian, I just think that there are so many parts of ourselves, and actually, I find that it brings more opportunities for me personally. So I was wondering what were some positives that should have come out of intersectionality for each of you? Starting with Eddie, that would be great.

>> Sure, absolutely, thank you Xian. I am Eddie Ndopu from South Africa, a newly minted 30-year-old Black man currently wearing a green and a white striped button up shirt. And I have an Afro that is a little too big, but because of COVID I have been indoor since March. I am always thrilled to speak about intersectionality. As somebody who embodies a multiplicity of identities like we all do, I think that when we validate the fullness and the totality of who we are, we are better positioned to really go after and design a world that is as open and is as inclusive to as many people as possible. And that has really been the point of departure for me in terms of my advocacy over the last decade or so, is that when we look at all of the issues confronting humanity right now, speaking about the COVID-19 pandemic, the same communities that are disproportionately affected by the pandemic are also disproportionately affected by racial inequality, the economic inequality that is associated with the fallout of the pandemic, and they are also on the front lines of the climate crisis. So in order for us to solve the most pressing issues of our time, we need to take an intersectional approach. And I think as a disabled person in particular who was also queer, was also Black, the issues that I think need to really be put at the forefront of the global agenda are issues that affect all of these communities at the same time. So intersectionality is not just another word for identity. I think fundamentally it is a methodology and a worldview and a way of making sense of public policy in a way that is really grounded in the lived experiences of people.

>> That's great. And by the way, there is no such thing as too much Afro, I just want to say that. You look fabulous. Yes, so why don't we go to Claudia next. Same question.

>> First would like to say hello. It is such a privilege and honor to join this panel today. You will hear the voice of my sign language interpreter. I am using American Sign Language. I may Black woman with very Afrocentric for locks as my hairstyle, I am wearing a soft cream sweater with side ruffles and glasses. My background is blue and behind me, and it is carrying several pictures depicting the American Sign Language alphabet with Brown hands as the representation. And I wanted to piggyback on some of the comments that Eddie made. I think back to my younger self, and honestly, there is a specific terminology that did not exist in my vocabulary that I did not possess at that time. Therefore I didn't really have a good frame of reference to really understand what this ongoing struggle was that I experienced growing up as far as marginalization. I grew up in my hometown in Jamaica and then I moved, immigrated to Bronx, New York in the United States. And the fact that I was Black, Deaf, had a disability, was a woman and an immigrant, I don't know that I ever really felt that I fit in in any particular group. I was a member of several marginalized communities and cross disability communities, and thinking about my own intersectional identities, I did struggle, and I did struggle and continue to struggle at times to fully participate holistically and represent myself in each of those spaces that I participated in and was a member of. So that concept of intersectionality and what it is, it is a topic that to me really benefits the marginal landscape of the conversation. For us to have that discussion about how we are present and how we show up and how we belong.

>> Great.

>> There is also a sense of understanding, looking back to me growing up as a young woman and hopefully this new generation, as they start to grow up, can feel more holistically represented and that their identities are recognized because we all occupy many different spaces. We have, in my personal experience, female issues, Black issues, disability issues, and immigration issues, and I am in all of those spaces at different moments of my life as my identity is salient and is representative of each of those moments. But sometimes we address it in silos and when we do that there is no way for us to really advance the dialogue and the discussion, and that is what I am seeing today in society. We are talking about race, we are talking about gender identity issues, we are talking about nationality, but all of those are intersectional identities and when we talk about them in silos, we don't find a way to include everyone. There is no way to talk about systemic justice if we don't really bridge them all together. So this is the concentration and focus that is important to me, I think it is important for us to address it so that we are not leaving anyone behind and that we can move together as a group, and it starts with self.

>> I love that. Can you think of a particular instance where your intersectionality was an advantage? I am curious. Oh, that was for Claudia.

>> Sure. Let me see. Well, I think throughout my career I have been able to represent my multiple identities. For example, and when I worked in the White House I was the disability liaison, and I was able to coordinate with other liaisons whether it was in the Black community or spearheading certain groups. I was able to bring a unique perspective and lens to the conversation, I was able to serve as an advocate. And when certain issues weren't addressed holistically, I was able to bring it to the fore. For example we talk about equal pay for women, and often I would find myself reminding those in a conversation that it is worse for those who have multiple marginalized identities such as those who have disabilities or those who are Persons of Color. So I felt that often showing up in those spaces, I was able to be a voice to ensure that they were taking this conversation to the next level. I think it is important that when we talk about prioritizing issues, we don't look at anyone intersectional identity as a deviation from the whole. We look at it as a holistic approach and I was able to fight that battle.

>> And Charlotte? Oh, thank you by the way Claudia, you know, I think it is a wonderful thing that -- I don't know, I just think it is great that you were able to address both the challenges and the advantages in that answer. I don't mean to cut that off, but I would just love to hear from Charlotte as well.

>> Thank you, and I have to say it is just so great to be a part of such a fabulous panel. This is so exciting! Just to say my visual description, I have Brown skin, I have long Brown hair, I have green eyes-ish, green-ish, I am wearing tortoiseshell glasses, I have a jacket on, and that is the way I look. Now, in terms of my intersectionality, I want to say that as I said I have a Brown skin but I identify as being Black, and that is important for me. It is important for me to say that I am Black, I am a female, and I am a person with a disability. So those are my immediate intersecting identities. And you know, you asked the question how has that benefited me or how have I experienced of that. For me it has been an absolute strength, and it is been a strength because it has enabled me as a woman that has these different domains to have the lived experience and draw from those into the work that I do. And so, like Claudia I am able to work with women, work on issues around race, work on issues around disability, and bring it all together. Now it would be remiss of me if I didn't mention Kimberly [can't understand] because she really is the person that coined this term, I guess in the 1980s, and at the time she looked at it as an analytical tool or as Eddie said, and methodology for really exploring this intersection of disadvantage at the time, really focusing on race and gender, but it has begun to be used as we use it today. And I think for me the value of using an intersecting lenses that it enables us to really understand the multiple forms of experience and disadvantage that different populations have to go through. And it allows us to analyze around these intersecting identities, right? And that is really important. I think it is also important for us to recognize that when we think about intersectionality and we think about leaving no one behind, we need to think about it as structured or layered. I think there is a differentiation between the structural intersectionality, select what Claudia was talking about, how the criminal justice system and employment systems work, and then there is the more personal/identification part of it. And that is what we have been talking about. I do think it is important for us when we think about aspects around exclusion and discrimination and stigma that we really understand these as a global disadvantage and the intersection. And I think for me the beauty of this amazing methodology is that it really allows us to bring our whole self to the table. It allows the whole person to come through. And why wouldn't we want to do that? Right? I want to be all that I am, I don't want to have to choose to be one of my identities. So I am so glad you guys have picked up on that question for this discussion.

>> Oh, and what beautiful answers. I mean I think -- I agree. As a half Asian woman I think people tend to lead with that, so I have to bring up the fact that I am also Jewish, do you know what I mean? And I love the idea that we can bring our whole self, that's a really wonderful point, Charlotte. And I think that, I mean obviously I think everyone here that advocates is really about celebrating who we are. Not just the disability part of us, but all of the spectrum and the people that we represent when we speak, when we go out there. So I think this is a wonderful way to start the discussion. And each one of you has this incredible career. So it's very easy to look at you and say oh wow, I can never be that, or maybe they never struggled. So I would love to start this next section with may be -- this is an employment conference, obviously, the Harkin Summit, I wondered if there was some point in your career or as you were starting out where you might have had difficulty getting the dream job or issues with the job interview. Does anyone have any horror stories that they would like to share maybe? Or at least moments where things didn't go so smoothly? You know what, I can start with saying this too. I remember going on a lot of interviews where they would act like I was getting the job tomorrow. Oh, you can sit here, you can write for us, you can do for our website, and then I would never hear from them again. And then I had a particular interview where the woman was completely monotone, give nothing away, told me right away they were talking to other people, seem to so disinterested, I thought I bombed of the interview, and then the next day I got a three page letter about how much he wanted to work with me, and that led to me having the job that led to me doing all of the advocacy that I do today. So that is when I think of, and obviously you guys already established, but if you are comfortable I would love to hear maybe times -- I think for everyone were there were times that things are not good.

>> If I may Xian, it is Eddie speaking. One of the things I have been thinking about quite recently and quite deeply is that whenever S I will often describe it this way, just when I think I have reached the summit or the peak of the mountain, when I arrived there it often feels like the base of yet another mountain to climb. And I think very often even when things do work out to carve out a space for oneself within a broader structural context, and I love what Charlotte said earlier about thinking about analyzing the structure of society, that there are still forces beyond my individual control. So lately I have beef with the idea of reasonable accommodation slightly in the sense that I use this metaphor, that it would be completely unreasonable for us to expect a whale to survive in an Olympic-sized swimming pool when it needs the entire ocean. I use that metaphor to sort of say that beyond the importance of compliance, because we do need compliance because we need a pre-condition or a prerequisite for us to try, but beyond that I think there is an invitation for institutions and societies to really look at the self-actualization of people with disabilities, look at our dignity and look at our role frankly speaking as leaders. That goes beyond taking a box, there is so much that is required there. So the struggle is constant, it is in every facet of life, it is everywhere. I think it is because the benchmark continues to be so low in terms of what is possible for the attainment of dignity for people with disabilities. So I'm not sure if I answered your question, but that is sort of the space that I find myself and lightly.

>> So even with accomplishment, you are saying you feel that it is an uphill battle. Can I translate that in that way for you?

>> Absolutely. It is an uphill battle precisely because of disability. I mean, I could look at my nondisabled counterparts who are exactly at the same level that IDEA, and they don't deal with some of the additional institutional barriers that I need to deal with and get through even at this level. And so it becomes important that we take a systemwide approach and look at the entire ecosystem of exclusion that continues to make life difficult at all levels of society.

>> If you are comfortable, do you have an example for us?

>> Yeah, at think the example that stands out to me was probably my time at Oxford University. I had enrolled in a Masters program and I was the first African with a degenerative disability to be admitted into that program. And when I arrived, it made for great headlines. But of course the reality of the situation was that the use edition was completely ill equipped. I require 24 hour care in order to survive and I was settled with an $80,000 Bill for care despite having received a full scholarship. So these are the gaps, these are the structural inadequacies that continue to confront people with disabilities at all levels of society.

>> Thank you. That is a horrible and great example of exactly what we are talking about here. And I thought I saw Charlotte at this end up, do you want to go next Charlotte? What are some challenges that you, you know, faced along the way that maybe people don't know about. Whether it is employment related or any kind of barrier.

>> So you know, I was thinking hard about employment related, and I think in many ways I have been very strategic about the types of positions that I have gone after. Right? And perhaps it also has to do with the fact that I come from a human rights background, I studied human rights law, and so I was really looking to those places for work. So I would not say that I experienced discrimination in terms of accessing job opportunities. But I do think, to Eddie's point, systems are just not built to be inclusive. You will find that once you have your foot in the door, so to speak, that there are loads and loads of barriers. For instance one of the issues for me has been my work. International work requires a substantial amount of travel. It is part of the work that I do. And the World Bank where I work makes a lot of accommodations for me to have comfortable travel. However, I have been to airports and tried to board [can't understand] fly on your own because you use a wheelchair or we will not take passengers in wheelchairs if you are not accompanied by medical staff. And that then disables me from doing what I need to do. So I found that there are these system things that push, that make it really difficult for you to advance, and there are many of those. And then I think the other issue is the issue around attitudes. And attitudes that colleagues and people have towards staff with disabilities. They always seem really surprised when you do something great, and it's like well, you know, why should you be so surprised? Are you surprised by everybody else? And there is a bit of a double standard here. It is the whole inspirational piece, but I'm just getting my work done. And that's what I want to do. So I do think that there is a whole issue around, in the workplace, how we look at shifting attitudes so that people really see you, see the whole person.

>> That's great. And I think it is about expectations, as Eddie said, as well. I think part of the reason that all of us here, if I can hope to speak for all of us, is I think all of us are trying to shift culture in some way, whether it is shifting the culture at NASA or the world. So we are even talking about universes here too. But no, that is very powerful, and I appreciate your candor with that. How about you Claudia?

>> Yeah, it's really fascinating listening to my fellow panelists answer this question. And I wanted to add a little bit as well, a little bit of my perspective to the commentary. I was thinking about the trajectory of my career up until today, to this moment. And a lot of it was blind faith. I think people use that, but I think it really should just be called faith, to get me to where I am today. I never dreamed that I would get to a point where I would have a successful career and that I would be blessed so abundantly because of all of the barriers that I faced. And there was one after another throughout my career. And for so many people who have intersectional identities, they go through the same experience. I look back to high school with my guidance counselor, and they treated me the same way. That I could not become college material, that I would not be able to get an advanced degree or pursue an academic career. And part of that was because what they expected or what they assumed my abilities or capabilities were. So I did not think it would be possible for me to pursue my dreams, and that started way back when I was young. So when you look at our service delivery system as a whole, it is problematic. It is designed to give people with disabilities opportunities, but really people have to fight for it. You think about vocational rehabilitation which is designed to help people segue into the business world to give them a fighting chance at a career, it really actually leads to more barriers. And we think about the impact that that causes on someone's self-worth and self-esteem. And that is what happened to me. So the dreams that I had, and going to vocational rehabilitation and expressing my dreams, they end up becoming part of the barrier in the system that prevented me or possibly could have prevented me from pursuing my career. And so that was my experience. I had to rely heavily on my inner strength and my courage and not be afraid to disrupt that cycle. And I had to persevere and to be a determined individual to break through those expectations, those low expectations people had about my capabilities. And I still have to do that today. I also don't want the conversation about jobs having lost because I think sometimes going back to my story, in order to get people where they are, to get them qualified for the competitive workforce, we have to provide them with the tools that they need. So employment is a huge conversation this overall dialogue about how we can help people arrive and get to the point where they can get competitive gainful employment. And often there are barriers to that. People are not trained with have to go through interviews, and when I look back to my experience at Howard University, I really had to work in my dorm because I didn't have a lot of the financial resources. And I also sometimes didn't feel as safe because I didn't or wasn't able to hear. There were a lot of things that were not available to me, and I didn't really commune with all of my dorm mates because I didn't feel as comfortable and I didn't have as much access, and so when you think about that and translate that into how people feel comfortable transitioning into a workspace. This also was another barrier, I remember when I attended the American university college of law pursuing my passion, I heard wonderful things about the DC public defender service and their division and I heard it was the top in the nation, so I pursued an internship there. And I pursued it in particular [can't understand], and I remember showing up, it was at Saint Elizabeth, and I applied for the internship with a group of lawyers. And it's just funny looking back, because it was really comprised of wonderful people in that group, and I really enjoyed what they did, and the interview was amazing. But at the end of the interview I felt that there was a little bit of nervousness or hesitancy and even though they were enamored with my background and my motivation, I kept getting hit with a "But." And is much as they wanted to hire me, however, or we do want to hire you -- but. This is what I kept getting hit with. And what it was, I was going to be visiting the wards and interacting with all of the residents that were confined, and the concern with me getting hired into that internship was that my using sign language as a Deaf person, having the interpreter present would be a disruption and a distraction to the patients. And I really wanted that internship so badly, I wanted them to give me a chance to see how it would work out. And at some point they did accept -- because I was planning to leave. And they did give me a chance. And let me just tell you right now that it was one of the best experiences that I have had and that they had. Because I was able to bridge a connection with the residence in the ward and I was the first person that showed up on the ward when they were brought in, and I would sit down in my role in my internship, and I would do the intake with them. And I would do that triage and I was the first person with a disability along with an interpreter that they were able to see who was there first line of communication. And so we really made a connection. And that was a bridge, my disability ended up being a bridge to that connection. So going back to the assumptions that we make or the predetermination suite about people's abilities, really it wasn't an issue here. So that is a serious blockade to allowing people to succeed. So that is just my short and long answer to that question.

>> I think the fact that you brought up self-esteem is so important. I should preface this by saying I started out my advocacy running workshops on self-esteem for girls and women and people with disabilities at NYU. So obviously that did not come by accident. That came out of actually meeting my colleagues and peers and people of all ages struggling with disability identity, and I was an only child and I had all the supports that I needed. I went to the right schools, and so I actually think that the one area of my life where I had sort of almost complete confidence was my disability. It was everything else, you know, the girl becoming a woman that was the difficulty. But I realize that is not the case for most people and especially around employment I think there are a lot of factors that we don't necessarily talk about. For example transportation, or even professional wear. A lot of my friends and colleagues can find the right clothes so they don't feel like they are showing up to the interview or the office the way that they should be part so I think we need to talk about in terms of going back to Eddie at this idea of the Whalen the swimming pool, I think we obviously need to expand the ocean, so to speak, to make it a more conducive environment. But that is very powerful and I appreciate that very much, and I was also thinking about, because Claudia, I know you grew up in Jamaica, this is actually a great segue to our next question which is at think the United States of America is often used as an example because we have the ADA, of a country that is doing things right. And we still have so many barriers here. So I am curious on an international plane, since each of you has done work internationally what you feel needs to be done internationally to even catch up, and we are all catching up, right? Even supposedly the United States I think has a lot still to do as we all know. But what can we do to make sure that internationally people with disabilities are supported? Any, do you want to start?

>> Sure. So I think the first thing is that when we recognize that those -- I think it starts with ensuring that those who are furthest behind a lot of opportunity are also not left out as line items in terms of development spending. This is a very large segment of society, 15 percent of the global population constitute communities with disabilities and yet when we just look at spending, the spending is not commensurate with the size of this demographic. So I think it is about leaders stepping up their efforts, frankly speaking. I think also one of the first things we could do is really support organizations on the ground that are working with people with disabilities, and also really push for meaningful representation at the decision-making table. I think it is not good enough that there are only a handful of us that are advocating on the global stage. I think that is indicative of precisely what is wrong. So we need to work on a pipeline of disabled leaders that will be able to be in the rooms where the decisions are being taken. So I know we are pressed for time but those are some of the first few things that I think can happen immediately.

>> Great. Yeah, I mean I agree with you. I find that even in New York City where we have hundreds of thousands of people with disabilities, it is the same 100 people I see it every event, the same 50 to 100 people that I see it every event. And actually that make me want to talk about something that each of us is passionate about, and that is leadership. What you think it will take for more leadership to be present in the disability community and around the disability community in terms of the way people see us as leaders? What you think it will take? Would you like to take that -- and anyone want to answer the international question too, if you want to, I didn't mean to cut us off, but I think your comment really made me think about how do we make sure more people are in the room.

>> Xian, I think one of the things we can do is ratify the UN convention on the rights of people with disabilities. We are up to 182 ratifications, if we can get to universal ratification that would be great because then we have as a globe a collective set of rules that we ascribe to. So that would be the one. I also think it is really important When we think about leaving no one behind, that in the disability sector we realize there are persons with disabilities and types of disabilities that are often not part of our discussions and often not a part of the workforce Or if they are there are in a separate part of the workforce. So I think about talking about people with intellectual and developmental disabilities is important when we talk about leaving no one behind. And I think there is value in looking at invisible disabilities. The tendency to look at the three or four of us on the call you all have invisible disabilities, but there were hundreds of thousands of people who have invisible disabilities and I think it is important for us to address that both in the space of employment and just generally. And then to Eddie's points, I think there is a need to hire more people with disabilities. And that leads to the issues around leadership because I think you can become a leader when you have a certain level of assurance yourself. You know, you have a basis from which to depart, and that is really important. So it's about looking to see who the new pipeline is, finding younger persons with disabilities, enabling them to grow, giving them opportunities, platforms, and ensuring that that growth is happening. I think that's a really, really important way of looking at leadership. And I were to say lastly on leadership, I think for me leadership is not just about being leaders in the disability community. It is about being leaders in everything you do and in every sphere out there. So you know, we should have leaders who are persons with disabilities that are leading work in Silicon Valley, that are leading work in Wall Street, that are leading work on the Johannesburg Stock Exchange or in Jamaica. I think that is really an important piece for us to think about, how we look at ensuring that persons with disabilities are really mainstreamed into employment processes all over the place. Thank you.

>> Fabulous. How about you Claudia? I know there is a lot to unpack there.

>> I know that we are up against the clock right now so I just want to reinforce what Charlotte and Eddie both mentioned. Just from my personal experience, I would say that just to keep it simple, that we need organizations that provide funding to other countries in development. These organizations have to hold the recipients accountable for the development. Often what happens is that this work is happening on the ground, but it is not being led, those who have disabilities are not at the forefront taking the lead. So we have to be able to have the respect for the community and allow them to grow, and we need to do it with our funding. Like for example World Bank and USAID, there are dollars that are given to these countries, but sometimes there is no accountability. It is not measured, we are not getting tangible results. So we need to be on the ground and making sure that these people are being held accountable, not only just giving funds but also making sure that those on the ground are taking the lead and are represented.

>> Wonderful. And actually I know you basically -- you talk a lot about what is not being done, but is there anything else that you think that leadership, both with and without disabilities, hasn't thought about in terms of what is being overlooked in the cultural, I think, liberation of the disability community? I am curious what else do we need to think about that maybe people aren't talking about right now? Would you --

>> This is Claudia, was that for me?

>> It's for all of you. I have been doing this thing of calling on people, so Eddie, I have been picking on you a lot, if you want to start again that would be great.

>> Sure. You know, I think what people -- Charlotte mentioned at the very beginning Kimberly Crenshaw gave us this formulation of intersectionality. I would say that intersectionality is not just standing at the crossroads of compounded inequalities. It is also really about being able to inhabit compounded genius within our bodies. It's the idea that the fact that we have all of these experiences and we and body so much, that that is actually a site of tremendous innovation for institutions in both the private and public sector. So I think it is about reframing leadership, that when we have people on the margins of society better able to influence the center, that that benefits the whole. And I think people are still asleep to that unfortunately.

>> Yeah. Before we get to -- I want to hear from Claudia and Charlotte on this -- but what you are saying makes me think too that intersectionality actually gives us unique expertise as well. Because of the multiple identities. And I think, I want to encourage anyone with intersectional identities that is watching this and that if they have not stepped into leadership, there is something that you uniquely offer that the world needs, and that is one of the things that I realize how I got so passionate about employment myself was through the self-esteem work I was doing. I realized that there were so many kids I was working with, so much potential, but they had never been talked to about some of the basic things. Some of them were even just happy to talk about their day because nobody at home was asking them how was your day, how are things at school, not talking to them about their future. And I think that one of the first articles that I wrote for Forbes Women was called, Is leadership a luxury? And the reason I wrote that was that I realized when you are not sure if your child is going to make it to next week or maybe make it through a surgery, you may not be talking to them about what they will be doing in 10 years. And I think it is something that needs to happen, that we start talking to people with disabilities about their leadership and of those possibilities because I think a lot of my students never thought about outside of their home what they can do after school is over, what happens. So anyway, but your comments about intersectionality made me think about the expertise that we all hold, and I think that is very powerful, Eddie. Thank you. And a ladies, maybe Charlotte?

>> Sure. So I mean I think Eddie said it really well. I would just add that I think for me leadership is a journey. Leadership is a social process. I do think that it is important for us to begin to think about leadership differently. I mean, I think often we hear about the glass ceiling and we tend to think about it in terms of women, how we ensure that women are able to make decisions and leadership and that is great and of course we want to see that. But we aren't hearing that about disability yet. So I think for me that is going to be -- that is going to be the test. When we begin to have metrics that look to see where persons with disabilities are in terms of leadership in their companies, on various boards. Then I think I will say that we are moving towards and inclusive workplace and inclusive employment. Because right now I think the bar is still really low. The bar is just get in and have a job. And it's not looking at the trajectory for somebody's career or necessarily seeing that person as a leader. And again, a leader outside of the work around disability.

>> Wonderful. And anything you want to add to that Claudia? Because that was very powerful and I think it's really important, especially the women piece. I think it would be interesting to talk about because I find that a lot of times when we talk about equal pay or ERA, women with disabilities get cut out of that equation so often.

>> Yeah, I think for me -- yeah, I think speaking to audiences who are younger, who are women, who are persons with disabilities and talking about leadership, I think it starts with just showing up in spaces. Just showing up in spaces where perhaps you are made to feel that you don't belong. And that is how I started initially. I had to really be courageous and imaginative and creative. I had to really put myself into that space mentally so I could get from point A two point B. But growing up in Jamaica, and impoverished country, and then moving, migrating to the inner city and rocks, New York, I really could not get out of that space. But in my mind I could, I could imagine better opportunities for myself. I was motivated, there was a fire lit within me, and I had dreams before me. A lot of barriers, yes, but I did have dreams. So the important thing is to show up. I had to learn how to surround myself with people who would reinforce my dreams and encourage me and ignore those who would say that my dreams were too big for someone like me who was Brown skinned, who was a woman and who was a person with a disability. So I think I had to start from within, and that is what I would encourage others to do. Just don't listen to the running rhetoric of people who would tell you otherwise.

>> Wonderful. Well, I think that is actually a great place for us to maybe wrap this up. If we had more time Claudia, I would love to find out how did you get out of the Bronx, what made that happen. Actually we have a few minutes, could you just briefly tell us?

>> I don't know if we have the time for that story. [LAUGHTER]

>> Oh my gosh, okay, we need another panel, I guess that is what we decided. But also I am just so thrilled that we all were able to have I think a very meaningful conversation. And I wanted to say on the note of leadership, each one of you as a role model. And I think a lot of what leadership is, it starts with representation. So I want to thank you for representing the disability community in your intersectional way and in all of the realms that you inhabit, whether that is that the World Bank or the UN or sprint or throughout the globe and the universe. Because we are going to see Eddie up in space soon, I know that. But I just want to thank you for just everything you are doing as leaders and role models for the rest of us to follow in your example. And I want to thank the Harkin Summit for having us. It has been a thrill. You know, a lot of us are in isolation so I look to moments like these of togetherness. And hopefully the audience has questions for us coming up, but I just really want to thank you all for the time, for your honesty, and for a really moving conversation.

>> Thank you to Claudia, Charlotte, Eddie, and Xian for engaging in a timely conversation for us. Our next group of leaders will expand on this discussion to share first hand stories and best practices for sustainability and equity initiatives in the workplace. Julie Christiansen of the Association of People Supporting Employment first is our moderator.

>> Hello and welcome back. My name is Julie Christiansen, I am the interim director of APSE, the Association of People Supporting Employment First, and I'm also the senior disability policy fellow for the Harkin Institute. I am so excited to moderate this next discussion about creating inclusive business cultures. As was just discussed in the previous panel, a truly inclusive culture is one that is reflective of all aspects of social identity. To achieve Senator Harkin's goal of doubling the labor participation rate of people with disabilities we must be cognizant of not addressing disability in a vacuum. Disability is as part of the human experience and it coexists with other identity factors such as race, gender, class, sexuality, marital status, political and religious beliefs, just to name a few. So how do we truly create inclusive cultures that embrace these intersectional dynamics? That is what is amazing panels you to talk about today, the strategies in the best practices. Without further ado I am honored to introduce our panelists. We have David Casey from CVS Health, Hector Minto from Microsoft, Scott Van Nice from Procter & Gamble, and Andy Imparato from Disability Rights California. Welcome all of you, thank you for sharing your thoughts and experience with us today. We will kick things off and as you introduce yourselves if you could also give just a quick description of your environment and where you are coming from, that would be fantastic. But we will start with David Casey would you be willing to share your organization's culture of inclusion? How do you ensure it impacts all levels of the agency?

>> Good morning Julie, let me start off very quickly by saying thank you to you and my good friend Andy Imparato oh for inviting me to be a part of the Harkin Summit. This is very important dialogue and always timely so just honored to have a role to play in our dialogue today. I am coming to you from my home office. I am sitting in front of a picture of me as a 19-year-old marine up on the wall. The best investment of US tax dollars you will ever see. So that is my current environment. And as Julie mentioned I am the head of diversity and workforce strategies for CVS Health. And the way we approach leading diversity at CVS Health Julie is I will cover three things that I think are important. One is that you have got to have top-down buy-in. So for us it starts with our board of directors. Our board has diversity as part of its charter and part of its oversight and as such I report out to our Board of Directors several times throughout the year and I engage some of our board members on specific issues that they have an interest in. So for example, one of our former board members was a military veteran so we would always engage on military matters. So having top-down buy-in starting with the board is important. The next level down we have what we call our Diversity Management Steering Committee. That is our CEO and our CEO's direct reports and a few of the key senior executives in the organization, and one of the primary roles that they play as a steering committee is that they all serve as a sponsor for one of our colleague resource groups. Some companies call them business working groups and we call them colleague resource group. We have about 15 of those including one focused on people of all abilities and we have about 23,000 of our colleagues who are participating in at least one of our colleague resource groups. That in and of itself speaks to one of the channels of inclusion that we leverage is definitely our CRGs. If you go one level down from the steering committee you've got our corporate team. So I lead we call it the Strategic Diversity Management Team and on that level we also have an executive diversity committee made up of about 17 vice presidents from different business units around the organization. They help give us guidance on what we are trying to do across the organization from a diversity perspective and they also serve as our internal and external spokespeople. Then we also have a number of business unit diversity councils and diversity teams and as I mentioned we have colleague resource groups. So one thing Julie that we tried to -- that I tried to have in place is a way for every single person in the organization, we have 300,000 employees or colleagues, we try to create a structure that every single one of them could have a path to get engaged and how we are trying to execute diversity. So that top-down buy-in and then bottom up engagement I think is critical. The other one is we try to approach diversity and inclusion holistically. We have a four-part strategy, four strategic objectives. One is to ensure that our workforce is representative of all the people in the communities that we serve and that's a lot. We conduct about 6 million transactions daily so we touch a lot of people on a daily basis so we want to look like the people we serve. Disabilities and all abilities included and all of the other demographics that we have to care for. The second pillar, we actually call it inclusion and belonging and that is ensuring that everybody in our company has a seat at the table and the voice is heard and they see a role they can play in being a part of our solutions for managing diversity and inclusion. The third pillar is what we call talent systems and it is really guided by what we call the four P, policies, programs, practices, and procedures, make sure everybody has access to growth and development. The fourth pillar is what we call diverse marketplaces or our four C's, and that is dealing with our customers and our stores, most people think of us a CVS Pharmacy, we have about 10,000 of those so it is addressing the needs of our customers in our stores, addressing the needs of our communities, so how do we show up as a good corporate steward, addressing the needs of our clients on the B to be back side of our business, we manage pharmacy benefits glands we may have clients and we have to serve, and then all of the constituents and that is purposefully broad. That includes lawyers, legislatures, regulators, investors, so all of the people outside of the organization that have a stake in how will we manage diversity. So I think those three things Julie, top-down buy-in, bottom up engagement, having a holistic strategy, and then also having a role for everybody to play I think is critically important.

>> That is such a great framework to kick us off, I really appreciate that thought. Scott, I am hoping we can build on this. Could you share from your perspective how do inclusion policy support employment of people with disabilities.

>> Well good morning and good afternoon everyone, my name is Scott Van Nice, I am from Procter & Gamble. I am Deaf and what you see me doing, I am signing using American Sign Language. I am wearing a blue shirt, and for those who are visually impaired I am wearing a blue shirt, I am bald, I have a beard, I am White. My day job is in cybersecurity but my favorite job is focusing on people with disabilities recruiting on a global scale. And with that said, for Procter & Gamble at the seclusion policy and how that helps impact the hiring of people disabilities, the way to frame this -- and it took me all day to talk about this -- but I think the best way to approach this is that Procter & Gamble as a global company, we have over 65 different products, with many that make over billions of dollars in profit, so what we are always very mindful of is how do we reflect our consumers. And we respond and listen to our consumers. We talk about how we reflect the environment and the diversity of our consumers. And so one of our main cornerstones is that we are all unique and united. So as a result we have our E and I strategy, our equality and inclusion strategy, and we first frame that by looking at four different areas. What are we doing in those four areas with our employees, with our brand, with our partners, and the community. And then from there we branch out even more and break it down even more, and we look at what we are doing with the LGBTQ community in terms of equality and inclusion, we look at the racial and ethnicity equality and inclusion, and then also third we look at gender equality and inclusion. And finally the people with disabilities group for equality and inclusion. So those four, and with that last group we include employees with disabled dependents. And what is interesting is that this group has a lot of intersectionality. I mean, it doesn't matter if you are male or female, transgender, and so forth, if you have a disability it impacts everyone regardless of what other barriers you might have. And so no one -- at one point or another, at some point in your life you will have a disability. You might be born with a disability or sometime later in your life you might or will have a disability. It might be temporary or permanent, but unfortunately it happens to all of us as we age, but we will develop some kind of disability. And what Procter & Gamble has done is looked at their inclusion policy. We love data and we have tried to figure out how do we approach this systematically in a way that our policies will help benefit and empower our employees to succeed at their peak, as well as reflect the makeup of our consumers. So as part of our data, for example, people with disabilities make up 28 percent of the United States population. And there was a lot of talent out there. At the same time we have also done a lot of studies and recognized over 45 leading companies that if we hired people with disabilities as well as made sure the employees who have disabled dependents have the resources they need to succeed in the workplace, that that translates to 80 percent higher revenue. It doubles their net income and it also results in a 30 percent higher profit margin. Now, the neat thing about this is it is not only about doing the right thing, which is important and we believe in it, but it is also about doing the right thing for our shareholders. It is one of the few proposals where you can say this is clearly a win-win. So as a result of that we have developed a lot of in-house conclusion policies, whether it is from recruiting, retention, promotion and recognition of employees with disabilities. So it's been very helpful.

>> I was muted. Scott, you are speaking my language because I consider myself a reluctant academic, but the minute you brought up the word data, I was like yes, data decision-making. And we have such a great story to tell, so thank you for that, and I am fairly certain Hector that you will build on that point as well, Hector from Microsoft. Can you talk us through how businesses can talk about issues of inclusion, inequality, and injustice both internally and publicly, and thinking about the ways in which your organization uses data as a way to tell that story.

>> Absolutely. Thank you for the invitation to speak at the Harkin Summit, I am joining you from the UK. My name is Hector Minto. I am the accessibility evangelist for Microsoft in Europe, I am a 40s, bald man with a longer COVID beard than it was before we went into lockdown and I'm speaking to you from my home office with actually some ligase art over my right shoulder which is from an amazing artist. So let me build on that a little. My role is essentially to build confidence in business to talk about accessibility and disability inclusion. But what we know is that we cannot go and have a conversation with governments or industry bodies with the people writing the software that will run digital society moving forward unless we internally have a strong voice of disability within our organization. And it is all very well for us to have a strong US voice I might add, but increasingly we are recognizing that we have to have a strong global voice on disability inclusion. So a lot of the work we have been doing is been about building that confidence in different areas to build their employee resource network but with a clear focus that will then lead to customer engagement, partner engagement, supplier engagement. So we take our responsibility on accessibility and disability inclusion very seriously in Microsoft, but as much as we get excited about our own employees driving this message forward, we are just as excited about the people that sell our software. If you think about the UK is one example we have about three and a half thousand employs in the UK but we have 1/4 of a million people working in the technology companies delivering that technology. If we can influence that world and disability inclusion then we will truly drive them back. I want to share with you that we have a measurable goal on that impact so we spend a lot of time not just measuring our own internal confidence to disclose this our own disability hiring but we are also working on [can't understand] and knowledge and the thing I want to share with you is that people really want to learn about accessibility. When we offer up to adjust our general employee base, they take our training. We have a badge were essentially Microsoft employees earn a badge to say they care about digital inclusion and have learned about accessibility. Over 40 percent of my UK area have taken that badge whether they work in marketing, HR, engineering, sales, customer success, doesn't matter. The numbers are actually pretty even across the board, and so it's interesting for us to measure that data so that we are not too policy-led or we’re not just always talking about innovation but we just got a strong base of awareness across the whole organization that accessibility, particularly accessibility in media is a responsibility Microsoft holds dear and we measure it. In terms of the advantages for us as a business by building this muscle we are holding meetings with top level government officials, with the people making decisions about the policies of digital transformation, with people working in the banking industry with a vulnerable customer agenda or the regulations to support digital transformation. So it is opening up a whole host of conversations with what we would call business decision-makers about disability inclusion. And this is all then feeding into the feeling that people can trust Microsoft as a platform provider or as a software provider, so I don't want us to move fully towards just the business benefits and the business imperative although it is incredibly important to work on that. But it has to be built on strong policy and strong processes and an amplified voice of people disabilities across the Microsoft offices and partner networks globally. Hopefully that adds some color to the conversation.

>> Oh my goodness, I'm excited for the discussion part. But before we get there I want to give Andy an opportunity to also speak to the not-for-profit sector and Andy I know you have led multiple organizations in the not-for-profit sector that with a very strong commitment to hiring with a lens on diversity globally. So can you bring us home with your perspective what value diversity bring to the workplace, and then it looks like we will have some time for just general reactions.

>> Sure, thank you Julie, and I'm honored to be a part of this panel. I am a former Tom Harkin staffer so speaking at a Harkin Summit is always fun for me and it has been fun to be able to play a role in planning the summits, the last four and this virtual one. So description, I am a White guy in my 50s with short brown hair. I've got a white background behind me and I am wearing a rare tie that is hard to see, but I am wearing a rare tie during COVID. It is kind of a fall colored tie with gold and maroon tones, I got a blue shirt on and a maroon jacket. So I am the executive director of Disability Rights California. We’re a $35 million nonprofit funded mostly by the government to provide direct legal services and policy advocacy for people with disabilities in California. California, as the audience probably knows, is the largest state in the United States. We have 40 million people in California. We are bigger than most countries and we are very diverse. So it’s not hard to make the case in California why disability rights California benefits from having a diverse workforce. I inherited a very diverse workforce from the person who was the executive director for 26 years before, Catherine Blakemore, and she set hiring goals for the organization as well as the Board of Directors and right now one third of our employees identify as having disabilities and the board has set a goal that over half of our employees will self-identify as having disabilities and about two-thirds of our employees are people of color. We have lots of language capacity, Spanish-language capacity is particularly important in California but we have native-language speakers in more than 12 different languages that are spoken in this state. And what I would say is our organization is a law firm providing legal services, and we inherit some of the barriers of the bar in California and nationally. Going to law school, graduating from law school, and passing the bar is not an easy thing, and there are structural barriers built into that whole process that can make it harder for Babel disabilities and people from other diverse backgrounds to succeed. So the pool that we hire from, over 100 of our employees are attorneys and the pool that we hire from does not reflect the diversity of California. So we have to kind of be more affirmative and intentional to find and cultivate people with lived experience with disabilities and ideally people lived experience with disabilities who also have other connections to other groups that are underserved in California. And our board just past and advocacy platform for disability rights California that really centers the lived experience of people with disabilities who are also Black or who are also transgender or who are also Latino or Native American or Asian Pacific Islander because we want to make sure that those populations are getting the attention that they deserve, and that we are addressing the disparities that exist in our state. This is a state with huge inequality and a lot of the people who are most affected by COVID in the economic downturn were already at an economic disadvantage at the beginning of the pandemic. So we are trying to take affirmative steps and our governor is trying to take affirmative steps to remedy that. We are excited about President-elect Biden's theme about building back better. We don't want to just go back to the economy we had before COVID, we want a more inclusive economy and just hearing CVS Health and Procter & Gamble and Microsoft talk about what they are doing gets me excited. I feel like if all of corporate America showing the kind of leadership that we heard on this panel we would be in a much better place in terms of inclusion in the workforce.

>> Yeah, thank you for that, and thank you Andy for bringing the current moment and the current context into the conversation. So we have time for just general reactions, and I am sure you will have a million questions as to why. But I did want to take a moment to put a little bit of intentionality on the impact of COVID and the global pandemic and the disproportionate impact that it has had on people with disabilities and people from various groups. And then also for those of us who are US-based, this has been such a traumatic year in terms of racial inequality and feelings of safety and connectedness here in the United States. I know that is not specifically a US issue, but it has been front and center. So I wanted to just offer up for all of you a moment to reflect on how has 2020, all things that are 2020, influenced the work?

>> Mike and Jim in first if that's helpful.

>> Go ahead, Hector.

>> One thing I can honestly tell you that has been a learning is the amount of covering of disability that has been uncovered in COVID through society and not least by major employers. And I think for all of the horror that we have seen I think it's really important that we don't miss that learning and pick up on it as we recover. And many people who have been covering disability in the workplace have been forced to uncover due to the force working scenarios they find themselves in mainly through screen-based engagement. And I think that will give us a real opportunity to say look, you were already employing people disabilities but you weren't having a strong enough conversation about it. Now is the time to invest in your employee groups as Scott is been talking about from an HR perspective and then let's build overconfidence to go after this more proactively as organizations as we recover.

>> This is Andy, just to build on what Hector was saying, I neglected to mention I have lived experience with bipolar disorder which I have been open about throughout my career. One thing that I found during COVID, I started to get depressed the week before Easter and I went about five months depressed as a new CEO. And I found that just by being vulnerable with my own employees, many of whom were dealing with either long-term mental health issues or situational mental health issues connected to COVID, it enabled me to connect and be a support for my employees in a different way as I was kind of introducing myself to them as their new CEO. I think it helped them see me first as a human being, and as we tried to make management decisions during Covid, we really try to start with the idea that we needed to be kind and we needed to be supportive of our workers who were going through an unprecedented challenge, and that we would never be able to predict which of our workers were going to be affected most by it. So I really like Hector's point about it uncovering things, and I guess Hector what I would add to that is we are trying to create a culture of disability rights California where people want to uncover the lived experience with disabilities because they see it as a strength MAC it is connected to our mission.

>> Absolutely.

>> This is Scott. I would also like to add that Procter & Gamble, I have heard Procter & Gamble be described as a brand company. Which is not far from the truth. Because Procter & Gamble is very cognizant about our brand. But we always have a mission behind our brand, a statement behind our brand. And this year I saw that become even more relevant for Procter & Gamble over the past several years. We focus a lot on talking about representation in the workplace. And pay inequality. You know, who shares the load at home. For example, doing the laundry. And so as a result we have developed a lot of brands and videos talking about that and there are some people in the audience who might be familiar with our commercials. So one of our popular campaigns or commercials is, quote, like a girl, and it shows how a girl grows up without any bias, or talks about love without -- or choose equally, choose equality, out of the shadows, and so there are a lot of messages behind the different brands we use. And we focus on sending positive messages and about the importance of respect and equality and inclusion and that is part of our DNA at Procter & Gamble. It is not only about our products but it is about developing those kinds of messages for our employees as well. So you just happen to have a disability, or an employee with a disabled dependent, and so recently Procter & Gamble for example set up a conference internally and it was called disability confidence conference which I really loved and appreciated. And over the past several years there were conferences that talked about disability representation or how people can do better in terms of hiring and recruiting people with disabilities. But this was the first time where you really saw Procter & Gamble take a stand and talk about the importance of being confident in your disability. And owning it and talking about how your disability makes you really unique, and there were some people that framed it like some kind of super power. You know, what you get out of it and what you bring to work, that makes it like your super power, and I love that theme. Disability confidence. And encouraging people to own that. And I think that is critical if you think about it. I remember reading somewhere, it said that the statistics of disability, that 30 percent of disabilities are invisible. The other 70 percent are invisible disabilities or hidden disabilities. So it's important to develop that theme of disability confidence because of people see and environment or a company that promotes that and encourages that and encourages people to step out of the closet so to speak and become more confident, it is common sense to think about it, that if a person feels the burden removed then they can go into the office and into the workplace and not have to worry about bias. They are recognized and encouraged to speak up and own their disability. And the more productive they can become, the more they can contribute and give back in the workplace as well as help build the community. So at the end of the day it is about encouraging and promoting that confidence.

>> I am seeing lots of heads nodding my own included, David it seems like you have some you say.

>> Yes, this is David, and to follow up on the great remarks everybody made, I will try not to be duplicative but hopefully reinforce some of the great points made by all of the panelists. Julie, you would asked about the environment of the social justice conversations that we have and the inequity conversations we are having as well. And I think that there is a tie in. When you think about the issues we are dealing with from a race and ethnicity standpoint and disability, because there is some intersectionality there. Blacks and African-Americans you have disabilities as well. So I think it's an opportunity for us to leverage and acknowledge that intersectionality and aware of various demographics can come together to help amplify that message even more. So where I think we are right now with this conversation, and many people are calling it a racial reckoning in America, the conversation we had been waiting for hundred one years to have. I heard one of the pastors at the George Floyd Memorial say that he believes America is at the intersection of pain and potential. And what he meant by that, I think the pain is pretty obvious. Is point around the potential was how do we make this different than another hashtag moment, another 24 hour news cycle event. How do we make sure this is lasting dialogue with measurable systemic change. And I think one of the things that will come out of this, you see corporate America step up in ways that corporate America has never stepped up before on that issue. Even at CVS Health we have made a $600 million commitment to investing in and really strengthening the experience of our Black and African-American colleagues who work at our company, and strengthening the community and also helping to shape and inform public policy and leveraging our corporate voice. $600 million, and every company, most big companies anyway have stepped up to that level. So I think what may come out of this and what I hope comes out of this, one, I hope the murder Hornets go away, that is something from 2020 we need no part of. But the other thing that I hope comes out of this is that as we are now engaging in deeper level conversations than I have experience in my 20-year career as chief diversity officer, I hope that carries over into other conversations about diversity and disabilities in particular. We have not had real conversations about disabilities. We have touched upon them on a surface level, what can we do to make sure our facilities and our products are accessible. But we have never had deep revealing and even painful conversations about disabilities like we are having with race right now. And I hope that the muscle that we are building around these conversations with race, that we can apply that to having these conversations about disability. To Scott's point, 70 percent of disabilities being not visible, we launched the campaign before the COVID outbreak called stamp out stigma. We were encouraging our own employees to tell their story of in many cases disabilities that people can't see that they were living with. It has been incredibly powerful and I think Scott mentioned building that sense of courage around having those conversations going forward, hearing people talk about having lived experience with being bipolar and things that you may not readily see. Five or 10 years ago I don't think that anybody or not many people would've had the courage to divulge that, they would've tried to keep that secret. But now we are creating this environment where it is becoming commonplace that people can have that courage to tell that story. So I'm going to stop talking but I really hope that we can leverage some of our learnings and experiences from all of what is happening in 2020 and not just focus on the negative but think about what is really causing us to do. The ability it is given us to take a step back and reflect, and even though we are physically separated I think we have a choice to come together closer than we have before for the use of technology and I hope that will be some of the key takeaways and learning from 2020.

>> Hector?

>> Yes, this is Hector, and one thing that I would say that the disability community [can't understand] talking about Black Lives Matter and race and gender, a lot of the things we have done about workplace mobility, it wasn't enough to just give somebody a job, it was about promoting the voice within the organization and creating space underneath for more people to follow and I hope that is where we go obviously the disability space to see leaders with disabilities take on diversity roles and workplace mobility is a big challenge for people does abilities So I think all of the Eva Lucian of that narrative that you talk about David, I would love is to grab some of that as we move forward.

>> Great, and Andy, any less reactions from you?

>> One thing I would like to mention that we have not focused on is the diversity within the disability community from a disability perspective. It's a very diverse category and there are a lot of people that have disabilities that require more support network. Some of that support can be done through technology and some can be done through people into teams, but I think as employees get serious, and I really appreciate David's point that we are not having a serious personal painful conversations we need to have a corporate America recognize that you are going to have to do more for some of your employees with disabilities and for others, and your disability strategy should include the whole community. There should be people in your workforce you have intellectual disabilities in my needed job coach at least when they are starting the job, or they may need a job coach long-term. And really thinking about those populations as you were building a job strategy, and I know that is what Julie's organization focused on, but I just want to bring up that that is an important part of the conversation.

>> Thank you Andy, that is very important. I know we are at time. I wish we had several more hours to dig deeper and hopefully we will find some opportunities and some venues to do that moving forward. But I just deeply want to thank all of our panelists for their time, for the work that they are doing. It is so important and it has been an honor for me to spend this time with you.

>> Thank you Julie.

>> Likewise, thank you Julie.

>> Thanks Julie.

>> Thank you, goodbye.

>> I am sure you are eager to engage with our panelists after the segments. Hop next we will have a Q&A from with our speakers for part two. You can share your questions in the chat box.

>> Hello?

>> Hello.

>> Hi everyone.

>> Y, what beautiful faces we have.

>> Let's take a second to let everyone pop up.

>> Hi Kyle, great to see you again, hi Andy. Shift your great work guys.

>> That was a superb panel, guys, really brilliant.

>> Is that a vest you are wearing Andy? You are looking very smart.

>> Yes, I got this vest with Caroline at the Harkin Summit.

>> In Paris, I remember.

>> No wonder, is chic always.

>> How is everybody?

>> All right, we are live, we will go ahead and start the Q&A although as you can tell we have a very energetic group today was are ready jumped right in. I have so many questions but my questions are not the ones that are as important as the ones that have been popping up in the chat. So I want to just start if we could with a great question earlier in thinking about this virtual world that we are living in and the ways we are all coming from different parts of the globe right now, how do we make sure as we are talking about promises of inclusion in the workforce that our policies are going to be fulfilled when we have this physical disconnect between our corporate offices and our employees' physical locations. I am wondering if we could start there.

>> Julie, this is Andy. I am happy to share that disability rights California 26 offices across California and in a strange way the pandemic is actually brought us closer together as a staff. Each of our offices have their own cultures and because those cultures are happening in the same way around COVID we are creating across disability rights California a culture where we get together is a full staff over zoom once a month and we are getting together in different configurations. We have launched a bunch of employee disability groups when we get together. So although I think it seems like it would be harder to change culture in a COVID environment, there are some circumstances where you can leverage technology to build a stronger culture that might've been harder if people were spread out across 26 offices are 250 offices. Schechter can add to that, one thing that is really interesting and is been picked up by your panel, Hector was speaking about uncovering. I think it has become more obvious around the issues of disability and accessibility that might not have been brought up before. I have been on several meetings and calls where it is actually really good to say I'm not going to participate unless there is captioning. And I personally don't need captioning, I am visually impaired and I have my own issues with how it is done here. But that conversation has started to help organizations connect more in a way they may not have before. We have to link that to back up to it is something very small but it starts the question about the investment and the strategic investment into inclusion right across the supply chain. And in the way it has opened up more conversations that might not have been opened before because people are saying actually I am not going to come to a meeting if it is not caption, just as a small example. I have seen that where we did not have that opportunity over a year ago.

>> Thank you for that, and I know we have a limited time and I want to pivot to where we landed on some of the intersectionality issues and how businesses address that. But a really good comment was made in the chat about also thinking about this moment as not being an excuse to say people with disabilities can only participate in the work force if it is done virtually. So I would love to hear some thoughts and reactions to that. Caroline and Scott in particular, we would love to hear your thoughts.

>> This is Scott. Just so you know this is my interpreter's voice, so if you wouldn't mind repeating the question for the interpreter.

>> Yes. So as we have been having some great discussions about the ways that technology is making the workforce more accessible to people with disabilities, how do we make sure we don't stop there and that we continue to make workplaces themselves inclusive for those individuals with disabilities want to come to work in the office with everybody else.

>> Okay, well this is something that Procter & Gamble has actually invested a lot of research in, and one good thing about this pandemic as we have brought up previously is that Procter & Gamble has realized that everyone is working from home. So we don't have a choice too we have to work from home and we have to make sure that our environment in general is more inclusive and more diverse. Procter & Gamble has been looking at different tools such as captioning and interpreters and encouraging people to invest in a higher model. And buying a second monitor, rather, if need be, or different office chairs, whatever it is for your home office to become ergonomic. So just providing workshops and how to handle stress in this time if that would help a person with a disability, and it might help with accessibility as well. So Procter & Gamble has HR support ready and in place so that you can walk up to and they will take your order, if you will, and in fact right now previously before the pandemic we relied on -- I had one or two interpreters. And now because of this pandemic, because of COVID I have a team of four or five different agencies that we work and partner with and that we have contracts with, and we also have a contract with a nationwide company so we can have access to interpreters 24/7. And honestly we actually had two Deaf hires that have recently been hired full-time, one in the Philippines actually, and so we are actually working on hiring another Deaf individual in Japan. And all of this is because of Covid. So working from home is definitely no excuse. I think Procter & Gamble has taken a very proactive approach to this for sure.

>> Thank you for that, Scott. Caroline, did you want to add anything?

>> I just want to say we know why Procter & Gamble is a Valuable 500 company, because the intention is to look at this not as a piecemeal pocket solution, but to start looking about integrating disability inclusion. And I love your question, it is such a good question. It's like we have to ensure that it is working and though that people with disabilities may be able to work from home, and I say may be, we need to make sure that the learning from the pandemic are brought into business in a systemic way and the way we can do that is to ensure that the business leadership is supporting that. Because the solutions are there. We just need to scale them and integrate them and I would love to hear what Claudia has to say as well about this. It's just that so much of this is already here, it's just how do we interweave it and how do we systemically make it part of business.

>> Thank you, I was just going to turn to Claudia. Claudia, can you pick up there?

>> Sorry, yes, I did get the queue. First of all, thank you for the invitation, it is so great to see so many familiar faces. And to BN additional voice in the conversation. I work with T-Mobile and sprint and in general just working in the physical workplace, the environment, in T-Mobile I was always in place but now I have been working remote and I see the result of the pandemic and how that has impacted the workspace. And how we have actually expanded inclusion due to the effect of COVID. And figuring out how we can make accessibility not just in the virtual space but also in the in person space, the office space. And working remotely is not something that is new. But now it has presented a new opportunity to actually increase and build upon it. So post COVID I think the question stands what will we do. Will there be better functionality. And I think it is back to what Scott said, there won't be any excuses to be made. It will no longer be considered an accommodation but rather a best practice. And I look at my own personal example is a Deaf person but I also think about other super low vision, Deaf/Blind, or who have other disabilities. So I think it is really important for companies, and I think we have done well at T-Mobile -- not perfectly, but I think we have done well by establishing a point of contact that can basically filter accommodations and assess the needs for them and that way we can meet the needs of individuals. And I think we also have to be mindful of the platform we choose to use when we are holding this videoconferencing. It is a great tool having videoconferencing, but not all are built equally. So I think companies have to really assess, that might be hesitant to switch platforms because there might be a preferential difference towards a particular one. However we have to think about how this impacts our employees with disabilities. Are there reservations or restrictions that limit their full participation in the meetings, so I think we have to analyze it based on the suggestion, based on the environment, and then also getting feedback from the employees to provide this accessible accommodation. I think when we start doing that and when we have tried to do so more often in my workspace with T-Mobile, we do have someone who joins the meetings who provides visual descriptions for the employee that might have a visual impairment or disability, and that is so impactful. And I think it just gives it a nuance and an additive to the meeting and the participant and it is so important even when working in the remote environment and we have to work to make it fully inclusive.

>> Thank you. Xian I saw you take yourself off mute so I want to open the door for you to add to that.

>> Will obviously everyone's points are potent and powerful, and I think going back to Caroline's point about insisting on captioning and welcoming environments, I believe it comes down to allyship. Honestly I think we have a lot of things that we get wrong about both allyship and privilege. Privilege itself is not a problem, it is when you are not making space for others and you are not using your privilege to give the mic to somebody else or make room. So I think that is where companies can really make a difference. And being allies, being that support system, and having people like Caroline say I must have captioning, there must be audio description. You know, I think a lot of it is awareness, but what I think we get wrong often about allyship and privilege is if we want our moment of reckoning as we see with BLM and as we have seen with the LGBTQ plus community, we have to give grace on both sides. We have to make room to make mistakes. Making mistakes, it is more about how do you react once you have made the mistake, once you get that feedback. How are you stepping up. Did you know what I mean? I think we can't assume everybody knows what we need. It is really up to us in the community of people with disabilities to advocate for those things. But when we do know better, we can do better. So I look forward to the day that we can all include everybody in the conversation, where it is not just the choir because I see the same 100 people are in this case 1000 may be, but I would like it to be something that the entire world, that billions are talking about. So I think that is going to happen, but in order for it to happen we have to make room on both sides. We have to make room for mistakes but also make space for things that we don't know as allies. There is so much I still don't know about the disability community and I'm constantly learning. Some of the to realize that nobody knows everything and we need each other, we need each other to be better.

>> I want to lift up your statement and I am probably going to misquote you, but when we do know better, we do better. I love that And I'm going to write that down and put it on a T-shirt. I know we are coming up against the break but Senator Harkin, get ready to take yourself off mute because I have some questions for you. But I also wanted to give Caroline a chance to just comment broadly. We have covered a lot of content since early this morning and before I put Senator Harkin on the spot I just want to hear your reactions to the day and what you were thinking.

>> You know, like everybody I have been sitting in front of a zoom lens for months. I have loved listening to this conversation and the people that created it and all of the panel conversation. I don't know, is it just me and our echo chamber, but I actually feel a fresh energy. Many of us have known each other for a long time but I wonder are we reflecting that this breakdown is going to be a breakthrough. And I totally agree, no more excuses, we can't on know what we know, this is a reflection moment on human inclusion and it feels like it is bouncing off the screen. And I feel very privileged to be a part of it, but I do want to say I really appreciate people calling out that we have to make space for us to fail, and we've gotten make space for us to not get this right because it is the only way we will get through this. Inclusion means everything for everyone and that is based on the tribal truth of human beings that we don't like difference. So I feel really energized at a late-night here in Dublin so thank you. And to pick him on that note, Senator Harkin, there was a great comment in the chat earlier about some of the speakers and panelists today with lived experience and why they are not running for office. So I want to pick up on this piece of not being afraid to fail. And I would love your thoughts and wisdom. It's been a long road to get to this day, Harkin Summit 2020. What is your challenge to us, your continued ask of all of us who are gathered you today?

>> Julie, thank you again, and again thank everyone. This is been a fantastic day. In fact of all of the summits I have attended, this is the only one that I have actually been able to be present at all of the presentations. Most of the other ones, people dragged me outside and they want to talk to me about this and talk to me about that or somebody from the press -- so this has been for me a wonderful day. So I just reveled in that and it has just been great. I have to tell a little story on not being afraid to fail. I was having a hearing, it was in conjunction with changing the workforce innovation opportunity act before I left. I had a provision to engage young persons with disabilities who are on IEPs, and for those of you that don't know what that means, that is an individualized education program in school for kids with disabilities. To engage to get them summer jobs and afterschool jobs and job shadowing, because kids with disabilities just were not included in that and therefore they didn't have any kind of work experience. So I was having this hearing and I was talking about how I was going to change so that kids could not leave school and just get into what we call a sheltered workshop, HO minimum wage dead-end job, no chance for improvement or advancement, but they would have to go out and try competitive integrated employment first. Well, one father who was on the panel said to me in the hearing, he said Senator, don't you realize you are setting these kids up for failure? I looked at him, and I said what is your point? Is your point that kids, people with disabilities should never experience failure? But failure is a part of life. It is a part of human life. We all have failures. We try things and we find that we can't do them, so we do other things. That is just a part of growing up. Why would you deny this one part of life experience to people with disabilities? They can grow too, they can have a failure and learn to do something else, learn to do something that they might be more adept at. Well anyway, when I hear that thing about not being afraid to fail, that bring some this idea that no, we should not be afraid to fail. And young kids and people with disabilities shouldn't be afraid to fail. We all do. But that can't be held as the ultimate deciding factor. Failure is a part of growing. It is a part of learning. A part of adapting. So that has to be built in to our structure, our business structure also. And there should not be this expectation that if they hire a person with a disability, that that person can never fail. We all do. And it must be built in to that structure. There are two things that I missed on the hearing on this last panel, and Hector brought it up, measurable goals. And I asked Caroline Casey this in the valuable 500, it seems to me, how do we measure progress of the don't have goals. I keep insisting to businesses set goals. Think about your operations, and set a goal. That way you know what you are doing and if you are meeting that goal. And I didn't hear David KC say that, but I wonder about the other businesses, about if they have measurable goals. The other thing I did not hear was outreach. What our business is doing, what is in their business plan that is a positive outreach to the disability community to let them know that they are welcome and we want them because they will be better for our business. They will be better for our community. They are going to help us be more profitable and do a better job, so what is there outreach to the disability community. I think a lot of people, they print something out, they have a proposal, and then they wait for people with disabilities to come in the door. And that doesn't happen and we know why. What is there active pursuit, going after persons with disabilities. I did not hear that discussed today at all.

>> So Scott, can I put you on the spot and ask you to take a stab at the questions around measurable outcomes and outreach?

>> Well, as far as measurable outcomes I think that is a difficult one to put into words. I don't think we can legally ask a person with a disability to do that. But the best way I guess we could put it is to say that we can't necessarily do that but what other things we could focus on as far as outreach, and go want to that second question first. And really advertise and self identify people with disabilities that are employees of the company. I think doing that and encouraging and developing an environment within Procter & Gamble to encourage people to feel confident about the disability within our workplace environment. Just recently we established a conference, about two or three weeks ago, called the disability confidence conference. So we do have a panel of Procter & Gamble employees who have shared their stories and the confidence they have in their disabilities. There was a lot of visible disabilities as discussed previously and some are invisible disabilities. Answer talking about the different options, the different ways we can reach accommodations and support, and it's really important just to recognize that promotion and retention of employees with disabilities as well. So we have a lot of support from the executive level, top level down. And that being said, that encourages people within every recruiting event just to make sure we have a person there that represents and can talk about Procter & Gamble support of employees with disabilities. So that is one way we have kind of approach that and we are active in that space, and I think at the end of the day we want to really make sure people are confident about their disabilities and that will shine through. Especially when they come into their workspace. They don't have to worry about asking for help are asking for an accommodation and studies have shown that the more confident or able a person is in the workplace, if they can put aside that burden of asking for support and accommodation, the more productive they will become.

>> Thank you for that, and --

>> Sorry, it's not necessarily about doing the right thing. It is about making great business sense. So at the end of the day that is what our outreach program kind of does, the disability confidence that we are emphasizing.

>> Thank you Scott. And I have learned, I know we are heading up against time, but I have learned that when Senator Harkin asks the question we have to do our best to answer it. Claudia, you posted in the chat about what gets measured gets done and I wondered if you could closes out with just a little bit more on that piece.

>> I think we might be frozen, give me one second.

>> Good I step in while we are waiting for the unfreezing? We do have solutions around this measurement issue. And we are really happy to share them, so I am more than happy to put in that information into the chat after if that is helpful. Shifted great, and it looks like we have Claudia back.

>> Well, I actually have my interpreter on a backchannel so I will try to use the interpreter on FaceTime. Yes, I did type that comment in, what gets measured gets done. I believe strongly in that sentiment. I believe that measuring goals is important. We need milestones to be set and pasSED, and I think it's important when we think about civil rights, we have to make sure that we are measuring based on gender, based on race, and I think that is extremely important, especially for people with disabilities, we have to hold companies and ourselves accountable. And I think beyond just having the talk, the incessant talk about the needs and hiring persons with disabilities, I think we have to move beyond that rhetoric and actually have tangible outcomes and get stuff done and that is the only way to bring it to fruition.

>> Fantastic, thank you. I know we are going to hear from Senator Harkin and Caroline in the next session, so before we go to breakout want to thank Scott and Claudia and Xian and Andy for participating, and one last Senator Harkin question before we go on break and this was not my idea, but I was asked to give you a visual description of your Covid hair.

>> I probably should have given a description of myself. Absolutely. Well, I have spent all of my life either in the military or in Congress so I always had to have short cropped hair. And so this Covid gave me an excuse to grow my hair long enough to put it in a ponytail which I can do now. [LAUGHTER] but I guess I will probably get a haircut, I don't know, I haven't thought a lot about that. But anyway I have long quite hair. I am getting less here in front and more in back at my age. But it's been interesting. My wife says I look like inspector Clouseau.

>> Now you can join a band, Senator Harkin.

>> All right, thank you all. Enjoy your break and we will see you in a few minutes.

>> Much love, thank you. captioner is standing by. The final segment. Most of us have seen the way we conduct our work change over the last ten months, and if you're like me, you've used technology to connect like never before. Technology is an important part of any plan to We invite Sachin Pavithran from Utah State University . . Welcome, everyone, to this session on technology. My name is Sachin Pavithran. Background, individual from India, blind, wearing a navy blue blazer with a button up shirt in my home office , I work with Utah State and also the university centers with people with disabilities and also with the Obama Administration as a key point to the -- the federal agency, and work quite a bit in the ICT space and accessibility. a great panel today, and to start off, I want to introduce our panel, Jessica Rafuse from Microsoft. Jessica? Jessica Rafuse from Microsoft, I lead strategic partnership for accessibility and I'm a white woman. I have blond hair. I'm in my home office with a bookshelf behind me, odds and ends and books and frames on it. Great to be here. Thanks, Sach in. , Larry Goldberg from Verizon . with Verizon corporation, accessibility people when we were at Yahoo . Verizon acquired Yahoo a few years ago. I have white here and I'm beyond drinking age. Captioning and audio description for the blind were invented. Thanks, Larry. And last, but not least, is Christopher Patnoe from Google. Hi, my name is Christopher. I'm head of accessibility and disability inclusion at Google, I'm a white male with gray hair, black framed glasses and I'm happy to be here. Thank you. Thank you, Christopher. So to start off, I want to throw a question out to all of you about what mainstream technology is going right now , emerging technologies, when it's accessibility accessible in mainstream technology. How role is it playing right now? for people with disabilities in designing this technology? start with what current state is. We know that the COVID pandemic has disrupted much of the thing that we know is that this pandemic is digital . Information is being delivered rapidly online. All of us are really at the front of this digital pandemic , including over the billion people with disabilities around the world. I think what is exciting about this, people with disabilities are leading the way on innovations that we're using today in a pandemic but also that we're going to be using post-pandemic. introduce you to one of my friends at Microsoft, a brilliant engineer, Deaf, primarily uses captions and lip-reading in meetings, which is really hard work. She's told me it's really fatiguing, and I remember being with Sweth a, we go to the hackathons in the summer months with pizza and coffee, and we're sitting there and she told me when she talks to her parents on video chat, she asked them to turn down the lights in the background so she can focus on what they're saying and focus on their mouths so she can lipread. So Swetha's hack is known now as the blur feature, whether it's someone with a disability or someone without. Maybe you want to blur the laundry that's in the background or , at my house, if there's kids' toys everywhere, you turn on the blur feature and you can focus on the person you're talking to on the other side. examples of where people with disabilities are innovating those technologies that we're using today, but we're also going to be using when we come out of this pandemic . Thank you, Jessica. Christopher, you wanted to make a point as well? Yeah, it dovetails nicely with what Jessica was talking about. One of the technologies, the enabling technologies for this blur feature is machine learning, artificial intelligence, understanding the person , what's the person, what's not the person. So the machine-learning technologies are really powerful and can really enable many different things like the auto captions that you would say and, for example, a lot of times transcribed but used for different things as well, like speech-to-text or -- automatic speech-to-text, can be used to really enable someone who is having challenges reading for whatever purpose, distraction or whatnot, to have the text right before them or image descriptions like Facebook and Google both have image descriptions built in. So if you don't know what it is, they can tell you it looks like something. So even if someone is creating an imagine and not providing alt -text, technology can make for that and provide that so they can participate in this digital environment.

>> LARRY GOLDBERG: This is Larry. I wanted to add to that. A lot of the challenges of working from home or working from an odd space have been enormous. For people with disabilities can just highlights not only barriers, but also the world is learning about all these new technologies that are enabling us to work from anywhere. this woman in a call center in Utah, she's blind, and she had a complete setup in her office for all of her access, and when she was told she had to work from home, she felt, well, I guess that's it for me. I'm done. But no! In fact, the Verizon tech team swooped in on her home, was able to set her up for a fully accessible home environment in really just a half a day. So in many ways, we've got this digital online challenge has opened some interesting doors for us. Thanks, Larry. Alt-text is something I want to discuss a little bit about. COVID, the pandemic, has been on everyone's mind, and with the pandemic, the way we work has changed significantly compared to how it was in the past. A lot of people working remotely. And one of the with disabilities have faced in the past, transportation, various challenges for people in disability states. What have you seen with what has happened with the pandemic in the remote work environment? How are these barriers going to be eliminated by interesting, because I come from the world of captioning and I used to say that automatic speech for captioning will never serve a purpose. I think I'm going to have to bend that now, and Microsoft and Google have taught me that it is going to be and is an option, has to be in many ways, and has driven the tech world to improve it. That's really the essential part. It was okay. Automatic speech recognition was passable for the longest time . But I come from some of the best editors in the world at WGBH, and today, I'm actually seeing that ASR is -- is and is going to be a mainstream solution for people who are Deaf or hard of hearing. that, Larry. I totally agree with you. A couple of years I would have told my friends who are Deaf and hard of hearing, stick with CART, with your human-centered captioning, but it's improving, and the more we continue to use it, the better. I think what we've seen within increased by 30 times since the beginning of the pandemic. 30 times. And this could mean a couple of things. It could mean awareness that Larry aware of captioning and increase in the number of people with disabilities. And this is -- this is something very serious that we need to really think about, talk to the point about what employment looks like. We know that there will be more people with disabilities when we come out of this First, directly. 1 to 2% of people who have COVID, they acquire a permanent disability long after the virus is gone. And then secondly, and indirectly, COVID can also increase the instances of mental health conditions. Anxiety, stress, depression. These are real folks and we're seeing a lot of that come out from the pandemic. And I think that the problem is exacerbated when we during the pandemic. One in five people with disabilities versus one in seven without. So millions of people from the disability community have lost their jobs. But there's also an opportunity. Here's the fun part that we can get excited about. These un intended consequences that I think previously alluded to, exciting, remote work opportunities . For you, you can't even see my wheelchair in this camera angle. So I'm a person who uses a wheelchair, but when I'm remote , that turns my identity isn't on the other hand, it's critical that people with disabilities continue to talk about our disability . And on the other hand, more of this with -- most of the time you're talking to someone on the other side about video calls, their disability wouldn't be But it's a responsibility, here is a technologist on this call, on this panel, we have the responsibility to build in accessible technologies for everyone so that people with disabilities have that choice. They have that option to individually and privately. And I think that the demand that we're seeing, readers, up 560% since the beginning of the pandemic. So this is a tool that has text to speech, and I like to say this word whenever I can because it's a fun one. I use Immersive Reader every day and I'm a lawyer, I don't know if I mentioned that. I read boring things. And Immersive Reader can help you get through that more easily. I only bring that up because I think it's important to realize that, yes , this is the thing to do. But become an employer of choice, so this huge pool of candidates with disabilities that's going to come out of the pandemic. And this is Christopher, if I may, one of the things I found interesting was the competition between the different companies is really advancing with the state of this art, advancing and enabling new features to help people work remotely. Google had the first day at the beach and business competition allowed the advancement to go faster than we've seen. So that's exciting . And the side effect of these things getting better , there's more people living to take on trending new technologies, people who don't think of being disabled. Oh, I'm just having a hard time hearing . These are benefitting from the long-recognized disabilities . These are the people who are having a surprisingly powerful impact with these technologies because they're getting so much better so fast. to quote a wise person, and someone will have to look this up for me. "Never waste a crisis." That might be President Obama's chief of staff. That's what we're looking at right now. Let's take advantage of recognizing new barriers and finding ways to knock them down. And this is a . You're on mute. Sorry about that. Good point. Jessica, you mentioned about your wheelchair. Now, I've been doing this, you know, often doing these remote phone calls, Zoom calls, for the last several months, and it's amazing that makes so many people have no idea I'm blind. I have these conversations and unless my screen reader speaks up -- but in prepandemic, during these meetings, most of these people , the disability conversations going on, it doesn't even come up. So, conversations take place in spite of disabilities is not the whole main focus in some of the conversations where in the past, all the time want to know about my blindness. and when all this is done, you know, there's going to be a going back to some form of reality for pre-pandemic where people want to get back into the work who like this remote work environment. So having a balance of both in-person , working, and -- home working, it's going to be a new adjustment for employers. How do we support this two different work environment make -- and also help maintain some of these new ideas and ways of, you know, working in the companies that have implemented over the last several months? Aspen (phonetic). That's flippant, but a solution . There's never going to be something that meets everyone's needs between disabilities. Everything is intersectional, and if you don't get their direct input, you won't cover their direct needs. So when it comes to policy, co-create, come up with broad categories of things that make sense for a step and work with the individuals, similar to what Larry said about the person on their team, work with them. Empower them to build to the environment they need so they can thrive. And you'll never get that unless you actually ask and listen.

>> JESSICA RAFUSE: I love that. This is Jessica. I think post-pandemic, what -- this is one of my favorite events of the year. I love going to DC and seeing people I don't see. So post-pandemic, we're getting together for happy hour after the Harkin Summit. But post-pandemic, I think we have to realize that a lot of people will be working from home, more often or perhaps permanently. During the pandemic, Microsoft has adjusted our work-from-home policy, to forever . Forever is a long time. How helpful is that? Employees can work from home up to 50% of the time indefinitely. And what I'm seeing internally is interesting. Employees with disabilities are actually leading the way on others work from home, from work balance , stress and anxiety, and like Christopher said, if you want to know what it's like to work from home and how to do it, ask someone with a disability. Just two other best practices, or maybe tips, things that I've tried for how to support employees, whether they're in the workplace or they're at home. I think first is manage accessibility like a business. When you build accessibility into your organization, your commitment to privacy, your commitment to security, develop those business processes really into the fabric of who you are and all employees will have a more inclusive experience. It's kind of like that "field of Dreams " moment. Build it accessible, and they will come. You'll tap into that pool of candidates. And the second is modeling the way. This is incumbent upon all of us, whether you have someone on your team with a disability or not, develop those accessible habits . Before meetings, send out information in advance. Someone with a screen reader will love that. People with disabilities will love it. But you'll also allow your team to prepare in advance and feel like you've got your A game on. It will make everybody work better. So those little things to make sure you're creating a space that's accessible for everybody.

>> SACHIN PAVITHRAN: To make all this work when it comes to technology, high-speed broadband is an important piece of infrastructure we need when we're all working. When this started in March to April, one of the things people were facing when they were working from home, most didn't have the high- speed bandwidth that they needed or was overloaded, broadband, and all the different problems people were experiencing because we were just not set up. So what do we need to have in place to make this a reality? As far as high- speed broadband?

>> LARRY GOLDBERG: Did I just hear someone say 5g ? This is Larry. Obviously, Verizon is dedicated to high -speed broadband and how that can help people in so many ways -- business productivity, of course, but for social good. And that is now a part of our business is looking at what this magical long wait-and-see high-speed broadband can do for people, and we're open to listening to stores in the accessible technology field and people with disabilities to say, what would you do with unlimited, high-speed phenomenal bandwidth, and don't just talking about downloading the Model Universe in five seconds. We're talking about things that will impact your lives, and they will be more of an impact on us . gigabyte broadband in my house. When we get 5g, it's going to be go outside, walk around, have that level of quality and I don't know if we can imagine what that will do for us , but it's exciting. and the cloud, you have -- that makes me want to get up in the morning. I think this is going to take partnership, just like when we think about AI and the data that does exist, especially around people with disabilities and intersectionality, it's the same when we think about high-speed and some of the work we're doing at Microsoft is to create accurate maps to understand where the gaps are, where people have access and where they don't . What we're seeing right now is that 157 million people in the US don't have access to international at broadband speeds. So you can't download your marvel videos, as Larry said, and can't access So equally as important is donating hot spots and wireless connectivity so people can really access the content that they need in order to live their way. recently heard the term "accessibility is a service, like software is a service " but what you need when you need it in your own, personalized way, could be available wherever you are, that's not far away. And that's going to help for employment and so many other purposes. this point, everyone, I ask, like I said earlier, when this pandemic hit, when we realized how we really need those with multiple things happening in the working from home, all happening at the same time. That's put a toll on our bandwidth . So especially if you look at the rural areas. Definitely a long way to go for making this feasible for everyone. and the last thing I want to put out there for all of you, I want to ask all of you to take your organizational hat off. Ask a person in this space, ask an individual in this space, tell me what you think employers should really emphasize and prioritize so that we have more career opportunities for people with disabilities that traditionally was not possible. would take the opportunity to look at what we're all doing -- Google, Microsoft, Verizon, Facebook, intuit, and there are many startups and are they accessible out of the box? Not enough. So we banded together and say, we need every new employee to be imposed to technology during the hiring years. We have universities all over the country and So as soon as you graduate, you will go into the workforce, and when you create something new, it will be in the workforce. I didn't even hear about Zoom until the pandemic start, and they were okay on accessibility, but if their developers are learned about this early, we would have been much better off. And every new tool we're going to be facing in the coming years , we need it to be born accessible, and it's the coming generation of designers and developers who are going to do that for us. I think about what can an I can speak for the folks that are watching us right now. Ask yourself what can you do as an individual first. an accessible team culture. If you can commit to checking the accessibility before you send an email once a day, twice a day, every day, every email, those baby steps , microhabits, will really make an impact for the person on the other end . Maybe it's saying your name before you speak or giving a visual description. But those are things you can control as an individual. an employer, at the organizational label , I think it's including disability with D&I efforts. I think most people watching this realize that disability is a not. This could mean sharing disability representation, which is something we did for the very first time at Microsoft, which was kind of exciting. , and we got really great feedback. On one side the feedback was, you've made And I think equally as important, the feedback was, thank you for your transparency. We know we have a long ways to go. really about -- we got to talk business, and put on your accessibility during -- come to me and ask me, what's the current status? Accessibility matters, and you can build some innovative strategies around it. We created our full-time employee ASL interpreter program based on that model, because we heard the feedback , because we understand the current state. And that's what you get from performance, from compliance, to cutting-edge is really being transparent about where you're at and take on the growth mentality and the growth mindset to try something new and exciting in accessibility. This is Christopher. I like that, measure what matters. Last year we shared our disability It's unclear. But I think what's important is you take the commitment to get people involved in the process. The never about us without us. If you don't have people in the process, you're never going to understand them. Ask them. Get them involved. Understand their needs. Understand what's broken. I said this to someone earlier today. If you're doing something on behalf of someone else, whenever you have "else" in a sentence, you're doing it wrong. You want to get people involved and ask the questions, what do you need, what's working, what's not working, and then make a commitment to do it, follow through, and measure, and then you're going to see the progress. You create a culture where people can thrive and it's not just the people with disabilities . It's, everybody will be lifted up because of these things that help people with disabilities also end up helping other people as well. Thank you for all of your comments, all well taken, and thank you for making time to attend the session, and I hope you all enjoy the rest of the Harkin Summit . built on creative problem solving, this next portion is focused on those sectors, business practices that can improve employment outcomes for people with disabilities. Members of this panel are from diversity backgrounds representing different sectors, Robert Ludke will help us move forward a more inclusive world. to the Spheres of Influence I'm Robert Ludke, I'm your moderator today. This is a discussion about how we can go beyond traditional business practices to achieve competitive, integrated employment for people with disabilities. And as you can see, we've assembles a diverse panel of experts with marketing, product design, and communication. The goal of this conversation is to foster the ideas, our work, our backgrounds, our passions into something transformative and driving throughout this conversation is, then what? As someone from JPMorgan Chase said to me, what happens after people with disabilities get hired? If we're not asking those questions, that invest in them, and more frankly, society as a whole. What is most unique about the panel that we've assembled is that it is our diverse set of backgrounds. , integrated employment from a different experience and different skill sets. sphere of influence we can bring to this effort. There's no single solution to achieving disability inclusion and no single solution for competitive , integrated employment. It takes people with all different backgrounds and a diverse set of backgrounds working in collaboration. Ludke, a blue blazer, and I'm moderating the panel. I'm the founder of Ludke Consulting, and I have the honor of having once worked for Senator Harkin and I disability not long after the Americans with Disabilities Act was signed into law, and release aed a paper, solving what then, integrated employment for people with disabilities. Employees get a venture fund, un tapped force into helping people with disabilities achieve competitive, integrated employment. George Hagerty is wearing a white shirt in front of a very distinguished-looking back case. Dr. Hagerty is the president of Beacon College, Florida , the first four-year for the colleges in the arts, science, businesses and technology fields. Dr. Hagerty's background in business and education has afforded him the privilege of living and working in five continents and working on issues of disability in the critical transitions of emerging adulthood , toppling barriers is a personal one, with loss of vision and function early in adulthood. panel is Regina Kline, also in front of a very distinguished-looking bookcase, one that is clearly well thought out, well designed. Regina is wearing a dark blue sweater, founder of SmartJob, LLC. Gina is also a lawyer disabilities who work in competitive, integrated employment and to access the workforce development system. She previously served in the Obama Administration as senior counsel to the attorney general for civil rights in the Department of Justice, where she had efforts to implement the Americans with Disabilities Act. at the Justice Department she filed on subminimum wages in sheltered workshops under the ADA in the Olmstead Decision. KR Liu, diagnosed with hearing loss, at the age of three, she is a strong advocate for amplifying the voices of disability and LGBTQ communities, a national advocate in policy and inclusive design. She's been awarded a US congressional award, a 2019 future women's leader by Yahoo Finance, Silicon Valley's 40 under 40 and her work in disability and inclusion. She has given talks at the White House , the United Nations, and Capitol Hill, she serves on consumer Technology American Academy of people with disabilities. And helps bring a disability lens to the marketing of the products we make and the stories we tell so that Christina Mallon. Christina is wearing a white top and sitting in front of a very distinguished brown bookcase filled with some very interesting-looking books. Global, she helps 61 million people with disabilities with authenticity and compassion. She has been featured on PBS, CN BC, Forbes, and Yahoo. She has been asked to people about inclusive design from South By Southwest to the United Nations. Most recently, her team won design of the year by Smithsonian and is 40 under 40. joining us a very nicely decorated Christmas tree and wearing a blue blouse. She has been director of inclusive design at the Valuable 500, she was with KR Liu in 2019 and has been delving into the brand ever since, and is the UK government sector championship for brand and design. She has worked for a number of leading global agencies over the last 12 years. Her clients have included Burberry, HSBC, Tommy Hilfiger, and Think Designable , which the woman of the future for media, 2017, and a woman ahead of tomorrow, 20 18. like to ask you the first question of our conversation today. The phrase inclusive brand is being used more and more . Explain what that means and what it means to be an inclusive brand and how some of the inclusive brands that you and the team at Valuable 500 change the way you think about disability. for having me. An inclusive brand has removed unnecessary barriers across not just the employee experience but also the consumer and customer experience . . They put more power, scope, resources and opportunity to change the way that society thinks about disability more so than many governments, in fact. So by calibrating with disabled people and by considering the needs of people with disabilities in product and service design by affecting their lives in media and campaigns, no disabled consumer is left behind. these barrier-free experiences is inclusive design, and it's so exciting to have so many experts crucial to this discussion. But the UK government defines inclusive design, products and services and environments that include the needs of the widest number of consumers. disabled consumers , creates meaningful experiences for as many people as possible . this isn't simply the right thing to do with disabled people. I know we have today when we've been thinking about International Day and the activity surrounding it this way. It's easy for us to see as disabled people talking and other interested people in this, but this is unlocking society as a whole, because if you do create business sense, and drives brand awareness and enhances differentiation and reputation. So like I say, people will say this has something to do with doing something right for a very niche group in society. But actually, when you take into account , disability touches 73% of people. and we're all going to die. Sorry to depress you all, but it's true. So this is about creating participation and autonomy for all of us as we age. as a starting point and inclusive brand can improve for the masses and achieve sustainable growth. What's exciting is we have a number of brands that opening to start to embed it across their organizations. We have a number of in the Valuable 500, including Microsoft, PB H, Procter & Gamble and what is exciting is the next will be working with our signatories to be even more effective across the entire supply chain. brings me to KR, you work for Google. On a day-to-day experience, what does your work look like in your efforts to bring disability , bring the disability lens to the marketing of Google products? to be here. I'm a white female. I have short blond hair and my pronouns are she and her, and I'm very happy to be on this panel with some amazing people that I've had the honor to meet throughout mostly the last couple of years. really -- Google has a rich history of creating incredible product for people with disabilities and we've been a great innovator in that for many years. But what we recognized was that people weren't seeing themselves in the stories that we told , in the marketing campaigns that we launched about those products, and so my role on a daily basis is to look not only across marketing, across -- but in the campaigns that we do, and Google launches many different types of , national on organization called champions, new assisted living for young adults community to live be built but also incorporated Google technology throughout the homes so people with disabilities who live there can be independent as possible. campaigns that we may do in the future to make sure disability representation is included, if you look at disability in the media, it's represented less than 2%. you think about it, even today, you've seen evolutions and commercials and campaigns of same-sex couples or interracial couples , they still don't really see disability . To Mary -- to Marianne's point, when they see of marketing and products, that helps them trust the brand, to believe the brand is thinking about them, listening to them, incorporating them, not only in the products that we create but the stories that we tell . So my role is to making sure we're talking about disability and inclusion in our work because we do have a responsibility and a brand, accessibility has been a big part of our DNA since we started to make sure we are accessing all users, everyone , and representing them authentically and giving them a platform and a voice . So my role is to be that champion, that we are consciously thinking about that. And that work has even become more important during the time of COVID and how the disability community has been deeply impacted. We want to make sure we're looking at economic recovery, disabled-owned businesses and how we can support them. Those are critical to us in the community and life. I want to let people know that I didn't see myself in many years for campaigns and that's why it's difficult with my hearing loss and it's important for people to see themselves out there in the world and is that we are paying attention and listening. you. Christina, through your work at Wunderman Thompson Global , you are advising global brands all over the world on disability inclusion and how we can reach consumers. Can you talk a little bit about how brands have both disabled consumer is left behind? everyone, I'm Christina Mallon, I'm a woman with blond hair, and I use the pronouns she-her. I think, you know, that's a really good question . At WTG, we make one out of seven (indistinguishable), so we deal with a lot of brands. And the reason why I got into advocacy within inclusive design is because I feel like brands are really make a huge impact because they create culture. And that's the thing that people don't realize is the advertising and the product design really influence how people think about different topics. implication, I would say brands do owe the world and society , even their employees, to be more inclusive. standpoint and their shareholders, they owe their shareholders to be inclusive. Marianne said, everybody is going to experience it, and brands want to have a consumer for a lifetime . If you want a consumer for a lifetime, you need to understand and create commercials and communications and products that reflect that. the numbers show, that companies that are disability- inclusive have better bottom line. you. And I want to build on this point about the culture of companies and how you develop a culture around a brand with Regina. You and I, Regina, have had a lot of conversations how to impact companies at the very early stages. Frankly, not even a company yet, a vision an entrepreneur has. Can you talk about as an early-stage investor integrate the concept, the ideas, the approaches around disability inclusion into the DNA of a company before it even scales into the next Google or something of that scale? Bob. I want to reiterate, I don't know how I snuck on to this panel with these esteemed colleagues. This is so much fun for me. The question has this predicate that I am an impact investor and I want to explore what that's like. How did I bridge that gap. And the reason for to bring into existence an investor for disability-like solutions, it seems evident to me in representing workers with disabilities that many people around the country have a side hustle, had a dream of entrepreneurship, but they were relegated to positions in manual skill labor and not growth sectors . People with disabilities are clearly overrepresented in the sectors that are not marked as the future of work. And so what we need to do about that is a collective question for us all, but what are the most -- four missing elements in these public conversations that we have about disability and employment, we all seem to want to go to the 22nd The ground floor thinking is compliance, meeting the requirements worldwide of what it means not to discriminate. They have to get beyond that. Now, the 22nd floor is job creation. Well, we specifically plant -- want to fly up there with the market in place, the basic investment in people. and I have talked quite a bit about this. There's a revolution in thinking about what it means to create new forms of employment. conversation has to do most parts of this pandemic, we've seen people who signed -- find great objections to the inequalities that they see, the inherent inequalities that investor interests in aging and measuring companies performance based on who they include rather than just the bottom line. Even though who you include is a conversation about a bottom line. The need for a flexible capital, however, is often in these -- as said recently, people begin and end with very large company . The reason for SmartJob is this notion that there are people who have great ideas flexible risk capital, experimentation. They need a platform for which there might not be a sure bet, might not have figured, look at these disability entrepreneurs because they're risk -averse, and there's an irony to that, because it was designed Silicon Valley, but now they often do not see disability as risk-averse to making an investment. of the bottom-up approach? that are responsible for capital , educated risks, and that provide flexible capital to entrepreneurs with disabilities from the bottom up. colleagues are helping me to do, is take educated risk to find entrepreneurs who will stage the future of work, who have innovations that will materially change employment outcomes, that will materially change the employment experience for people with disabilities. When we do that, it is my theory of change that that will change employment for everyone. So that is why we're talking smart jobs, not some other disability -label approach. In the 19th century and the 20th century approached disability as if we needed to solve the disability, both in the legal framework, in the policy framework, and the market. The market-based approach. It was a functional deficit view of disability. beyond, we need to be asking ourselves how disability can help everyone solve for the future of work . People with disabilities are our greatest innovators. Like any other market segment, the history of our markets, they've lacked access to flexible, available , risk capital. And so it's time to develop a platform by which impact investments can be made as a more 20th century paradigm, that will create a new way of working, will create new jobs. And when we do this, we're going to repaint the canvas for what work is and how we can all work together. you, Gina. George, if I can turn to you, you are kind of at the forefront of this next generation of the workforce that Gina has been talking about, the Can you talk about the three features that you see colleges and universities that endeavor to, as you say, narrow the distance in the successful transition from a post-secondary education to a competitive, integrated employment? George Hagerty: If I could talk about -- the first thing they have is consistency in outcomes, consistency in expectations for students, whether they are individuals with disabilities or without. And that is not only graduation rates, but it's also post- graduation employment rates. And to do this, they have to do it in writing. They have to reinforce it in their daily operations, and they have to measure it. Because as in any initiatives, any new initiatives, it's not what's expected. It's what's inspected. So they have some very good evaluation programs in place that are not only academic-oriented, but also developmental, including workforce development. academic-oriented, but also developmental, including workforce development. So they have some very good evaluation programs in place that are not only what's inspected. they have wraparound and include development, and start the process early, recognizing that many of our students have had difficulty in the K- 12 experience. almost organically integrate certain features of workforce development, career exploration, and such, into the curriculum. Here at Beacon, we have a different course inserted in liberal arts curriculum every single year that takes a step further and then it goes on to a very intensive career preparation aspect that can go not only during junior and senior year , but into their post-degree years. that we've developed some very good relationships with companies, national companies, hot floor we seek them out on a regular basis , but as I shared with other presidents , how they're going about it, we all see this as an open field for us, because the jobs that exist right now likely may not exist or will be new jobs ten years from now. So we're constantly trying to push out the diversity of the kinds of companies and the kinds of agencies that we work with because we do not want to limit and pigeonhole our students. know, George, you used a really important world, "relationships," which are so critical in achieving any kind of positive outcome for society. And I would like to direct this to KR, Marianne, and Christina. KR, you work with Google, Marianne and Christina, how can we achieve a vision of competitive, integrated employment? KR. I'd like to go back to to a point that Gina made. It starts with getting people with disabilities into these large companies to utilize their own communities and networks, to bring them to the table, to help connect in networks across industry. In my role, I am not the only disabled demographic. I can't speak for every gender, every I can speak on my own expertise. But because I'm not in global relationships not only across the industry with other leaders with disabilities in other sectors, but I have relationships in my own community who can come to the table, and that's my responsibility. What I do want to see at the table to open my door and bring them to the table and get them known within the industry, to open doors for them, right? That's how you start, giving people with disabilities a seat at the table where you can influence change across the industry and partner with them. Whether it's Microsoft or Amazon or Google, when they ourselves getting people with disabilities employment, access to technology, and to see themselves in the share ideas to move this forward, right? one, definitely to Gina's point, we need to be getting them a seat at the table, not just in product design , about -- but it can be in policy, in HR, in marketing , where I sit. We need to think about where disabled people can play a role , and play that to influence other companies, like Christina, we met each other in previous conversations , and shared ideas and figure out how we can help disabled people move forward and get them opportunity and a seat at the table. Christina, Marianne , do you have thoughts on that very powerful observation by KR? to echo what KR was saying, all about leadership and, hey, in an ideal world we would have disabled leaders at the top of every Fortune 500 company, we would have greater representation, and the 365 companies in the Valuable 500, maybe two or three identified someone with a disability. So that's a really great opportunity for nondisabled leaders, about -- but to understand what their role is within their To KR's point, usually this conversation only happens in D&I meetings and events, and so, you know, this really needs to jump on the agenda of, you know, other departments -- marketing, procurement. Procurement is such a big part of this when we talk about prospect and collaboration, investing, and who we supply is such a big way as creating a step change and forcing people to think differently about this. And leadership, embedding in different departments within the organization. Yeah, I agree with both KR and Only two leaders identify as being disabled, but 20% of the world has a disability. We think there's also a key of education , of what disability is, and why is it a shame to be disabled and not a strength? FDR, you know, Elon Musk, they have had disabilities, and they're extremely successful. So I think we need to educate on what disability is and why it is, you know, a positive thing to have a disability. vicious circle, isn't it, where you need people with disabilities to understand what it is to represent people with disabilities so they create strengths in marketing campaigns and that will change, destigmatize it, and level roles for people with disabilities too, but why are we not talking about, again, higher-level roles. . not a charity, and that's what we need to change. I'm an advisor, LinkedIn -- disability incluivity, and constantly we meet with clients and the journey -- it's not. It's not a charity. We need to start thinking about inclusion as a business objective. And unless that's a mindset change, it will always be a second thought, and it cannot be. And we've shown so many great innovations that can happen because we designed for the cases, and we need to be inclusive to move forward in this world. educating the intersectionality of disability as well. Unfortunately, people think that disability is an older white person, and that's absolutely not the And that's also important when we look at leaders and putting people in positions in the company, we need to look at the intersectionality of disability. And for me, myself, I'm not only a disabled woman, I'm a queer disabled woman. So there are other parts of society that are important to me, social changes I want to see in different aspects of who I am. So I think it's important, we need to think about being better including people with disabilities in other parts of the race or gender or socioeconomic status as well, because those are big barriers , (indistinguishable) right now. pit them against each other. percentage of black people killed by the police, a large percentage of them are disabled. When we fix the police force, we need to fix their understanding about disability and also, what kind of support are we giving, you know, these situations. And I think we need to really start to understand that intersectionality. We're not going to fix both of the problems we want to fix. I believe the statistic is 50%, and when Google was doing the racial equity in June with the Black Lives Matter, we made sure our campaign talked about disability, talked about mental health, and that the campaign itself was truly, truly inclusive so that anybody could understand the important message and commitment we are making towards racial justice, racial equity, and that's a great example of how do you start to amplify disability in different areas of, you know, social justice issues , which definitely is a hot topic in disability . So totally agree with you. would like to -- pose maybe the last question to George and to Gina. Get back to brass tacks, and we only have a couple of minutes left. Unfortunately, our time has passed very quickly. Gina and George, one recommendation for how we can leverage our spheres of influence to touch on the issues that Marianne and KR and Christina touched on ? study down on on disability three years ago and they asked students, about 2,000 of them, about their transition from high school to college or to work and they found that they could differentiate three different categories of these learners . Thrivers, copers, and strugglers. the difference between a thriver and a struggler was based on three drivers out of about 15 drivers, 15 measures . 83% was driven by three things. Number one, that you have the abiding presence of an individual -- it could be a teacher, it could be a boss, it could be a mentor, it could even be a grandparent, that really cared about you and that believed in you. self-awareness and self-advocacy. self advocate. And the third was they felt the embrace of a community to which they could make a contribution. 83% were based on those three drivers. And I think that if we could have a K through 12 system and a collegiate system, some kind of post-secondary system and an employment world which took a look at those three items , we could have an a person's lifetime. And they're fairly simple. And in a high-tech world, they're fairly high-touch. So that's probably what I can take from this. say as a concluding thought, there's a $2 trillion hole in the worldwide from people with disabilities. We're having this discussion with such esteemed colleagues, but what we're talking about is what human capital is. works and who doesn't. And it's not a calculus about ability. There are countless people worldwide who are qualified for employment and yet not in the workforce. allowing people the infrastructure and the flexibility to be included. It won't be just any one of our pieces of this pie. It will be all of them. It won't just be Fortune 500 companies or small business development. It will be those two things meeting in the middle with the banking system. financial community, with the support of, as George was talking about, entrepreneur education and K through 12 education that supports Professions where people with disabilities are not present and -- it will take an imagination to show how we work in the future, but this is the perfect time to be thinking about it, at a moment when great wonderful way to end this discussion, Gina, thank you so much. And thank you, everyone, for this really wonderful conversation that has just given not only a lot to think about, but I think, more important, a lot to take action upon. So thank you all, and I look forward to continuing the conversation in future venues with all of you. disrupting at times, and there are a few that have proven to disrupt quite like the disability community. In this final session of the summit, we welcome again Caroline Casey in a way that should motivate us all. thank you, everyone, to this panel discussion on a disrupting disability representation. For those of you who don't know me, my name is Caroline Casey, and I'm the founder of the Valuable 500, who I'd like to be partnering -- I'm happy to be partnering with the Harkin Institute on this summit. I look like. I have a massive smile on my face because I'm excited for this conversation with these four fabulous disruptive women. I have blond hair. I am white. I have a pair of black glasses which make me look like somebody from "the Incredibles ," I believe, and behind me is a beautiful piece of wallpaper with flamingos on it. Like in Dublin, Ireland, and I feel when I'm with the flamingos, I'm rocking my difference, which is about what this conversation is about. conversation with our four panelists, I love this piece that stuck with me, which is, not define us. And as we have this disruptive conversation, we wanted to try and move the dial to where it has been traditionally and how we see ourselves as a disability community turn up in our organizations, in pop in fashion. research the Valuable 500 has found for us, despite the fact that the disability community with two people that led them represent 73% of our global population. Business only uses 11% in its advertising of images or the voices of people with disabilities. What we see and what we hear really affects the way we behave. So I am going to do the most important part of this panel, which is, I am not going to Because I've got to say, there's nothing worse than people -- I don't know, describing me. I far prefer to describe who I am. And my role is, yes, I'm the founder of the great dancer, I love a great cocktail , which you'll hear about later. I'm a dangerous dreamer. tell us a little bit about what they're doing now, who they are, and what that little postage stamp you see on your screen. on Cara. Over to you, my friend. YAR KHAN: Thank you, this is Cara E. Yar Khan, I'm a cis gender, multireligious family of immigrants, I have green eyes and hair tied up. Behind me is a pink sofa in front of a pale blue wall, I'm a two-time immigrant, quadriplegia, with when I was 30 years old. I'm sitting in a power wheelchair, also pink, known as Kali si. I've lived in 11 countries on five continents and I love to travel, cooking, , in the Grand Canyon. I've worked with the United Nations in corporate partnerships. I have always been a changemaker and shaker and I'm a producer and author. a mummy to our cat, Bubba, Now I feel deeply insignificant, but you are so welcome. And if Bubba wants to join in, bring her on. To another fellow troublemaker and disruptor , because we all are on this panel, Lauren, the stage is yours. I'm Lauren Ruotolo, I'm coming from you in the wonderful New York City. I had the -- I have McCune -Albright syndrome, which effects 1 in a million people, and my vibrant red hair is making it all pop today, and my fabulous new eyeglasses, and so I'm really excited to be with you all . Like I said, I have McCune- Albright Syndrome, which affects one in 1 million people. So what I like to say about myself, I'm one in which are my arm jewelry or bangles, as I call them. So thank you, I'm really excited to be here today. could I say for those of you who are not here, the height of her boots, which are seriously, Yeah, of course. Thank you, Lauren. troublemaker-disruptor who is caused trouble in the design industry. I'm coming to you from Burton county, New Jersey, I have on a blue turtleneck. I'm the mother of three girls, a sibling to five sisters, and I'm here to disrupt the disability conversation. I'm a huge advocate and I'm hoping to impart change as we continue this matter. last, but absolutely not least, just moved into our apartment, Angela. What are you going to say about yourself in this new apartment ? you, my name is Angela Kohama, my pronouns are she-her-hers. I'm a cis woman , I request that you leave your judgment about millennials at the door, and I person, it depends on your definition. I dress with patterns and a black sweater, and I'm sitting inside on a wooden room divider hiding everything behind me that I'm using. So thank you for your patience with that. I'm also in New York with Lauren in a different spot , though, and came to Brooklyn by way of the West Coast where I grew up and working on programs across the globe that promote equitable access to employment for women or gender nonconforming people with disabilities and have lived, like Cara, all over the globe, and I'm passionate about inclusion and representation and intersectionality in order to bringing a global lens to the session today. Thank you so much for the opportunity. you all for those great introductions. So much better than reading out a stuffy old boring bio, right? you, Angela, because as we were speaking and preparing for this conversation, you brought up something important that we need to be mindful about global disability representations, and how it turns up in different cultures. Will you speak a little bit to that? And how we can start bringing together those different identities. Absolutely. I think it's important to look at how disability manifests in different countries and how it looks around the room, I (indistinguishable), small enterprises to large and multinational corporations. And I think it's really interesting because we're seeing pockets of investments from corporations focusing on disability employment, but they're just not right now. They're pockets. So we're seeing it in the United States, and with -- the initiatives, we're seeing it a little bit in Europe, D&I, but we're not really seeing companies implement, and more broadly thinking about inclusion and intersectionality across the globe. So I'm excited to talk about today the different parts. grassroots level, thinking about how local organizations are partnering with corporations to help them on their disability-inclusion journey and really -- local Disability Rights Movement in relation to movements. Maybe I'll stop there. no, I want to follow up with that. This thing about these pockets of examples, and what we want to see is systemic change, right? We want to join all of these pockets of good practice to not be these fairy lights around the world but to also be a blinding light. What do you see that being that trigger or that essential to making that happen, to making this mainstream and how do we get it from niche to normal? about taking these pockets and making them into systems, standard operating procedures and policy is really important. There's no way to get policy that's going to work for everybody everywhere, because the realities of different companies are different, and you can leverage what's happening in one country to replicate and contextualize it for another. I'm working on a product with an insurance company in the Philippines and now it's going to Malaysia and that project by a pocket of interest in the Philippines. So we looked at how to -- that company had all the reasons that they needed to be inclusive employers , to get people on board to make sure they were happy at work, bringing their full selves to work, and letting them grow in that workplace . So the company liked that, they were investing in employment and equitable (indistinguishable), how can we conceptualize this to other interests, how can we conceptualize this to Asia where it looks a little bit different and looking at these pockets of excellence and how they tied together but at the same time different because cultures are different and identity is different in different places. way to start to take these small, practical, but really important initiatives and tie them together. joining the dots. And I think there's a lot of intelligence in our companies to share . That's the thing. If they would speak to each other, that's a good place for us to start. going to do that in a way that's scalable to find the ground, and everyone is struggling with the same challenge, how do they systematize it , how do they create a workplace where everyone is welcome, and the hard part is getting it right instead of getting it wrong, so I think the Valuable 500 will start that , and I'm excited to see that. pay you to say that? what it needs to start within the community too. We need to feel that we can go after and get that job. I am 44 years old now, have worked in corporate America for a major Fortune 500 companies. I never see anyone like me. I have worked in press, film, television, radio. I have never seen anybody that looks like me, and when I have gone to the HR departments and I have said to them, how come we don't hire physically disabled people, they always said, oh, we're thinking about it, but it's not on our roster just yet. Well, how long is it going to take to get on that roster? I only have, hopefully, another 40 plus years. 45 plus years. I want to see in my lifetime that I can walk into a board room or I can walk into a of any building and see somebody that looks like me. when it comes to compliance, I think part of the challenge, is they have a platform around sustainability and environmental sustainability, and the table stakes, it really is about social compliance, and that's it a priority and impose on the community within the company to make sure that they're making it as environmental sustainability. other diverse groups. So LGBTQ, you know, African-Americans, Latinx, we need to be included in the mix. Intersectionality piece is what we're finding, disruptive thinking, and Cara, I'm coming to you, so do not think you're being left out. This intersectionality, we have to change this where its pitting against each other, where To see where we are within our corporations . We were talking last night about, Cara, you were talking about pop culture and about seeing -- one thing to " and you were raising your arms to the TV . Talk about how you identify in what you're seeing in pop culture which can then infiltrate a business system. YAR KHAN: I am thrilled to see more representation, but we're not seeing enough. We're being tokenized, vilified or people with disabilities are being represented by people who don't have disabilities and don't have that shared experience . But "the Crown", British, grown up with them all, I was cheering and elated that an entire episode was devoted to the issue of institutionalization. In the UK. And that has happened all over the world. This has happened or is happening in our lifetime, and I really don't believe -- and I speak from experience , because the first 30 years of my life, I anyone with a disability or a chronic illness in my immediate family or friends or community, people don't understand how bad the situation is. bad that situation is, I'm talking to be to the extent we are excluded , not represented, not included, do not have equal access, pay, or representation. And I'm, dude, it's 2020. We want to smarten up. Let us speak on behalf of ourselves. Like our international motto , "nothing about us without us. " And listen, pay attention, and put the effort into learned situation and issues that people with disabilities face , they're going to say, wow, I never knew that . And two, they are going to be blown away by our enormous talent and capabilities and what we are already contributing in our lives. I'm not just a woman with a disability. I'm a great wife, a great cook, I want to see on the cover of vogue Magazine and it's not only international people with disabilities because we are beautiful and powerful to be there. Sorry. have been multiple studies, when you include people of our community, that the ROI is higher, because they are thrilled to be there, honored to be there. They want to be there. So they are going to work for you . if you have a loyal consumer who sees they're being represented in your narrative. they see themselves. Is that what you're saying? themselves and they're a part of your community, a part of your identity, a part of your aesthetic and what you're offering, when they can assimilate to that, they will spend 2 1/2 times a regular consumer, able-bodied . community in the world, too. everybody in their lifetime will feel disabled. You can break an ankle, break a toe, whatever it may be, you will feel different at some point in your life . So you have to think about that and think about the whole world, because the whole world has felt disabled one time or another in their lifetime. the one thing I'm interested in, and I think we should talk to Jeannine about Tommy hill Hilfi ger, and just to this conversation that we've all been speaking to about consumer, it's our belief, I guess, that we understand the value of people with disabilities in the marketplace , to innovation, to differentiation. When we get that right, then employment becomes easier. Than asking people to a Have you seen this in the US or Europe, are you seeing that connection grow more now, the link between employment and consumer? it is, but it's not the same in the US or Europe. I think in Asia and Africa and the Middle East, there's that connection being made, but I think the narrative is coming from countries -- there's not similar example, there's US stats or European stats but I haven't seen global on empowered with people with disabilities and families in Bangladesh or people with disabilities and families in Jordan, where employment is equally employment, there's more people with disabilities but lower-income countries than high-income We know that. But (indistinguishable), what we see now is the kind of thinking that I suppose from the United States, have more reliable data and adopting it for different contexts, and there's a big movement around disability data as representation in countries across the globe, so hopefully that data will exist very soon. we measure, we treasure. And this bottom line when you were creating Tommy, was it a combination of head and heart and do the right thing? When did data come into that? brown hair and Irish, I'm wearing a blue turtleneck. Yes, we actually did a business case. BCG, and we looked beyond America globally and identified that the spend for the community, and it is -- one in five identify as being disabled, and the statistics are changing and it's going to be more two in four, later on in , whether you're, you know, you're struggling with diabetes, there's plenty of other things that make you be ambulatory as well, it's going to be two in four. So more and more people are identifying. But what we found in many countries, it's hard to get a census because they don't track it the way we do in the state. But to our analysis, it was an $8 trillion spend, which is significant, and So when we pitched clothing lines for people with disabilities, Tommy himself was saying, how has this never been done before? How is this -- he has two children who are impacted -- who do not have clothing options? Start here and maybe we'll influence others, so it was to help people learn how to do it because it's hard and how we did it, we built it with a Everything we did with this initiative was done with their guidance, their support, with them prototyping and telling us, and we just kept failing forward until we got it right, and everything we initiate and start with the community first. industries to get involved, if you bring people into your workforce and they're a part of your community within your workplace, they can influence how you can reach them in the other parts of their life, and I think that's the important part of employment. And I think when Tom Harkin, you know, put the ADA into law, he did it because he had a brother And sometimes there needs to be that relationship that creates that call to action, but once I'm at this community , I fell in love with how hopeful they are and I became committed to what we could do to drive, you know , this forward, not just in fashion, but in other industries and influence people to start to serve everyone and give everybody the option. YAR KHAN: This is Cara speaking, and I'm so glad you said that. The culture shift among those who don't have disabilities. Just thinking of fashion, you don't realize how bad it is, there are more clothes for dogs than there are more people with disabilities, and people don't think about how we're labeled. I once heard Caroline say something , but correct me if I am wrong, but labels belong on jam jars. Label is disabling. You shouldn't be labeled. You're -- everybody should have options for every part of their lives, whether you want to be dancing, Cara, or you want to be standing at the U.N. or giving a speech, you should have clothing options that make you feel independent no matter what your ability is, and that's a goal. every single industry. For example, I went to get a new car a couple of weeks ago, and I can't test-drive a car. I cannot buy a car off the lot. I cannot do any of that. And the car dealership has no idea what to do with somebody when they come in with a disability. So I say to them, I need hand controls. And they say, oh, well, I don't know what to do with that. Do you have somebody who can put those on for you? I say, how can I get the car from A to Z if I can't drive it myself. Oh, let me look into that. I've never had anybody that made that request before. It should be a part of the curriculum. When you are hired, because no matter what industry you're in, if somebody comes to you that is physically disabled, you should know what to say. You should know where to have them turn to. It is embarrassing that we are in 2020 and we're still being left out of the conversation. You're being left out of cars. You're being left out of fashion. You're being left out of jobs. And we need to change the conversation. And I think it's helpful for people like us to say, we need that change today , because if we were of any other diversity and background, people would say something. So we need to say this. And people look at us, and I say all the time, they look at us at this in visible community because they're afraid to say something. So we need to take the invisible and make them invincible. are critical to being able to move the narrative forward. Even the definition of diversity, disability is not included. So it goes back to the core of, just to begin with. -- it should be universal for all, and I think that's the goal of having these conversations and starting to influence others to have these conversations as well. I'm interested in hearing what Cara has to say. Cara acquired her disability. And Cara, can I ask, the world is very different for you for your choices before and after. I mean, if you don't mind me asking. I think that's really important to say, what is the difference in the world that you face now compared to what it was before? YAR KHAN: This is a Cara speaking. My world is upside down, inside out. There is not a relationship I have that I don't have to take into my impairment or someone else considering it for me. was diagnosed with this condition, only 2,000 people in the whole world know this condition, it was the limitations everyone was putting on me of International career, you'd be selfish to think you'd be a good mother if you'll be in a wheelchair But it's also some of the daily things. Getting out of bed. Not being able to afford the medical equipment I need to be independent. So I heavily rely on my husband, and hopefully the new administration in the United States will see a tax break for caregivers. To put on the lovely clothes, I needed help . It would be wonderful if I didn't have buttons on the back of this. Hilfiger. YAR KHAN: I make choices. I will choose company, not only products , but services, whether those are I know they are focusing on people with disabilities and also putting us in leadership positions where we are creating the demand. And it makes a difference, as I said, and I feel I have to prove myself every time I'm in a new job or a new circle. But I am smart and capable and I have something to contribute. I'm so tired of being treated like a child . I'm a full-grown 44-year-old fantastic woman. I too am 44, so cheers to the 44-year-olds. (Overlapping speakers). disability. I was actually diagnosed at nine months old. Started walking with crutches. always be vertical. I have had to work day in and day out to tell people what can't you do versus what can you do. You're taught in business to always start with the positives . But in this world that I live in, everybody starts with a negative with me. So it's a constant can't, and I'm an author of a book called "unstoppable in Stilettos," and in my book I say I have eliminated " no" from my own vocabulary. Everybody around me wants to tell me no. But I will always tell myself yes. And I think that's what we need to tell others , because we are constantly being told a negative and we need to turn that into a positive. So no, I'm 44, and no, I can't reach the top shelf. But I have something that will help me get that. But I don't need anybody else to tell me these things. So I agree with you, Cara, that everybody else makes you feel disabled because they say you can't do things. disabled, because I have been disabled. I physically cannot walk. But if you got to know me and for five minutes, my disabilities would not be present in the conversation and you would fall in love with me. already have, and I mean that. You know, I hid my disability for so long , and I only came out of the closet 20 years ago and generation, and I applaud you, you have the best chance to shake this up. And I'm loving now this sense of pride, disability pride, that we don't hide the You speak to what you were talking about last night, about access, pride, and owning our identity but not Where do you see that coming in? happy to say that. In terms of identity-based pride and intersectionty, I think it's important to see all of these young people show up to large companies and say, this is who I am. And I think everybody is going through their journey and everybody will show up in different ways at a different time . But the intersectional like pride, keep using that word -- the pride of intersectional identities and the pride of young people saying , yes, I am this race, gender, sexual talking about different identities and not being afraid of them, I think, is going to change culture. So I think it's exciting to see young people in these large corporations going in and saying, hey, this is who I am. I'm not afraid. And in some ways, holding . It's about It's about having influence and power in a company and I don't want could to discount all the work we've done in previous generations, so a huge thank you to previous generations who have done so much work and still putting in so much work. But yes, I'm excited about the un apologetic power of young people and what they're bringing right now. don't hear you trying to cancel on anything we've done before. You're trying to build on it, in an un apologetic way which is what we need. As we've coming to the end of our time, guys, I could have so much more chat with you. unapologetic minute, okay? There's a lot of people listening out here right now, and a lot more people who will hear this in a recording later. You get an unapologetic, disruptive minute, to say what you want to change What you believe needs to happen. And you get your full minute, off you go . And I'm going to go and -- in order of -- when I say age or wisdom , Jeannine, off you go. Okay. My minute is, let's pull together, let's move this moment in time, so much change is happening, we're at an inflection point, to end the stigma of disability, give them a seat at the table, and change legislation as well, because it starts there, to Cara 's point, having the resources you need to live the best and fullest life, to be an advocate , ableist, and to encourage others to join this mission so we can move this movement forward. you, Cara, over to you, my friend. What is your disruptive statement, unapologetic request? YAR KHAN: No more excuses for not including enormous talent and despite the barriers we face, our valuable contributions. No excuses for people with disabilities not being in positions of power and leadership and at the decision-making power, especially if the decisions are about us. culture, media, vilify , tokenize, and don't accurately represent them in the full diverse roles we live. No excuse from industries who does not include us in designing and businesses . No excuse from businesses not fully complying with disability laws, no excuse from anyone who is not insisting that disability is a nonnegotiable requirement, no excuse from the fashion industry as not fully representing us as gorgeous people we are and to the people with disabilities, I call on you disrupt the world . With so many of us stepping into the our own right. Lauren. God, thank you, Cara, for that. This is Lauren, and I want to say, this is our moment in time right now. The 44 years I have lived in this world, I have be part of something. It is time for us to convene these conversations. I want to be in a magazine. I want to be in film. I want to be a CEO. You know what? I want to do everything, and everyone has told me no, but you know what? I have proven every single person wrong. They told me I couldn't walk. I walked. They told me I couldn't wear stilettos. I wear four-inch stilettos every day. I'm proud to be disabled and I'm proud to show off my crutches every single day. They sparkle as white as my eyes and I'm proud and I want the world to showcase how proud they are and I want everybody to take a moment . If you see somebody on the street, if you see them in a restaurant, if you see them on a plane, if you see whatever it is, do not stare at them . Get to know them. Disabled people deserve the same else because we can be that model. We can be that singer. And most of all, we can be that CEO, because Caroline is going to allow us to be that CEO. I want to see disabled people as CEOs of Fortune 500 companies. are probably some there now but not talking about it. Truth. Angela, you take us way, you're the young est generation. Get in there. love to echo everything that's been amazing and build on that. I want to see a Lauren in China and a Cara and Brazil and I want to see this all over the globe, companies, multi national corporations and companies that are larger, even that employ a lot of people around the world. I want to echo what Cara said. There are no excuses. If you say you're a disabled employer that you're not only talking about the United States and across the globe , there's no more excuse. You need to be thinking of all your employees no matter where they live and how you can be an inclusive employer everywhere. I'll leave it at that and turn it back to you, Caroline. Valuable 500 moves into the second days shaking up the system, I hope you'll be with us. But I know what the tagline is? No more excuses. Disability is your business. And I have to say, who wouldn't want to employ all five of us , seriously? We are the talent you need. We know the consumers. Thank you for bringing your full heads and hearts and energy and passion and class, innovation. I really mean it. Cocktails and stilettos, the beautiful Jeannine , the beautiful Cara, the beautiful Angela, the beautiful Lauren, the beautiful flamingos, thank you from the disruptors . and look ahead, Senator Joseph, thank you very much. I hope I'm on. I never know if my system is working or not , but I think I'm coming through because I see my interpreter interpreting my words. Got it. And I say Sean, Sean, you're up. Good to see you. First, before I introduce Sean and we engage a little bit, let me thank everybody for the day. What a great day! This has been fantastic. As I said earlier, in all the other summits I've been at in person, I can never attend all the panels, because people want to talk to me off the floor, this and that. Today I got to be here and listen to every panel , and it was just inspiring, all day long, and the last one, on the disruptor. I like to think of myself as a disruptor and all the business community and all the others that were on, not only an informative day, but an inspiring day for all of us. So thank you who worked so hard to produce this -- the people at the Harkin Institute, thank you for being such a great partner in this summit. Thank you to our sponsors, and thank you to all of our attendees. I understand that we broke over 1,000, So thank you for being with us. And making this the best -attended summit that we've ever had . to introduce my long-time friend , Sean Fitzsimons. Sean is up. I got him. Sean has been with us for every one of our summits. He is a professional with a disability. He is working in the field of disability rights . He is aware of the barriers and the challenges and the social injustices that disabled people face. He is with the Disability Action Network , and right now, is he is currently appointed as a member of an expert advisory partner, set up to advise the department for Ireland. Sean comes with us from Belfast. Thanks for staying up to be with us tonight. And I hear you have some things you want to talk about. Absolutely, it's good to be here from Ireland. Let me say it's a pleasure to join you again this week. It's a privilege to work with you and the Harkin Institute team and I have some very exciting news to share with you all, the Senator, we have known each other for a number of years now and always struck me has been your commitment and your interest to disabled people, and that has been a constant through our conversations and the work that we've been trying to advance . Even that he and I have been back and forth and piggybacked to Washington in 20 18, you and I and my colleague, Ryan Bacon, and you said three words, you said (indistinguishable), and I got to Washington and I made a promise to you that I would talk about access, and I'll say to you, I have kept that promise, and I'm pleased, today is the day we can formally say, the Harkin Summit will be held in Belfast in 2022. The beautiful City of Belfast will be gearing up to welcome disabled leaders online or across the globe, will be given in a partnership between disability action and the commitment of our minister for communities and her department for advancing disability employment as we -- that is truly exciting. So that's something that I've been looking forward to and I promised we would get there and I know we've to announce that. what's the target date? target date is June 2022. Definitely June 2022. can't wait. It's going to be fantastic. And thank you for working on this for so long. I know we talked about this, oh, gosh, three or four years ago, I know, . It's going to be a great summit in Belfast. It will give me a chance after the summit to go visit my roots over in my great -grandfather came from the peninsula and I was there and someone said you could experience all kinds of different weather over nearby where they were from , and one day, this is very true, one day I was over there, this is 20 years ago, and in one day, I experienced every weather phenomenon -- rain, sleet, snow, and sunshine, all in one day. can't promise you all sunshine, but if there's one month, it's June. to be wonderful, and we'll keep working with you at the Harkin Institute to plan for this event in June of 2020, and for all of our attendees who are still with us and with us today and, of course, people who will be following some of this transcript later on , please start marking your calendars. It will be June, 2022, Belfast, Ireland, and we'll have a great conference there and a great summit. And hopefully we'll be able to have some of that good Irish food and that great Irish beer too. promise you we're going to give you all a very, very warm welcome, and we've been building toward this for a long time and I think given the years and all the Very much looking forward to that. tell people also there's a lot of history in Belfast. I was there some years ago, just a few years ago, just so much history there. Aside from the part that's where the Titanic was built, at the Belfast shipyards there. The great museum there, by the way, to visit. There's so much to see and do. to stay, and it's completely changed in the last decade, very exciting , very vibrant setting. I think people will see and understand very quickly is the warm welcome that people will receive and second -- obviously, tell you, to people who have never been to Ireland and that part of Ireland, you've never seen grass that green. It really is the Emerald Isle. It's just that fantastic to see how green everything is there. Very -- just -- it's just a wonderful place, and the hospitality of Irish people is just -- well, it's world renowned. So accommodating and so helpful to tourists and people visiting. hope we'll give people a better time, (indistinguishable), we can keep people updated on I think it will be very exciting. the green right now, but it's black outside the window. want to also add, Sean, you might want to say a word about accessibility. Things are very accessible in Belfast. Absolutely, and they're getting better with people working with different departments with respect to infrastructure and might be some way to go, but I think in terms of where we're going and the direction, it's very positive, and I think hopefully that will be what we can deliver in Belfast will accelerate that change. Like everybody, there's a lot of good stuff but a lot of progress to be made, but I'm confident we can make it. to be great. Sean, thank you, and thank all of your associates over there for hosting this and like I said, we'll be working with you over the next year and a half to make it very, very successful. Thanks again, Sean, and I guess I'm going to just kind of close this up. I don't know if Joseph is going to come on or not. We hadn't planned this part of it all that well. But again, thank you, everyone. This has been a fantastic day. I want to thank our production team, whoever put this together today. It just was flawless, from what I can see The panels were just great. As I said, not only informative but also inspiring. Our sponsors, the people partnered with us to bring this about today. We look forward -- I know I do, I can speak for our team at the Harkin Institute -- to reading more of the chats and comments that came in which I couldn't keep up with all day today. And any suggestions and us know. What can we do to make things better, what can we do to enlarge and get one aspect, and that is, of more Globally. thing that was said, I think someone said that's all we've worked at at the Harkin Institute. The Harkin Institute does a lot of work on disability inclusion on a broader basis, but the one thing we have focused on is the employment of persons with disabilities, and we're going to continue to focus on that and we're going to make great strides as we come out of this COVID-19, as so many people said today, I think there's going to be great opportunities for persons with disabilities to be full integrated, fully included in the workplace of tomorrow with new technologies that are coming about. , both legislatively and I think globally to make sure that, for example, persons with broadband and people who can't afford that, I believe that the governments should be able to provide that as a reasonable accommodation for people with disabilities everywhere. So that they can be part of this new global workforce . said today, it's not just the old jobs. It's creating new jobs. Creating new types of jobs in which we can tap into this resource, this great resource globally . A person with disabilities who have great ideas, who are imaginative, who are resourceful, who will work hard and not give up. I mean, as one of the participants said today , there's something like -- I don't know how many trillions of dollars that we are wasting globally because we're not incorporating persons with disabilities in all aspects of our workplace. So our goal is to keep pushing the envelope on this and to not rest until we really have a fully inclusive workplace globally. So Sean, my friend of many years, thank you very much, and I guess I'm turning this back to Joseph, I think. And we'll see you in Belfast! will indeed. Thank you, Senator. Sean, good to see you. Our team is really excited about connecting with you and your team. I know we've been talking about Belfast for quite some time, and the Senator left off my favorite part, which will be the Irish whiskey. I want to thank everyone for joining us today and staying engaged throughout this event. There's always a concern, moving an event to an virtual environment, but we've had a successful one today, as evidenced through the chat and discussion boards and new conversations. So I hope you will continue this conversation with us. It's so important that we continue our work all year long , not just once a year. Many of you are tireless advocates and fighting the good fight every day, and we hope to join you in that every day as well. We'll make sure the videos and chat dialogues from today are available to all the participants and those who are able to join us as well can review website, Harkin Institute .org, and thank you for joining us, all of our partners at the Harkin So my hats off to all of, you good morning, good night, good afternoon, wherever you are. Thank you.