FOSTERING A MENTALLY HEALTHY WORKPLACE
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Hello and thank you for joining us for today's webinar, *Fostering a Mentally Healthy Workplace*. Before we get started, I'd like to introduce our presenter. Renee Williams-Thomas, a licensed independent clinical social worker in Washington, DC, and a licensed clinical social worker in the states of Maryland and Virginia, is also an employee assistance specialist. She has more than twenty-two years of clinical and employee assistance experience counseling individuals, groups, and families in a variety of settings and has provided cognitive-behavioral counseling, solution-focused interventions, case management, and psychoeducation to a wide range of clients. Additionally, she has extensive employee assistance program experience in the federal workplace. In 2020, Ms. Williams-Thomas joined the Federal Occupational Health Employee Assistance and WorkLife Programs as a field consultant serving the United States Department of Labor. Ms. Williams-Thomas obtained her Bachelor of Arts degree from Ohio Wesleyan University, her Master of Social Work degree from the University of Pennsylvania, and her Master of Divinity degree from Wesley Theological Seminary. And with that, I'll turn it over to Renee to begin the presentation.

Thank you, Jessica, for the warm introduction. Our topic today fostering a mentally healthy workplace is very timely. With statistics revealing that one in five adults has a diagnosable mental health disorder, now is the time to proactively cultivate and support a healthier and holistic environment. Fostering a mentally healthy work culture requires us to learn about the problems associated with mental disorders. We have to look at what's gotten in the way of addressing this issue, what can be done to reduce the stigma, and take further steps that value our employees overall health. So today, I hope that by shedding some light on this issue you may be inspired to take steps toward ensuring a culture of well-being. Let's look at our objectives. There are four of them. We will review the prevalence and financial impact of mental health, mental illness in the workplace. We will discuss barriers when addressing mental health concerns at work. Will outline the role that organizations and managers play in supporting a climate of well-being. And we will provide strategies for supporting a mentally healthy workplace culture. Let's look at the basics. We need a definition. Mental health is art psychological, emotional, and social well-being. It influences how we think, feel, and act. Mental health disorders are experienced on a spectrum. They are usually episodic and they can be characterized by altered thinking, altered mood, and/or behavior. As well as associated distress and/or impaired functioning. In section 1 we will look at the prevalence and financial impact of mental health. The prevalence. Across a lifetime, around 50% of people will experience a mental disorder at some point. One in five adults in the US suffer from a mental disorder each year. More than half of those unfortunately it will go untreated. According to the world health Association, organization, negative work environments can lead to physical and mental health problems as well as

exacerbate existing problems. Most common mental health problems are depression and anxiety, sleep disorders, substance abuse. Experts cautioned us that with the impact of the pandemic of COVID-19, there may be more instances of these common problems. We are now in the fall and on the brink of the winter season. Her days are much shorter, our nights are longer, there is a lack of sunshine. For some people, this has a devastating effect on their mental and emotional well-being. They become very depressed. In fact, the name of the disorder is called FAD which stands for seasonal affective disorder. These people can do very well all through the year, but then when it comes time for this time of year and we have to fall back in the nights get shorter, they become very depressed. So they can have a sleep disorders. They could not only be depressed and anxious but there could be sleep disorders. Even though you fall back and gain an hour, your sleep can be off-kilter and so you are out of sorts which can lead to excessive drinking, or drugging or even worse. So that is an issue we must recognize and look at. Now let's look at the financial impact. It is all about the money consequences. Believe it or not mental health problems caused U.S. businesses costing them $80 billion-$100 billion annually. That is a staggering cost. Serious mental illness costs up to $193 billion in lost earnings due to missed work and in productivity. Let's look at two concepts. Absenteeism. That is an easy word to define, we know when a person is at work, we know if they are at their desk, but working remotely we know if they have signed on whether emails are being answered work products are being delivered. It's easier to accumulate and also track if a person is actually absent from their position. However, there is something else called presentism. It is harder to quantify. That measures if an employee, while physically at the job or job site or plugged into their device, they are there but they are not there. They are not getting much work then. Their body is workplace, their head is somewhere else. And the result of that is a lack of productivity. So present he is also results in a lot of dollars lost in terms of work being done. At this time it's time to take a pause and take a poll question. Please answer the following question. Are you aware of leadership discussions that your agency about employee mental health?

We have that poll question up. You have about 20 seconds left to answer. They are in anonymous. Don't worry. Here we go. You should now be able to see the results.

It looks like about half-and-half of you, some say yes and some saint no. Let's keep that in mind as we continue. Mental health issues can present themselves in the form of low job performance, a lack of productivity. But, it should not be assumed that when behavior or productivity changes occur, that there is a mental health issue. Because there could be a number of things going on, medical, or someone could also be, now have to be a caregiver for someone at home. And so they are falling asleep on the job because they are just tired. They have been up all night. This could be something new with the children at home, with the pandemic, and all the impacts it is having. You just don't know how much sleep a person is getting. What they are having to do, there could be some health issues going on for them or someone else they love. It bears further exploration. But there are some red flags I'd like to share with you to look at. Here are a few examples of how different issues could present themselves. A year ago an employee had confided in his supervisor he had a problem with alcohol and that he was in recovery. Currently the manager noticed the employee was coming to work late, appeared disheveled, and seem to be slurring words. The manager became concerned that the employee relapsed and

referred the employee to EAP. While still holding the employee accountable. Another example. A manager noticed that a high-performing employee was missing a lot of work. Showing up late, when she did come in, had poor hygiene and was with withdrawn and not interacting with the team like usual. This behavior was markedly different and the manager expressed concern and referred her to the EAP. An employee that is usually congenial, here's another example, came into the workplace angry, aggressive, and agitated. The manager thought the employee might just be having an off day. But the next day the employee was disruptive and disrespectful in a meeting. The manager was concerned about the safety of the workplace and so, in conjunction with employee relations, the employee on administrative leave and required the employee to get medical clearance before returning to work. As I mentioned, these are red flags . You as a leader may not be able to diagnose a mental health problem, but just to be proactive and be aware of things and changes going on with your employees so you can get them some options. As we move into section 2, we will be addressing barriers to addressing mental health issues in the workplace. The first barrier is organizations. Addressing mental health issues is challenging or even impossible for an agency as a whole when the agency, when the issue isn't on the agency's radar. Be what they are thinking about is climate change or the results of the election and that impact on their agency. But mental health is not there. Also, it can be challenging if an agency doesn't prioritize mental health , it's on the list, nowhere near the top. It can be challenging if the focus is on motivated, engaged competent employees, not on those with issues. And, there is a willingness sometimes with agencies and organizations to make excuses. And finally, sometimes people are seen as replaceable. As these go, let others come. And therefore there is not much emphasis being placed on helping someone is struggling with an issue. Given the economy currently, a lot of people need work. So some agencies or organizations may feel like why contend with employees with problems, simply help them to move on. Another barrier is managers. Managers themselves. The issue can be hindered by managers who insist on keeping a strict professional distance. I don't get involved with my employees and their personal issues, that is not what I'm here for. That is not what I do. So don't get me started. I am keeping my distance from that. Some managers wonder how an employee will react, will they become angry? Will they resent the fact that I asked them something about whether they are having a personal problem? It's really none of your business, why are you asking, why are you interfering? Managers worry about that and it becomes a hindrance. Sometimes managers worry they will make the situation worse. Managers now feel like, the employee may feel like I confided in my manager, now they know my problem, and that could increase anxiety. More anxiety, more stress. And then some managers simply don't feel they have time to get into employee problems. They are already having enough issues of their own, they are having trouble meeting deadlines, quarterly reports, semiannual and annual reports. There is really no time to deal with employee's personal problems. Another barrier can be our colleagues or coworkers. Sometimes a coworker doesn't want to overstep their bounds. They will feel as though we are peers, we just work together. I don't have a right to cross that line. Sometimes a coworker will feel they don't want to appear judgmental, they don't want the person to think that they are better than they are. So they don't say anything. Also, sometimes our colleagues have concerns about career implications for their coworkers. They don't want to raise an implication, they don't want to raise a concern, rather, that could have a career implication to cause them to lose their job or get suspended or some other kind of disciplinary action. So they don't say anything. And then there

are coworkers who minimize another employees emotions. Everyone has problems, they just need to get over it. It's no big deal. Then there are some who give into the stigma of discussing mental health problems. They feel it's two negative. Such things are taboo. They are not for the workplace. Who wants to be thought of as crazy? And I don't want to be thought of as one who brought it up. So I won't say anything. And finally, sometimes are coworkers worry that they might make things worse, they feel like managers feel, that maybe if I say something, it will get worse. So they say nothing. Finally, the employee him or herself can pose a barrier. A barrier to their own mental health issues. Sometimes there is just a real wariness of confidentiality. Unfortunately sometimes confidentiality is broken, not at EAP, that sometimes people feel they have shared something with a coworker. They have shared something with a supervisor or manager and it got out. And that was the only person they shared it with. They are really wary of bringing up anything that might be going on in our lives now. Sometimes there is shame associated with mental illness. That doesn't happen in our family. So we don't talk about those kinds of things, even though grandma or great grandma took some pills for her nerves, we don't talk about that. Sometimes it's based on tradition. And the way we separate out mental health for medical health. We can talk about it at the dinner table whether or not we took our blood pressure medicine, but no one wants to be asked or talk about, did you take your anxiety medication. Or your depression, or have you had feelings of self-harm. There is a certain shame attached to it. Occasionally there are personality differences with supervisors. Some people don't get along very well with her supervisor. Her supervisor is the last person they want to share anything about a mental health issue or any other kind of personal issue. So that becomes a barrier. Again, the stigma of just talking about such a thing gets in the way, no one wants to be labeled that word that is so often used, crazy or seen as a fear of judgment that you will be seen as weak. Not strong, you can't handle your problems. You can handle your stress. You can't handle what you're going through. What is wrong with you? Then there is the fear of retaliation. I won't get promoted if I tell somebody I am depressed or having anxiety. Or can't sleep at night. I might not get a good rating. So I'm not going to say anything. Often their previous conflicts, there is the past that looms forward. Problems that were between managers and supervisors and employees. Again they're not going to go down that road again. And then there is the fear of speaking freely. They may not tell it all. They may tell a little bit but they may not tell it all. As managers, please remember you don't need to know everything, just be open to reaching out and a discussion. All right, it is time for another poll. Please answer this question. Would any of the following keep you from addressing the behavior with the employee? Because sometimes we don't know what we would do until we are confronted with an issue.

We have about 30 seconds left on this one. I see answers coming in already. About 20 more seconds. They are long responses so we will give you time to read those. 10 seconds left. Okay. Let me get the results pulled up for everyone. There you go.

Okay. It looks like most people say they would address the behavior. A few people feel they would be afraid that they will overstep their boundaries. So again, that is real as to what we are dealing with. Let's keep going and see how we can help each other deal with these barriers. Section 3. In this section we will discuss why mental health should be addressed. Why should we even do this? Why should we care? Most employees expect their employers will support their

mental health as strongly as they support their physical health. Why should organizations acknowledge mental health? 96% of employees agree that mental health is as important as physical health. 88% of employees feel employers have a responsibility to support their employees overall mental health. 72% of employees want employers to make mental health and well-being a priority. All generations prioritize mental health and well-being above all other causes. Let's look at the priority by generation. Look at Gen Z, that is a diverse group. The most diverse group, born from 1997 to 2012. 76% feel that it is a priority. Generation X born between 1965 in 1980. 75%. Not much of a difference. The millennials, born from 1981 to 1996. They are about 23 to 38. 73% of them prioritize mental health above all other causes. And finally, the baby boomers. Born between 1946 and 1964, age 55-73, 56% of them, a big difference, but 56% of them think mental health should be a priority above all other causes. Not as much as the other groups, so you should pay attention to that, but it's still more than half. And only 57% of people said their employer offered mental health and mental well-being programs. The ongoing pandemic is taking its toll on our mental and emotional well-being programs. Fewer than one in five employers indicated that their jobs offered a mental health program. So that is definitely an issue. So, what is the ROI, return on investment? Let's look at some statistics. 2019 data reports there is a $1.60 for return on investment for every dollar spent on the SOH EAP. 73.1% improvement in absenteeism. 26.3 percent improvement in present he is him. -- Presenteeism. 2.7% improvement in work engagement. 18% improvement in life satisfaction. 12.4% improvement in workplace distress. Early intervention is always advised. Managers are in a unique position to promote and influence agency cultures. This is white managers should be involved. Because you're in a position to see staff on a regular basis to recognize changes in behavior. That might be virtual now because we are working mostly remotely. But you are still able to see them and keep up. You can have an overall impact on your teams mental health. You can guide, influence and motivate others, play a critical role in addressing and managing weaknesses. Develop organizational cultures that encourage learning, open discussion and honesty. And finally, managers, please don't forget about your own mental well-being. Is at risk too. Take care of yourself. Nearly 8-10 senior leaders have experienced poor mental health since the pandemic began in March. Some don't talk about it, as they want to keep calm, present an attitude of being in control and so forth, or on top of things. So they press on, despite their feelings. But worklife balance is critical to you for your success as well as success of your team. So take care of yourself. It's not a sign of weakness. People need bosses, -- people leave bosses, not jobs. It's important that managers remain approachable because your team needs guidance and direction. Let's talk about the manager influence on agency culture. Managers do have a lot of influence. One of the best ways to create a culture that supports mental health is to ensure people experience their jobs in a meaningful and purposeful way. This can be achieved by giving employees autonomy resources. If your team experiences support independence and that you trust them to do what they ought to do, they will generally be happier at work. Which will reduce the risk of mental health problems. It is also important that managers do not check out from their employees, because people. So the worst thing you can do is disappear it is key organization that means that they have to believe that they will not be punished or humiliated for asking a question. Raising a concern. Wanting to discuss safety. And working for remote for all the adjustments have increased anxiety, trust and being able to speak up is very important because there are so many things we never had to think about. Employees need to have

environment relationship with their leadership where they feel they can speak up safely. Feel support up. And this will help them a lot. Section 4 for leaders. What managers can do. The manager can focus on performance and conduct. Pay attention to behaviors that interfere with productivity and other things that managers employees to the EAP. You are not mental health expert nor should you be expected to be. So refer. EAP is voluntary but remind employees that is confidential, and that you will not know what is discussed between them in the EAP consultant. Make sure that flyers and brochures, office displayed and digitally available so people are not searching for an EAP number over to services are available. They will readily know. Can be a trigger to bring up something in your own life and then you've got to be able to step back and be objective and listen and then be able to give a positive response. EAP is a resource for managers, for consultations, you may call EAP before you try to handle something with an employee, to have that consultation discussion, and get some options, tips, that will shape your conversation with your employee. Utilize EAP for yourself, for management consultation, also if you are in need of counseling regarding a matter that may be going on in your own life, EAP is for everybody. It's for you too. So what are some practical strategies for managers and actions they can take? Value your workforce. That is an important one. It seems obvious but it's important that managers show respect and a positive regard for each and every person who is part of the team. Treat people individually which may or may not be treating everyone the same. Sometimes that is a hard concept for leaders to grab a hold of. People are individuals and not everyone needs or wants the same reward. Not everyone wants to be paraded in front of everybody and say, guess who is the greatest employee right now, some people don't want the spotlight. They want to quiet her approach. There are others who love the spotlight and if you never called her name they're going to be very upset. You have to tune into your people, your team. And respect the diversity that you have upon your team and then try to give the report accordingly. Seek leadership training. Talk about, but don't let it get yourself more. Training on these kinds of review for develop policies and practices of more responsive ones. Provide your employees with wellness options. This when I like, think beyond 9:00-5:00. Working from home has its upsides and downsides. Pros and cons. One of the biggest adjustments for employees is knowing when to stop working. The lines are blurred. Some people are complaining now they never are. So as a manager, a leader, you have to encourage worklife balance. And encourage employees to turn off the cell phones, put away the computers. Because it's critical for employees to detach from work. Be involved with their family, their hobbies or other things or relaxation activities and just have time to breathe. Another thing is to advocate within your agency. If there are health affairs or public events, see if you can try to make sure that mental health resources or agencies are part of the health fair or at least the literature is there and widely distributed. I want to give you an example of what that DuPont organization or company did. They started an educational program to encourage employees to reach out to workers who appeared to be in emotional distress. The company's I see you campaign which stands for identifying, connecting, and understanding, as well as ICU, includes a five-minute video which teaches employees how to ask appropriate questions or so it appears to be struggling. If you're interested in seeing how that works, there is a link to that video in our resource list. Another strategy is to consult with EAP. We have a phone line open 24/7, 365 days a year. You will find a caring professional on the other end, and they will be able to talk you or an employee through a trying time. As well as they can inform you of the various things we offer. We have health and

wellness presentations on a variety of topics. New ones are being developed all the time. And we have our general orientations for new employees, supervisors and those can be repeated as often as an agency will need throughout the year. Consult with your EAP, find out what we have to offer, we also have legal and financial services is Sony struggling. If someone is struggling with financial concerns, maybe someone else in the household lost their job. You can call the EAP finance consultants. As many times as you need to. We have legal services also and you can call them and get an initial one-time free consultation. If you need further service, you will be referred to an attorney who will continue with you a very discounted rate. Those are some of the things that EAP can do to help. Another thing that managers can do is provide flexible ways of working. The pandemic has made us flexible. Look at the options for changes in schedule. Now that people don't have to commute, if they are working remotely, perhaps work hours can change. You can either go longer or start earlier. And accommodation to an employee can really make a big difference. Encourage worklife balance, we talked about that. Some of the things shutting down computers, and turning off the cell phone. Taking PTO, vacation. It is essential. It's hard to go anywhere but some people are being very creative in how they are getting their brakes. Writing up to the mountains and just kind of sniffing that air. There are things that should be encouraged for worklife balance. Conduct activities that promote well-being. Mindfulness. EAP does that. Acts of kindness is that a team may decide they want to do to help somebody else. And finally, to monitor employee engagement. Pay attention to survey results, such as the federal employee viewpoint survey and the federal worklife survey that OPM administers. Paying attention to that and those things can be very helpful. It is time for our final poll before we conclude. I need you to answer this question. What are some actions you would like to take to promote a more mentally healthy workplace for your employees?

I am bringing that up now. Going to give you a little extra time since there is more to read. These are confidential answers. About 40 seconds left. Lots of answers coming in. Thank you.

Yes, these are kind of long. But they are good.

A little over 20 seconds left to get those answers in. Just about five seconds left and then I will display the results for everyone to see. Here we go. Okay. The big ones are, treating people fairly, supporting them, encouraging worklife balance. Seeking training and educational opportunities. Those are the top three. Very good. And keeping a close eye on employees. That got quite a number of responses as well. Okay. All right. In summary, mental health is one way, in one way or another it affects us all. We acknowledge it, talk about it, it affects us all. At different stages in our life, at different times in our life we are more mentally health challenged the others. Therefore it must be addressed with the same level of passion, compassion, and intensity as physical health. It is really a win-win for the agency and the employee. Education, resources including EAP, using those using two change the culture, working to reduce the stigma, because EAP is confidential, we don't talk but who comes to see us. But believe me, if we did, you would find out we have seen, as our clients, people from all levels. From the top to the bottom. That's a good thing. But then some people don't want to tell anybody that they came to EAP. So that doesn't help either,, they don't have to, but there are others who had such a great experience, they want to tell the world. About what EAP can do and how it has helped them. Stigma

reduction is one thing we want to keep in mind. Being inclusive and accepting people for who they are, treating them individually, they are vital. They will help employees feel the workplace is a psychologically safe environment. A place were mental health issues, just like physical ones, or supported. When we do this, we will be well on our way to a mentally healthy workplace. Finally, let's look at some of the resources available to assist you. Websites, the American psychological Association, the American psychiatric Association, the Center for workplace mental health. I want to highlight that one because that is where you can find the video from DuPont, the ICU program they have that I mentioned earlier. In terms of what agencies can do, you can find that at that center. The CDC and the EAP professional organization which we call EAPA. And SAMHSA, substance abuse and mental health administration, national Institute of health and many other resources that you will learn about or be given in a handout that can assist you. At this point, Jessica will continue with our summation.

Thank you for your presentation on this important topic. Before we get to your questions, I want to remind everyone that if you would like more information on this topic, please give us a call or visit us online. At FOH4You.com. Just as a reminder, EAP is available to help you or your family, support is available 24/7 and services are confidential. Before we get to your questions I want to remind you again that the recording and transcript and copy of the slides, a resources handout with many more resources in addition to the ones Renée mentioned, and certificate of attendance will be emailed 24 hours after the webinar. Content will be available on FOH4You.com in about 1-2 weeks. After today's webinar survey will appear, let us know how we did today. And provide any additional feedback you may have. We have a few minutes for some questions. Do you have any would like to ask, please type it into the Q&A panel. Make sure it's sent to all panelists. All right, we do have a few questions. The first one, can you tell me more about your statement that employees leave bosses, not jobs. There is a conglomerate of various surveys in various magazines but strongly suggest, based on exit interviews, that many people, not all, they leave their jobs due to contentious relationships with their bosses. They love their work, but they just can't get along with their manager so they move on.

Thank you. The next question is, what if a manager notices not one but several of his employees are overly stressed and less productive, what option would a manager like that have?

Okay, that manager should call EAP for consultation and support. We can offer the scheduling of a variety of health and wellness presentations that could address some of what the behavior they are noticing and seeing. You don't have to be an expert, and then of course you can remind them of the EAP 800-number, with the ability to do a presentation, so everyone can benefit, would be a wonderful way to support a manager when it looks like there is a trend or when you are seeing a pattern. That way you know it's impacting more than one person.

Great. The next question is, how I proceed if an employee becomes overwhelmed or has a mental health episode in the office?

God forbid that ever happens to you, but I'm sure there are established safety and emergency protocols your agency already has in place. That might involve calling a nurse, if you have a

health unit on site. For further medical evaluation, and of course the intervention of emergency medical staff, 911 for transport to a hospital if the person is really decompensating and needs extended care. I'm sure you'd have to inform the on-site security personnel as well because, depending on how the episode goes, security might need to be involved in that. And then as a follow-up, to contact EAP we would want to note this is happened because it's a trauma incident. And we would respond by coming out if you so desire and holding a session with staff to deal with the trauma, particularly with the witness, the meltdown or just hearing about it. That becomes a secondary trauma and we would certainly want to try to follow that up with a group session and then of course be available to offer individual counseling sessions for those having a hard time. That might have triggered something for them. In their own family, or friends, or whatever. You never know what people are dealing with so they might already have been feeling overwhelmed and then they saw that.

Okay, great. Thank you. What about fitness for duty, is that an appropriate response for manager to take if the employee is not willing to take help?

I don't know if that is an HR question, rather than an EAP question, certainly it merits further exploration to learn all the crier -- criteria to warrant such a request or procedure. Often that can lead to termination. So it's important for a leader to know if the performance level has risen to that level. Where you would want to activate that kind of a request.

Okay, great. We have a couple more questions. One that came in is, could you expand on examples of policy and practices that could support mental health while we are 100% telework?

I think I talked a little bit about just being observant, because if you are 100% telework, that means no one is in the office, but you are probably having zoom meetings and various kinds of team meetings where you're seeing people. I would make sure that I am in touch, as a leader that you're in touch with your staff. Just to check in with them. It's always good just to check in. Just to see how they are doing, working remotely. How are things going for them? Not that they are exhibiting any characteristics, just, if you made it a habit to check in with everybody. One-on-one. If you could. I think that would be very supportive and well appreciated, because you're at least reaching out. And that is what I think is very important for a manager to do. To be approachable and reach out.

Thank you. Someone else commented that they have an employee that doesn't believe they have a problem, so even when they suggest EAP to them, they refuse to address the negative conduct they are seeing. What might you have to say about that?

That is kind of connected with the fitness for duty question. I think that is an HR question because EAP is voluntary. You can't make them come to EAP. It is a voluntary program. But, if you really have a concern as to if the productivity is very low, it becomes performance, but if the behavior is becoming destructive or interfering with the work of the team, again, I would defer to HR on that and get guidance from them on what other measures you could put in place to

help the employee realize that they can't keep going the way they are going. Something has to be done.

All right. Someone else is asking about emotional intelligence and whether that seems to have a positive benefit for mental health and awareness.

I think any kind of training that you can get to inform yourself is a good thing. Knowledge is power. I would say yes to that. And whatever else you might run across to enhance who you are and what you know, would give you the greater perspective of knowing what is going on with your team and with yourself.

All right. The last question, what if an employee is overworked and it's causing unnecessary work-related stress?

I would refer them, you would have your discussion, follow your own protocols, I would offer them EAP, and just to point out that a lot of people said they would keep an eye on the employee and so forth. They would approach the employee. I would offer them EAP. Because they don't have to tell you what's going on, based on your observations, EAP can be done by phone. So they don't have to, even before, they don't have to go anywhere. I would certainly offer them that and make sure they have that phone number, if they need someone to talk to, here is a phone number.

Great. Thank you. We are almost at the top of the hour. I haven't seen any more questions coming in. I would like to thank you all for coming today, and especially thank Renée Williams-Thomas for presenting. You should be receiving an email with all the materials from today within 24 hours. We wish you a wonderful rest of your day. Thank you.

Thank you, everyone.

[Event Concluded]