

Centre for Inclusive Employment and National Disability Services (NDS).

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Good Sammy: Creating an inclusive workplace in a supported employment setting.

Presenter: Marisa Kouts, Chief People Officer, Good Sammy.

Facilitator: Colin Entwistle, NDS.

Colin: So today we have Marissa Coutts from Good Sammy, working through creating an inclusive workplace in a supported employment setting.

Marissa is the Chief People Officer at Good Sammy Enterprises, and the presentation will outline Good Sammy's journey. And I think that's an underlying theme, the journey in building an inclusive workplace in a supported employment setting, and the really strong importance of challenging the status quo, focusing on that co-design and culture, and achieving positive workplace outcomes for people with disability, which is a really key theme of some of the supported employment transformation activity underway.

With no more further ado, I will handball to you, Marissa. Welcome, and the floor is yours, and I'll let you start sharing your screen for your presentation.

Marisa: Thank you, Colin. Let's make sure I can do this. All right. Well, thank you, Colin, for the introduction. Good afternoon or morning, wherever it is that you're dialing in from.

Welcome to today's Lunch and Learn, where I'm hoping to share some key learnings from Good Sammy's journey in building an inclusive workplace, and really how we have enhanced the employee experience in a supported employment setting, which as we know is different.

I'm just going to make sure I've got my clicker button here. All right. We're in spot. Great. So I really just wanted to quickly share a little bit about me and my background, because it's been particularly important and, in many ways, my superpower I think, in being comfortable challenging deeply ingrained practices that I've come across.

Most of my career I've been in HR management, leading people strategy and operations across a very diverse range of industries and organizations.

So being in private sector, local government, law, state government in both Victoria and WA, and now very happily in for-purpose.

So as you can imagine, I've been responsible for diversity, equity, and inclusion activities in organizations where it's genuine and also where it's a tick box exercise. That's really evident from day one.

I think I'm hoping for you all to reflect on which one of those categories you may fit into. I'm also a parent of a child with a disability who's nine years old, and so realistically, I haven't really come across a supported employment setting before. So I've really come into the sector with probably a little bit of naivety, and so really that fresh set of eyes. And so since day one, I've really been asking the same question, "Why are we doing this?" And it's primarily answered with, "Because we always have," and this will be familiar for a lot of you.

So I've been with Good Sammy now for two and a half years, and I manage the people division. That includes-HR, volunteering, and NDIS service delivery. And I'm told that's quite unusual for HR and service delivery to sit in the same area. But what that has meant is that I look at everything through the lens of workplace culture, and what motivates people, and what do we need to set up in our workplace so everyone can thrive.

And so when we talk about inclusion in a supported workplace setting, I think a very important place to start from really is reframing our thinking around the concept that working is a human right, that is an absolute baseline, and that supported employees are like every other human in the workplace. We all are craving the same things, fairness, purpose, and respect.

We also know with supported employees, we need to remember they are two things, they are an employee and a customer. And so this is confusing for a lot of people in our types of workplaces, and we really need to constantly remind ourselves what we're dealing with at that point in time. And so the historical practices from my view

have existed because we're focused primarily on them as customers, and that really has to fundamentally shift if we want to create inclusion in our workplaces.

Won't talk too much about our history, but obviously iconic organization. We've been around since 1958. Our very first employee is in these pictures, Bernice Moorhouse, profoundly deaf from birth, and she was engaged by Reverend Ralph Sutton to mend and resell clothing. And so that was really the beginning birthplace of our op shop mechanisms, and we've really grown from there.

So our mission is around creating employment opportunities for people with disability. So as you can imagine, I'm in my absolute dream job.

But our vision's around transforming workplaces and society through disability employment. That is a huge vision. And so today's conversation is actually helping me with our vision in helping you to start to challenge the status quo in your organizations or with the organizations that are supporting your loved ones, depending on who's in the room today. Very quickly, again, as you can see, bottom left corner, we have nearly 50% of our people with disability at our workplace. And we've always got about between 6 and 10%, who are not in supported employment. So we have high levels of disclosure in our workplace, which is usually evident of inclusion and high levels of psychological safety, where people are comfortable coming here and saying they have a disability. And so we really have been making it our business to ensure we have people with disability across our whole organization in all of our teams. We'll be starting to set some strong KPIs around that too.

And we've really had to proactively work at that through regular monitoring. And as you'll see, Good Sammy has really been on a growth journey. We've gone from 650 to 867 headcount the last four years. Supported employees have gone up from 275 to 346, and that's continuing to grow. And so we know that inclusion becomes more difficult as you get larger because you're moving away from that intimate environment. And so it's been very important for us to invest in our systems and leaders.

Really needed to maintain and improve inclusion at Good Sammy. And so following on from that opening point, the first key concept I wanted to talk about was really

what set us on our strong pathway towards inclusion, and it was for all the supported employees to be included in normal workplace practices. This is a no-brainer to me, but this was not a straightforward exercise. You're essentially undoing practices that have been in place for many years and are deeply ingrained.

And there's always this inertia back to what we had before. So there's always this pullback back to previous processes, even after they've been implemented. So, the other point I wanted to make was you have to make modifications. This won't always work for 100% of your employees. But I suppose first stop point there, creation of one Good Sammy induction that all employees and volunteers attend.

As recent as four years ago, Good Sammy had two workplace inductions. Different times, different locations, different content. So that was one of the first things our CEO challenged, because it's really important for people with disability coming here to have exposure to people without disability coming-- exposure to people with disability.

But particularly when it's an uncomfortable environment and some of those sensory behaviors come out in our inductions, that exposure is paramount to understanding what our organization is like. And as I was talking earlier about that shift back to old ways, like just last week, my learning and development team told me they were developing a separate induction, and I was like, "Absolutely not. We've just implemented this, just moving to this." So people are always going to naturally go back to what they had in place before. We also sometimes get pushback from parents with the induction, but we again, we think for helping them thrive in a workplace, they need exposure to the working environment. And then we've also got an online option, when that sometimes you can't always mitigate the risk.

Second point, we amalgamated our two enterprise agreements. So there's one transparent set of employment conditions. There was lots of feedback, interestingly, from our supported employees about this, about the signaling this presented to them, which, to be honest, I hadn't really anticipated. I was obviously coming at it from an angle, I don't want to run bargaining twice every time we have to do this, and there's a lot of costs with doing that. But-Yeah, they really loved the fact they weren't being

treated differently. And they still have a different section in the EA, but it was all part of one document.

I just wasn't expecting to get such positive feedback around the fact they loved being in one set of terms and conditions. Third point, we extended mandatory training to all employees. Again, we're an NDIS provider. We all know that there's an additional level of training required. But historically, our supported employees never did this training, and that just was very bizarre to me. And yet, we've got one code of conduct, it's got the same requirements, same workplace health and safety legislation. It's clear expectations for all workers. And so it really didn't make any sense. So everyone has to do mandatory training. Lots of modification required. We ended up developing two options face-to-face. So we sort of looked at all our online training, made a face-to-face option, and actually recorded it.

And so you could either come to face-to-face or just watch videos in three parts wherever you are, because we've got 50 locations. And so that worked really well. But yeah, every employee should be doing the same training.

And last point, including supported employees in the annual performance and development review process and integrating support planning. I'll talk more about this in more detail, but yes, there's been lots of interest from across the sector. So I think that is a new concept. And so, following on from that topic, my philosophy was really around having everyone participate in an annual performance review process, and it was from the angle of what do you need to put in place to create a great culture in your organization, and effectively manage performance and retention. At a basic level, direct managers influence these drivers. And we know at a bare minimum, that can be addressed through one decent conversation a year. I suppose if there's any HR practitioners online, probably mortified about me talking about an archaic annual review, but organizational change takes a lot of effort, and you can really only do that.

You have to start somewhere. So decided everyone should be a part of the one cycle. That just aligned with our financial year. Set everyone a performance plan, first time including supported employees. Because of the effort and time placed in that

process, particularly when organizing meetings with supported employees, they have to bring their support networks or family. We just decided to incorporate support planning. So, NDIS support planning, which is an annual activity. As you can see in the picture on the left, there's sections we cover in that.

Goal setting, learning and development, support planning, and we talk about values as well. All these questions cross over. And they're all the same questions, KPIs around employees, which is usually around keeping your job or developing further.

It's important to remember they are distinct processes, though, because you've got, again, part of it relates to the person as an employee, and part of it relates to them as a customer. So you can imagine we had to do lots and lots of supporting tools and scripts for managers to ensure there was a quality conversation. We've got lots of work to do in getting that right.

Year One, it went okay, but it's going to take you a few years to implement these things properly into your organization, and we have to be okay with that. And so the key improvements on the right hand, those key points there, what it's meant for supported employees, they've all got access to training opportunities.

We know supported employees miss out on training if it doesn't relate to day-to-day work. We all have been through this process. We all know we talk about training, and then sometimes it relates to our job, sometimes it doesn't. So we've now seen supported employees do more compliance, first aid. They can do fire warden training.

Even when they're not necessarily in those roles, they've done training as part of our AIM scholarship. So really just same access that we all have.

The second point there, we actually have annual scholarships for people with disability. And we just used to struggle to get applications. We did brochures, we sent emails. We just weren't getting the key communication out, and we'd often have the same people apply. And so we knew that people with different communication challenges are not going to understand or have access. So we now make that a compulsory discussion point. Everyone needs to know about the scholarships.

Third part there, conversation about aspirations outside of their current role. Conversations in the setting that they've probably been, have always been about NDIS goals, right? And in that support planning process. And by default, I think most of them were just saying, "I'm just happy to keep my job." We know here as well at Good Sammy, people have really feared asking to do something different. So this really encouraged that conversation to happen. We know there's also an opportunity for positive feedback.

In my experience, most feedback to our supported employees is when they're doing something wrong or not doing their job. It's always been quite technical and negative about their job on the day. And I wasn't really confident we were spending a lot of time talking through what they were doing well. And so like other employees, you want to also be having early conversations about when something's not going right. And so again, addressing things proactively instead of leaving them until they become a bit of a disaster. And then the last one, confidence through self-reflection. The annual process asks them to reflect, and tell us in their own words how they're doing. Again, I'm not sure we had done that before.

But that also helps build your confidence because it helps you have a think and reflect on your personal circumstances and how you think you're going, because it's good to understand what's going on inside their heads as well, like it is with all of our employees.

So this key point, commitment to offering career development pathways for anyone who wants one and rethinking competency and progression. This concept talks the idea that we should be starting with an assumption everyone wants to progress rather than how it's approached now, which is the flip side.

So we're just assuming no one does because they're not asking. I'm sure many of you have supported employees who've been with your organization for a long, long time like we have at Good Sammy. That, in my view, has come with an assumption that there's no appetite to try something new, and that's not correct. Having that structured conversation and creating an environment where they feel they can be honest is fundamental to finding out if they are yearning for something else. And we

know from running the process, many have just been labeled as that's their job, they're going to just do that. And so it's probably because we've never asked them before. And so some of this stuff's nothing new to any of us, but interestingly, had to start somewhere with this. Second dot point, again, another point around culture because we know the key interconnection in workplaces is safety. All my lights have gone out. And these are tightly linked. So without a sense of psychological safety, inclusion is going to be mostly superficial.

So at Good Sammy, we've created a number of safe ways for them to step out and try something new. So again, I was talking about training. We've got academy training, and we've also got open employment trials, which I'll talk a little bit about later. And we've measured success. Good Sammy have just developed our long-term people strategy. One of the key focus areas is enhancing performance and development pathways.

Still got lots of work to do in this space. But with supported employment, we want progression to be multi-path. It's not this single ladder where it's just about handling more complex tasks and then you've got to have more responsibility to progress in that supported wage system.

I would like to remove those barriers where you have to use machinery to progress up a grade. So we know our employees also have been quite fearful of the supported wage increases on their pension. And we didn't want them to feel they can't progress and try new things because it's going to affect their wage. I don't know if that's been common across the sector, but that's been very interesting for us.

So at this point, we moved away from having a specialized support team to a wraparound support model. That might, on face value, seem counterintuitive, but it's actually been one of the most critical elements of our transformation.

So this diagram is a picture of our wraparound support model. We implemented that I think around late 2024, early 2025. When I arrived in 2024, we had a large team of specialists who were effectively case managers. One-stop shop for all supported employees to go for everything. So that included onboarding, goal setting, risk

assessments, support planning, behavior support, and I know that's still a common model in the sector.

And obviously the intention of that model was you want people with disability support experience working closely with supported employees. So that makes sense. But we found it actually ends up creating segregation, not only for supported employees, but it actually created segregation across our business functions because it just became really difficult to figure out whose job is what and what's the best actual course of action for the employee.

And also our support employees had developed very close relationships and there was probably some risks around professional boundaries towards the end. So what ended up happening was the roles were also go-to for things that were not part of their job.

So HR queries, questions about NDIS, conflict resolution, contacting families, and tasks that in an ordinary setting were considered the role of a manager. And so we now know that the new workplace health and safety laws, regulations, codes of practice that have been implemented in most states now place serious personal responsibilities on managers. So if there were going to be incidents that happened, irrespective of these case manager teams or whoever's providing support, the managers are the ones with the due diligence obligations. So move to this model.

Specialized teams really elevated the role of our manager, and that has been a slow churn that has been received positively and negatively by managers because there's all these additional responsibilities now. But also really separating out quality and safeguarding from service delivery. So really you've got deeply specialized, ingrained teams that can help. So that's the new model we implemented And then the importance of co-design. So we know co-design in a employment setting is fundamental. We know that it helps build inclusion because you're really shifting people from being passive recipients of decisions to active contributors in shaping them. So when you look at the specific benefits of co-design, it's bringing in voices that aren't heard.

It actually helps redistribute power in the organization. Your solutions are better and they're more usable, and then you've got sense of ownership. So we've got a lived experience, and happiness advisory committee, which a picture of them on the screen now. They really play a vital role in offering us insights and advice. We actually run absolutely everything past this group. I'm talking new long-term growth and acquisition strategies, our EBA, technical questions. And on the day, we often bring in different people to round out the discussions.

So it's not just we're getting a broader view, just to kind of make sure there's diverse discussions. And we do this-- We know that co-design only works if it's done genuinely. And so we really need to move away from the assumption that concepts are too difficult for this group to understand or contribute to because they're excellent.

They make a lot of really obvious comments to us sometimes about some of the things that we're doing. This has probably been our most effective mechanism in driving inclusion.

So for true inclusion in a supported employment setting, disability has to be front of mind, front of everyone's mind at all times. So similar to an acknowledgment of country, one of the tangible outputs from our committee I just spoke about earlier was the development of a lived experience of disability statement.

There's a written version and a video, which I'm going to try to show you. It's read out by a person with a disability, or the video is shown at the beginning of all of our formal meetings, our board meetings, leadership meetings, formal events, which we seem to be having a lot of lately.

And in the moment, really helps reframe and remind us why we are at Good Sammy. I'll leave it to when it's distributed out, or we can give a statement because I'm probably going to have issues playing it. Oh, actually I won't play it because of timing.

Couple of other points I wanted to make before the end of the session. So with really external funding for open employment trials and transition of our ADE model has

actually helped us understand more about inclusion. So these projects weren't predominantly about inclusion, but we've had some learnings from them. So it's important to remember, it's difficult to incorporate some of the activities that you're doing within your BAU budget. So it's really important always be on the lookout for funding partners that can help.

We've been very lucky to access different streams of funding, as you can see. And we've previously presented on our open employment project, so I won't go into that in too much detail. But as you can see, Good Sammy, over the last few years, we've partnered with a number of funding partners and we've worked on two separate open employment trials, and also received a grant through Structural Adjustment Fund to help transform our ADE.

And so for those interested, when we send the slides out, you can download the interim report from our open employment trials. They went from September '23, December '24. We're now doing the next lot of data in, so that might be more meaningful to wait for the final report findings, which I'm sure we're going to publish on our website and socials.

But interestingly, through these, 60% of our participants reported increased self-confidence and independence from trying to work outside of Good Sammy, in a partnership arrangement, with many highlighting social inclusion as a key benefit. External employment partners involved in the trial actually reported higher workplace satisfaction, and team cohesion when employing individuals with disability, and challenged a lot of common misconceptions for themselves about trying this out for the first time. And we saw, again, this reiterates the point around training. Digital capability training saw a 70% success rate in enhancing employability, with many moving into admin, retail, and logistics roles. And we did some work.

I don't know if you're familiar with Wise Ability model, but we did some work, did a gap analysis. That's an excellent model for helping you understand inclusion, particularly inclusive employment growth. So I'd highly recommend you reach out, have a look at that model. And I think this is my last point. Yes. The importance of leadership. I think most of us know this is significant. It's very important to set the

tone through practice as inclusion's mostly strongly shaped by frontline leaders rather than executive and senior leaders. So it's really we try and reiterate that point to our leaders that you're the front face. You are actually the one driving a lot of the impact to the person on the day.

And so we've had this significant investment in our leaders across all levels of the organization. Leaders Lab, dedicated program, and hoping to be able to have some people step up into some leadership roles. So we've got some of our supported employees in the room hoping to be able to achieve that by the end of this year. We're going to focus on disability and NDIS awareness capability uplift for leaders. It's really difficult for them to operate in this area and be inclusive and understand what that means without having an understanding of what people are doing or needing to do in their own world and environment every day.

And we proactively address bullying and other disrespectful behaviors, and that has included from supported employees. I think there had been a concern or people were fearful of tackling some of these issues, and they had perpetuated and created a number of cultural issues in the workplace for a long time.

But this has taken a few years, but it's definitely had a very significant positive impact on inclusion. And so yeah, just a final thing, just because obviously we're always looking at partnering with organizations, these are all the breadth of our social enterprise services. And so if you are interested in learning more, please reach out to me, which I will put my contact details on the last slide. But yeah, I'm very grateful to be here today and to be able to talk through some of the things that have really worked for Good Sammy, in helping transform our workplace first, and then obviously our vision to help transform other workplaces and society through disability employment.

So that is the end of my discussion for today. I'll stop sharing.

Colin: Thanks very much, Marisa. That was truly valuable, and I don't think it was too fast. But really valuable. And I loved the fact that you have really encouraged that support to have those aspirational conversations internally, and the key theme for me really is treating all workers the same. And I think from what we see at times, and I

think it's always well-intentioned, but there's a notion that you need to treat party workforce differently from another party or workforce, when if you want to be really holding true to an inclusive model, you treat everyone the same, and you come up with the right model that works for all. So, a really big tick there. I'm just going to go to the chat, Marisa, if that's okay with you. And pick up on a few of the questions.

So what does the regular monitoring in the workplace look like to ensure acceptance of people with disability? Thanks, Trish.

Marisa: So we have monthly metrics that we measure across all of the areas on disability stats, so people with disability and supported employees at a team level. So quite a low level and reporting on that every month. And, as I said earlier, my view is I would love every team to have at least one person with a disability in their team.

We're pretty close to achieving that, but it doesn't come with issues, particularly in corporate services, finance, HR areas, because it's quite a different role, and so really ensuring that the people teams have really transformed our people division as well, and there's a partnership model now.

And talking to managers ahead of time to help provide support so they're not just like, "Oh, this isn't working. This person can't stay." But yeah, as I said to you, there's always this strong pull back to how things were working before. So yeah, we're constantly on top and constantly having the same conversations, even at my own team level, despite knowing the journey, really reminding them, "No, we've come this far, and we need to keep these practices in place."

Colin: Thanks, Marissa. And I think another key there is having a range of training that's, again, universal across the organization, and really setting the scene of expectations of workers as workers.

Marisa: Again, what we often see is slightly different approaches to their supported employee workforce versus others, and I think that we're seeing probably a decent shift in the sector around if you're coming to work, there's workplace expectations

that come alongside that and need to be holding true to that. So I think that's a really valuable insight as well.

Colin: Allison, how do you measure staff satisfaction?

Marisa: So, maybe it's a little bit around what metrics you might be using around safe environment, et cetera. Yeah. Well, we engaged on a staff survey. I think probably we used to do very... Again, we've made an assumption that our employees can't interpret or understand complex questions, and so the previous surveys were only really 10 questions. But we actually use Culture Amp.

They've got about 70 questions in their standard engagement survey, and we modified the way that we delivered that so that we had neutral people with iPads going and directly doing our surveys with our participants. I think we offered free lunch, so there was an incentive. But we actually had, I think, nearly 50% of our workplace actually participate in a survey, which is very high, but it truly represented the views of our people with disability and supported employees.

And so we actually included questions specifically. So some, the standard engagement surveys, we actually included specific questions about psychological safety and wellbeing in that one. We might not do that this time, but we definitely wanted that gauge and baseline.

We also recently had a psychosocial risk assessment through our insurer, and so that also is very informative around measuring safety in the workplace. And then the other metrics, we look at a lot of, yeah, the standard safety WHS metrics, number of incidents, hazards, how long things are taking to resolve, and how many of those relate to people issues. And yeah. We actually also, one other thing we did, you normally wait for a complaint to happen before you do an investigation, and we actually have recently done a culture review in one of our areas, which we initiated because we had heard feedback wasn't coming to us formally. But we really wanted to ascertain, is there an issue here? And there gladly wasn't, but which we thought wasn't. We know we don't have systemic issues anymore. But yeah, it's always sometimes you have to take a proactive approach. Yeah, I like the idea of that. Again, the ear to the ground and being proactive around- Yeah.

Colin: The other one, and I'm not sure if anyone's got other questions.

I've got one there. What was the app called? I'm not sure, Linda, which app you're referring to.

You mentioned, was it a culture app, did you say? Oh, Culture Amp.

It's a very expensive system, but we thought we would invest in that every couple of years. Mm-hmm. Not annually. No. Just to do a proper baseline on culture and engagement. Mm-hmm. Yep. Thank you.

Colin: Nothing else in the chat. Feel free to put your hand up or pop yourself off mute if you've got a question for Marisa. Another thing that I really liked is your introduction around the co-design features and ensuring that at all levels you're having that lived experience, feedback and engagement, involvement in the business running.

I think that universal approach again is worth its weight in gold in hearing from, but incorporating the great ideas of your workforce in terms of how you can improve as well.

Marisa: One other thing as well, sorry I didn't mention, is obviously everyone uses Easy Read guides, but we use that for everything. So really use those, get your team trained up. I think there is free training we did with... I can't remember the organization now. But where you get your teams trained and able to pull those together, because they're very quick to do.

Colin: Thanks, Marisa. Another question. Thank you.

Trish: Being in a rural area ourselves, I wonder how much success you have had in open employment opportunities in rural and remote areas. So I'd imagine you would have in your patch in WA. So anything there you can share?

Marisa: Yes. Well, no, we have had varied success. I think we've got a store in Geraldton, and we've got a store in Albany and some... So we've got some regional areas. It's not a significant part of our workplace. But it was really hard even to just get people into traineeship programs. So we had regional, a grant with Department of Communities to have, I think it was six regional trainees. So it's actually really

challenging for us to find the people. So, it is absolutely a challenge. I think from that we haven't got to the stage yet where we are putting them into open employment because they're still finishing their traineeships.

But it's an ongoing challenge, and I found that surprising because I thought, my understanding from the statistics is that we do have a lot of people with disability in regional areas, and they go there for a more simplistic and calm life. So, we need to really think about how do we find the people that we need to engage with. And we're starting really at school level now. A lot of our focus is on those early entry programs, traineeships.

We've got a wonderful program called Dare to Dream, which is funded by Stan Perron for kids in year 11 and 12, and that's like a 12-week program here. So we need to start there because we know once students with disability finish, it's very hard to re-engage them back into the workforce. But yeah, I'd love advice and help on how we find more people to help in the regional areas.

Colin: Yeah. Thanks, Marisa. And just a comment there from Melanie, thank you, that DDWA, Developmental Disability WA, offers Easy Read training, so that was the training we did. Yes, it was with DDWA. Yes.

Colin: Yeah. So thanks, Melanie. I guess the other key one for me is and thank you for your honesty around it, it's a journey. And again, your reflection on how things have been done over a long period of time and the stepping stones to progress the, I guess the journey being that at times there's a sense of trying to get pulled back yeah... but forging ahead. And again, when we're talking about transformation in this sector at times, I feel as though people get a bit gun-shy of taking the steps, and it's not an automatic. It's not as if you turn it around overnight. It actually takes time but you've got to start the journey is probably the message I'm trying to get

across. So, I think your story today has been wonderful and hopefully has educated a lot. And I think it's been really valuable to attendees today, but even more broadly based once it's more broadly shared.

Now, I am conscious of time. Probably got one last one before we do need to wrap up. Again, a bit of a thank you to Marisa for sharing today, and also acknowledgement to the Centre for Inclusive Employment for supporting this Lunch and Learn today.

As mentioned, this will go up on the CIE hub site. NDS will be running future Lunch and Learn sessions, so please keep your eyes open for those.

They're generally advertised through our own internal mechanisms, but also through the Centre hub. There's other sector Lunch and Learns there as well, so please keep watching the Centre hub for those really interesting and exciting learning events.

Again, thank you for attending today, and taking maybe a bit of your lunch break and time out for that.

And again, I really appreciate Marisa and good Sammy taking time out to share that information today. Been really valuable.

Marisa: No problem. Other than that, thank you.

Colin: Thank you, Kerry, as well. Enjoy the rest of your day, everyone. Take care, and look forward to seeing you soon. Thank you.