

Explorable | Season Two, Episode Seventeen: Transcript of interview with Ron Pettit

Josh Loebner:

Welcome to Explorable. We have an amazing guest. We're so excited to have Ron Pettit with Royal Caribbean Group to be able to share more about disability inclusion and accessibility on the high seas. But real quick, Toby, I've never been on a cruise. Have you been fortunate enough to be on a cruise?

Toby Willis:

No. Hey Josh, thanks for asking. I, unfortunately, have not been on a cruise, so I'm super excited to learn more about what Royal Caribbean and Ron are doing for those of us with disabilities who love to travel.

Josh Loebner:

I've heard so many wonderful things about cruises from family members that have been on them, and it's something that really excites me. I've dug into it, but we just haven't pulled the trigger. I think Ron, you're going to enlighten both Toby and myself, not only about accessibility and disability inclusion at Royal Caribbean but also maybe a little bit just in general, about cruises, so welcome aboard.

Ron Pettit:

Thank you very much. I'm glad to be here. It's awesome. And I love to have a chat with you all about accessible cruising and the things that I've been doing.

Toby Willis:

That's awesome. We're looking forward to diving in, but maybe before we get started Ron, let's get to know you a little bit better. What's your disability story? How did you get into working as an advocate and an ally for disabled travelers?

Ron Pettit:

I was born with hearing loss, and they didn't figure this out because obviously, I was developing language a little later in life. A couple things happened at that point. I learned how to talk, but my first word— And visualize this: My mom and I were staying at my grandmother's house in a suburb of Chicago. It happened to be underneath the flight path of Chicago O'Hare Airport. Me, with hearing loss, which is profound—it's 80 percent in one ear and 90 in the other—the only things I could hear are jet engines and fire alarms. I'm sitting outside on the stoop and I'm with my grandfather and you just think about it like Tattoo on Fantasy Island, "The plane, the plane." That's what I was doing. That was actually my second word that I ever said, which makes sense that I became an airline geek and that I wanted to work for an airline. That was my life's mission. When they discovered that I had hearing loss, the doctors told my parents and laid out the expectations of having a child with hearing loss. And they said, "Ronnie's going to have to go to special school." Which meant deaf schools. Then they next said, "Maybe he'll go to a regular school, and then all he'll earn is C's. My father—he's in the army, so I was an army brat—and he said, "No child of mine is going to earn C's. He's going to earn straight A's." I did earn A's maybe a couple B's, but I was a good student, and really, my parents taught me, "Be whoever you want to be and excel." Fast forward several years, I've been working at Northwest Airlines. I was working at Boston as an airport agent. I

moved to headquarters in Minneapolis. My job started to talk about, “Oh Ron, you're going to be responsible for passengers with disabilities.” That became my passion, making travel accessible for people with disabilities and really marrying the “I love to fly, love to travel” with making travel accessible. It was this passion thing that went off. Realizing that my hearing loss was a disability, I identified as a person with a disability. That's where I got that notion of, I'm a person with a disability with lived experience with people with disabilities and then also talking about how we make travel more accessible for people with disabilities which was rewarding in itself because I love to travel and make sure other people can travel. The last part of the story is that it became an addition to my regular job. I really wanted to do accessibility more. I saw this job posting for an access manager at Royal Caribbean. I said, “This is written for me to a tee. This is exactly what I want to be doing.” I applied and about three months later, I became working at Royal Caribbean and I'm now making cruise travel accessible for people with disabilities. I love to fly; I love to cruise and that passion of helping people with disabilities travel is just amazing in my experience here at Royal Caribbean.

Josh Loebner:

It's great to hear your story, Ron. It's wonderful to see the pathway that you've helped not only carve for yourself but potentially others because I'd like us to explore a little bit more about why it's important for brands in the travel industry to have an accessibility specialist or whatever other title there may be associated with that role. What does that mean, not only for your role but potentially for others in travel and tourism?

Ron Pettit:

I think the conversation really is about travel and hospitality companies, thinking about the market and untapped market and thinking about, are there people that aren't traveling and why? I was humbled to hear Richard Fain, our chairman at Royal Caribbean, talk many years ago at a diversity and inclusion event, and he said, "When we got started, we didn't think about marketing to families. We were just marketing to adults and why people wouldn't travel with their kids." They often thought that we didn't market to people with disabilities, so we didn't think they wanted to go on cruises. They realized after a while that we're missing the boat and realized that people wanted to travel with their kids. They came to launch the kids' programs and really became the family brand that we are today. We welcome all kinds of families so that's another conversation point that we get to with diversity inclusion. We welcome all types of families onboard our ships and then we welcome people with disabilities. Over 20 years ago, they started the access department with one person. And now with my team, it's almost to 20, 25 people and really furthering the agenda for people with disabilities. It takes a lot. Royal Caribbean did things a little backward in disability inclusion because we fed into the marketplace. Honestly, that's talking about how we impact the bottom line and really increase the number of people with disabilities that want to take a cruise. Even the penetration of cruising in the US market is still somewhere like in the 15, 20 percent range. Many people have not taken a cruise. We really take a look at how we build the market for people with disabilities. The next thing that we started to do—I started it about seven years ago—was really focusing on other pillars of disability inclusion, including making Royal Caribbean a great place to work for people with disabilities. Talking about digital accessibility, making websites and mobile applications

accessible. We've started to talk about supplier diversity as we build out. How do we look at disabled-owned businesses as suppliers? It creates this whole synergy of a multi-strategy approach to disability inclusion, and you do need people to lead those efforts. I'm a lived person with a disability leading the effort, and I want to commend a lot of my colleagues that work in disability inclusion, but if they don't have a disability, it's hard to convey the real impact of inclusion efforts and really putting people with disabilities in that game of making those decisions and building out programs and services for everybody.

Toby Willis:

Yeah. We certainly do need allies in this space. It's just more important to remember nothing about us without us. We have to be represented. A seat at the table, a voice in the conversation. You mentioned starting, as many of us did, as a team of one and growing the effort. I'm just wondering if we can dive in a little bit to some of the mechanics of that. How did you grow this and develop these partnerships across the company to really get that network effect that you described and drive for the greater culture change at the organization?

Ron Pettit:

It's a couple of things. One is many companies have employee resource groups. That's a core component of many companies' diversity inclusion strategy, building out employee resource groups so those identities have a voice and really talk about those specific things that are challenging for those specific identities. It starts out in a new company that's just starting out as these affinity groups or networking groups. It's just a

way of bringing people together and kind of say, "Hey, there are others like me working here." I was reminded of a story that I was reading the other day that talked about a college student. She was going to school. She's Black, and she's a wheelchair user, so there's intersectionality of race and disability. When she arrived at school, it was predominantly white. But when she found the Black student association, she found her tribe. She found she can talk about her challenges as a Black student in a predominantly white college university, but she didn't find somebody for disability. There was no disability group, so she still felt alone in that piece. One of the things to think about is a company has got to get into these employee resource groups. The first thing is networking and then eventually, it turns into how do we make a better place to work? How can they affect the changes many gay and lesbian groups talk about? Hey, why don't we create a transgender policy? That kind of helps. How do we welcome transgender employees? What's the pronouns that we use? How do we support a transition in the workplace? And we're all creating a group. We've had an employee that transitioned to female, and she received so much support from her manager as well as her colleagues in making that transition happen in a really beautiful and positive way. That's the beauty of employee resource groups. The other thing that gets into place is where you start to identify business issues. For example, an Asian employee resource group. The company was having trouble reaching the Asian market in San Francisco. They said, "Well, here's the collateral you're saying. It's written wrong. They would never talk this way and here's how you need to rewrite so that you appeal to the specific market that we're going after." Asian as a term is also homogenous. You really want to think about people who are Japanese and Chinese. They are completely different with

different cultural values, and unfortunately, a lot of people just lump them into all one category and then say, we're homogenized. We don't want to do this to the U.S., so let's not do it to other people of other countries. The other strategy that I have used is a customer advisory board. I did that in Northwest, and I've done it here at Royal Caribbean where I've assembled a group of people with different disabilities. It's a cross-disability advisory group. They also represent local or national advocacy organizations. There's a little bit of a method to my madness where I create these opportunities for people with disabilities to give us feedback on how we can do better in customer service, how we can hire more people with disabilities, and about those things that they can give us feedback. Then they send that message back to their organization. "Hey, Royal Caribbean's doing a great job in this area. The ships are accessible. They're making Royal Caribbean a great place to work." Those are the two examples of using your employees as a point of feedback and getting information and the same thing you do externally with the communities that you do. Another great example of connecting the dots is we have Disability Mentoring Day. Like many companies, we're part of that effort where like in the third Wednesday in October is National Disability Mentoring Day. It started out many years ago, sponsored by AAPD, American Association of People with Disabilities, and creates companies that reach out to high school or college students and then bring them to the company, and they job shadow, they mentor for the day. We've been doing this for three years now. What we do is we leverage the organizations that we work with in local and south Florida, and we asked them to help us find college students with disabilities and other job seekers with disabilities to participate in this program, and they get matched up with one of our

mentors. Now we haven't gotten to a higher standpoint, so we're working with the university relations because really what the students want is more than a day. They want to do an internship and then they want to get hired so we're trying to figure out how to manage that in the pipeline.

Toby Willis:

Well, that's an amazing body of work that you have created and are doing. It's something you should be very proud of. The innovation and engagement you've brought to the community and to the business.

Josh Loebner:

Yeah. For all the listeners, you may not of course have seen, but I was pumping my fists because, Ron, when you mentioned connecting with university college students with disabilities, from my perspective, I feel the college students with disabilities are underrepresented when it comes to building that pipeline into the professional careers whether it's in travel tourism or anywhere else. Listeners, connect with those college students and even if it's not for an internship, just to be able to show those young students who might still not have a considered degree to guide them to a career and a profession that welcomes them. Ron, you've talked a lot about how you've done it. I'd love to dive into more about what are some of the things that you've done at Royal Caribbean. Royal Caribbean is a category leader when it comes to cruises, cruise lines, travel, and tourism. Tell us a little bit about some of the category-leading efforts that you've done to welcome people with disabilities to the cruise lines.

Ron Pettit:

I think one of the first things that I'll talk about is our deaf cruises. This is one of those things that when I came to Royal Caribbean, the first thing they said was, "Ron, you're going to be helping out with an all-deaf charter." Meaning, a company has chartered one of our ships and said, "How do we create an inclusive experience for our deaf and hard of hearing customers?" The really great story about this is that this was with a small travel agency out of Virginia called Passages Deaf Travel, and they're amazing because they dreamed big, and we helped them to do that. We're always about, "What if we could do this?" When we did the Freedom deaf cruise back in 2007, we were already well into planning and preparation. I ended up having to re-look at the plan saying, "Hey, here's some gaps we missed. We need to do more of this and more of that and really build on inclusion plan." We had something like over 100, 120 sign language interpreters on the ship providing equal access to all of our shipboard programming and events. We had a portable hearing room kit for every stateroom, which is unheard of because if you know ADA, there's some minimum level of compliance, and that's only a small percentage of rooms. Our company felt really strong about the safety of our guests because we also created a custom room kit that would not only detect telephone ringing, something at the door, and the fire line, but it would detect the general alarm. If you've been on our ships during the muster drill, you'll learn about the general alarm which sounds as seven short, one long. It's very piercing, except if you're deaf because you can't hear it at all. This room kit flashed a red light when the general alarm goes off, and it's told our deaf guests, "You need to evacuate your room and head to your muster station." Those were the couple of things that we did. We also spent a lot of time developing training. We went on a ship about two weeks

before the charter to train all the staff in deaf culture, basic sign language, and all those really great things to help make our deaf guests feel welcome on our ships. The chartered client literally cried because when the boarding day happened and her clients were walking on the ship, every one of our staff members was saying, "Hello," in sign language. And that was an amazing feeling of accomplishment and really creating that inclusive deaf culture on a ship that really, you don't get anywhere else. Folks who are deaf spend all their time in the hearing world, but now they're in a completely deaf environment. Everything is catering to their needs as a deaf consumer. I'll share another story, which I am particularly proud of, that we are the first autism-friendly cruise line. Royal Caribbean became autism-friendly about seven years ago and then our sister brand, Celebrity, became autism-friendly about six years ago, like a year later than Royal. We've been catering to people with autism for years and their families, but we didn't know exactly. It's like this learning curve, realizing people didn't understand what autism was. You think about *Rain Man*, and you think about the meltdowns that you see until you have this very misconstrued view of people with autism. It also got me thinking like, what are their needs? What can we provide to people with autism in terms of an inclusive cruise experience? It was an ongoing discussion. We met with a company called Autism on the Seas that specialized in autism certification. They too realized that there was going to be a market for this, and it was also a journey. It was like saying, "Oh, we're going to just bring families with autism then put them on the ship and just have them take a cruise," not realizing that they had specific needs. Eventually, Autism on the Seas turned to a model of staff-assisted cruises where they provide extra staff to assist the needs of autistic individuals, and that created their product. Through that

journey and through that partnership, we understood a little bit better what it means to cater to families with autism. We were also finding ideas from travel and hospitality. For example, in the Tampa Bay area, there were many hotels becoming autism certified. It's like, what is this? What does it mean? Can I do this on my cruise ship? That's the beauty of our relationships that talk about, "What are other hospitality companies doing? And is there something that we can incorporate into what we're doing?" Along with Autism on the Seas, they helped us, and we put together an autism-friendly program. We put together some existing things that we already do, like priority boarding, check-in, gluten-free meals—A lot of people on the spectrum need gluten-free meals. I'm not a medical expert, I don't know the correlation but there is a lot, and so we already provide gluten-free options on board of ship—then we added some new features like autism-friendly movies. It's not the movie that's autism-friendly, but it's the environment. I know that many of our listeners listen about autism and really resonate that they know someone on the spectrum. They understand that they see the world differently than we do. They become overstimulated with crowds, flashing lights, and all those things. Now, I can't always guarantee that we can eliminate all those distractions, but we can do a great job of being welcoming and inviting to families on our ships. We have the Autism Channel, which is a streaming television service that's streamed to their TV. We don't expect our guests to stay in the stateroom, but sometimes they need a break away from the hustle and bustle of the ship. They escape back into the room, and there's this wonderful channel that has autism programming. It's entertainment-related, it is educational, so it's an amazing option. The last thing that I want to mention was the social stories. This is a tool that families use, educators, and therapists use to prepare

children with autism for upcoming experiences. There's stores of storage for going to the grocery store, going to school, going to the doctor. We created one for cruising. It's downloadable from our website. They can use the entire booklet or use the pages they need, so this is a really great option for us. A couple of things that I wanted to mention, I can't give out the exact numbers, but I can tell you ever since we started being autism-friendly, the number of guests with autism and their families has doubled every single year since we've started the program. This is one of those really clear examples of how I can tell you that disability inclusion impacts the sheer bottom line. The next thing that I wanted to mention was that we talk about the market, so we check demographic data. When we started this program, we're thinking, "Oh, it's going to be kids with autism. We got the first year's guest demographic back. It's like one-third of our guests with autism are kids three to 11, one-third are 12 to 17, then the last group, it's adults 18 and over. A lot of our services are available for the entire age spectrum. Some are only available for kids. And so those offer a really great understanding of what options are available for different age groups. The last point is our advisory boards. That's one of those really great things that we did. We got a lot of feedback on how we can do better. They loved that a major traveling company like ours was coming out of the closet and saying, "We want you and your families to come aboard our ships." Normally families with autism don't go out. They don't travel. And so, this is really sort of a major company that said, "We want you on our ships." But they gave us feedback and I'm like, "I'm not an expert." So, I created an autism advisory board. When we found out that data was talking about adults with autism, we also started to shift our thinking, and this is still a little bit of work in progress for us. It's changing our language because our language and our collateral

material talked about parents. Your child needs this, your child will get this, but there are adults with autism that can have their own money. They have jobs and they want to cruise. The language about how we provide a program for them, the language has to change and really not be sort of to the parent, but it's really to you as an autistic individual making your own decisions about travel and wanting to cruise with Royal Caribbean.

Toby Willis:

Those are great stories, and this is a wonderful test case for inclusion there. You described how you're marketed to this group and you're doubling your engagement year over year and using off-the-shelf products and innovation to create true inclusion for the entire family or group that's traveling together. I'm wondering, you're clearly far down the road on your journey, Ron, with Royal Caribbean, and like we talked about earlier, you started with little support. I'm wondering if we can share something for our listeners to take away who are not as far down the road on their disability inclusion journey. Are there some things that those of us who are still teams of one or two, what we can do right away to get started to accelerate disability inclusion? Do you have any tips you can share for our listeners?

Ron Pettit:

I know I give these talks and I go to different events and things like that, and they love the story that I bring and the journey that we've gone through. I talk to a lot of people who say, "How do I get started?" You need to start somewhere. Take one strategy. I'm doing a lot of stuff and you don't need to do all of this stuff in order to see, just start

somewhere. Some of those things start with things like having an employee resource group or having an advisory board, having a dedicated coordinator that kind of spearheads this effort. And it doesn't have to be vice president of this. It could just be a specialist or a manager, but still, have somebody that's dedicated to the space, and you'll still quickly find there's a lot of stuff to work on. I've been a team of one for many years. What I do is what I call, "build something out of nothing" and really is the case. Some of the other things that you talk about is buy-in, and this requires you talk to leaders in your company and talk about disability inclusion as a value, as an imperative because a couple of things are happening, and there's so much data out there from Open Doors Organization. We've heard a lot about how they do their disability market study, and they've done them every five years. They just published one last year about how 58 billion dollars are spent on travel for people with disabilities. That's up from 34 billion from five years before. There's definitely an increase of people with disabilities traveling, and they're spending more. This is an untapped market that you want to get into. With some changes and things that you can do, you can lean into that market. Disability is like the third-largest market after African Americans and Latinos. You always don't see disability being represented out there. My forte has been marketplace, so this is really in my space, and you talk about the guest with disabilities. We do run analytics on guests, and that's one of those things that we've just started a few years ago about tracking the number of guests with disabilities in the different categories and the different combinations, but we started to think about, we're just counting the guests and that's a three percent number. Let's count in all the companions they're traveling with them. In a cruise line, we charge separate fares for guests, so that's easy. In the

hotel industry, it'll be different because you charge by the room, but you don't always know how many people are in a room. The power is you've got a person with a disability. What about all the people that are traveling with this person? That's the full impact of the disability market on your business. One of the really great things we can also do is we cross-reference all the companion bookings that go with this guest, and we're adding that number into the mix. One of the other things that we look at from the data standpoint is to look at peer assistance. It's our number one request. It's just like at the airport, people need help getting through the terminal, getting on the ship, and off in your single wheelchair. We track these requests, but just like the airlines, only one-third of people with disabilities tell us they need peer assistance before they arrive on the day off. All of a sudden, I've got double or triple the number of peer requests on the day of boarding. So, we create that methodology in there. What gets measured gets better, and we attach the revenue to all of this. So, it's just not about the number of guests at a percentage of guests, but let's talk about how much money they're spending. We notice that guests with disabilities incrementally spend more than other people. We also know that guests with disabilities are more loyal. We have more loyalty members that have a disability than those without. You've seen disability market studies for other industry stuff. We are completely in line with that and that is part of your business case. The reality is that in order to get buy-in, you sometimes have to be data-driven, you have to show them the effect on the bottom line. Then you also have to address the emotional part of the equation. There are many leaders that diversity inclusion is a core value as well as disability. It's like when you have a CEO that has a child with a disability, they will make an effort in their company and say, "I want to make the world a better place for

my child with a disability and I want to make my company a better place, whether it's an employee or guest or consumer," and so you lean into that. Whenever I start to talk to leaders, I try to figure out what their motivation is and lean into the motivation because the motivation to do something, it's very different things for different leaders. And so, you lean into that piece because that just helps you get buy-in, but you also need buy-in, not only from the top, but you need buy-in from the bottom. That's where your employee resource group, your customer advisory board comes in. But just start somewhere. You don't have to do all the great things I'm doing. You can start somewhere like having a diversity council. The other thing is you guys will probably be surprised at the amount of people with disabilities you already have in your workplace. Celebrate that. Leverage your employee resource to leverage that whole component there. When you talk about consumers, talk about all the stuff. You already have accessible rooms, you already have accessible tours, you already have this. Celebrate what you do have. I always get this conversation about why publicize what you're doing. We're not perfect, we don't have everything, and that's the point. Celebrate what you do have and get it out there so that people know. I am so amazed. The amount of time I keep talking about the things that I do, and what things our company is doing that people tell me, I never knew you did all this. It's just like need to get the word out there and so, that's why I built my advisors the way I did so that I can have them as my ambassadors. You talk about opportunities like this today. To talk to you and the listeners about how do we do this and how do we make travel accessible for people with disabilities?

Josh Loebner:

This is just so amazing. Ron, every point that you shared, I hope that our listeners can internalize within their brand, their business. If you're a traveler with a disability that's listening, hopefully, you now recognize the amazing things, or you may already be an advocate and a loyal Royal Caribbean fan. I do want to take a quick step back. Can you tell us a little bit more about Royal Caribbean as a brand? Everything I'm hearing from you right now makes me love the brand so much but as somebody who hasn't cruised, would you mind just sharing with listeners a little bit about Royal Caribbean, the cruise ships, and what it's all about just in general?

Ron Pettit:

Royal Caribbean has been around for 50 years. It is the brand that the company was founded on, and obviously, it's the brand that people know the most. We're a very innovative cruise line. You'll hear us talk about family because a lot of it is because we have the youth program onboard, Adventure Ocean, we have our teen program, and it's all about multi-generational cruising as well because a lot of families travel together and they travel together with the parents, and the grandparents, and brothers, and sisters and siblings, and friends. So really cruising is a great opportunity for families to take a cruise. We build a lot of opportunities around that. Our senior vice president of sales Vicki Freed has said, "Royal Caribbean is the unique combination of quality and energy." That is what we pride ourselves on, building out a cruise line that has that unique combination. You don't find that anywhere else. We pride ourselves on positioning our brand on value and not on price because if you buy a cruise based on price, you may get what you're paying for. If you pay more—Which is the really great thing that happens at Royal Caribbean because people believe in our product, and they

are willing to pay more for it—that shows you the quality of our product. We sail all over the world. Caribbean is our middle name. Most of our guests sail to the Caribbean, but we sail to Europe, we have ships based in Asia for the Asia market. The ships out there are immersive cruising, and the primary language board is usually Chinese and other Asian languages. People love the Royal Caribbean brand because we do a lot of really great things for our active guests. One of the personas we like to attract is the adventurer and really talking about people that want to explore new places, destinations, meet new people, and they all do it on a fabulous cruise ship. Our celebrity brand is a little different. So, the tagline is modern luxury and sort of a class in itself. People try to say, "Are they a luxury cruise line?" And really? Celebrity's its own class and it's really talking about pillars of food. The food program onboard Celebrity is amazing. They're all about spa and pampering, they're about education. So Celebrity cruises, imagine if you will, it looks like a boutique hotel, but it's not stuffy. It's accessible, not meaning by a disability standpoint, but it's really kind of like this really great luxurious experience you get on a ship. We have many guests that go back and forth. Sometimes they love to be on Royal Caribbean and other times they like to be on Celebrity, and that's a really great thing about our cruise brands.

Toby Willis:

Thanks for sharing that, Ron. That's great. I love hearing more about the brand because it is so recognizable and what you said about the quality position model versus the price position model where I see low price as a race to the bottom but when you focus on quality, it creates a better experience for everyone, employees, and travelers, and the community. What I see is you and your company taking that mindset to disability

inclusion. Let's end on a high note. What's coming up next? What's on the horizon for Royal Caribbean and then Celebrity cruise lines in the disability inclusion space?

Ron Pettit:

It really is talking about taking our autism-friendly program to another level. We are looking at coming out with a consumer guide to autistic cruising and explaining our program in detail and giving a strategy really helping people make assessments. To parents, for example, and saying, "Can my child take a cruise?" And the answer for me is, "It depends". There's several things to think about, obviously, age, where they are on the spectrum, all those sorts of things and helping parents get that little checklist going and I think my child's ready. And then also how to advocate for the different products and services that we have on our ships and how to get them and those kinds of things. We're talking about doing that. That's been in the works. We've also been talking about updating our social story advice from our advisory board. It's more of a workbook right now and really less of a picture book and less words. We're kind of revamping the social story to be more of a true social story for our guests and their families. The other thing that we're tapping into, we want people with autism to sail with us, but we also want them to work for us. So doing a macro trend in the diversity inclusion arena, you talk about a lot of companies that are doing neurodiversity hiring programs. That's a conversation that we've just started to have inside Royal Caribbean. We're partnering with IT, and hopefully, other business unit partners and identifying the opportunity and the roles that we will hire into, and then really starting building a relationship with our community partners that can help us accelerate that process. We still want to take extra time to do it right. We don't want to rush into it. We want to get successful matches so

that we have successful experiences, and that's where the program gets built. Those are just a couple of things that are on the horizon for us. There's more things to think about. Taking the whole idea of understanding what it means to be an ultimately deaf-friendly cruise line. What does it mean to be a blind-friendly cruise line? It's like understanding that we have products and services available, but what are those things that might push people to sail with us specifically? Because we have these product services available to people who are deaf or are blind and thinking those things through. It's kind of taking a page from the autism-friendly playbook and saying, we build a whole suite of services that are available that people can pick and choose what they want and build it over to the other side and create this sort of inclusive experience for specific markets. I've had a travel agent partner talk to me about dementia cruising. There's a whole other segment on the market that we haven't thought about. I love what I do, I love to catch the wave to inclusion and really explore all those really great innovative concepts for our company and our brands.

Josh Loebner:

This is great, Ron. I feel like our listeners have so many golden nuggets of insights and information that they can take as new leaders in disability and accessibility, as seasoned leaders, and as travelers as well with disabilities to find out more about what your brand has to offer when it comes to disability inclusion. I am so excited now. I just want to dive into more about Royal Caribbean. And so, for our listeners that want to find out more, where's the best place for either a traveler with a disability or others just to find out about Royal Caribbean's disability inclusion and accessibility offerings.

Ron Pettit:

Yeah. So, they can go to our website really. We've got a chart full of information. We have a microsite at royalcaribbean.com/accessibleseas or if you are looking at our celebrity brand, is celebritycruises.com/access. Those are really great places to go and find out more information about each of our brand's accessible cruising programs.

Toby Willis:

Ron, I can't thank you enough personally for what you're doing for the disability community and inclusive travel. Keep up the good work. It's been such a pleasure having you on the show and hearing about what you're doing and looking forward to staying connected and seeing you out on the high seas.

Josh Loebner:

For everybody at Explorable, this has been so amazing. Thanks so much to Ron Pettit with Royal Caribbean group, Ron will catch you on the high seas.