

EPISODE 1247

*“**SOR:** There’s just a huge list of things that women need to do differently. Whether it’s just negotiating more, or asking more for what they want or speaking up. Sometimes it’s minutia, sometimes it’s like change the tone of your voice, sometimes it’s stop using the word just, sometimes it’s stop apologizing. We just come up with this list of directors of all the things women need to do differently, like that is going to solve somehow for gender equity.”*

[INTRODUCTION]

ANNOUNCER: You’re listening to So Money with award-winning money guru, Farnoosh Torabi. Each day, you get a 30-minute dose of financial inspiration from the world's top business minds, authors, influencers, and from Farnoosh herself. Looking for ways to save on gas or double your double coupons? Sorry, you're in the wrong place. Seeking profound ways to live a richer, happier life? Welcome to So Money.

[00:01:03]

FT: Welcome to So Money, everybody. I'm your host Farnoosh Torabi, September 1st, 2021. Congratulations, we made it to September. Thought it'd be fun to revisit some of the highlights of the summer, some of the episodes that have really been popular with listeners and that deserve maybe a replay, because they were so popular. Today I'm going to re-air our conversation with Stefanie O'Connell Rodriguez, you may know her well. She is a financial expert. In this conversation, because she's been on the show a number of times, we discussed her latest work exploring what she calls the ambition penalty.

This is the social professional, and financial costs women often face when asking for more money and being assertive in the workplace. Understanding this, she says is critical for tackling gender inequality when it comes to money, because nothing will change if we keep telling women to step up, only for them to be pushed down when they do. She has written about this recently for Bloomberg, and I hope that she will go on to write a book about it, or at least a TED talk because it is it is much needed. We need to hold more people other than women

accountable for the gender wage gap. It's not just because women aren't asking for it. They are asking for it. In some cases being denied and penalized. Stephanie has a lot more to say on this. she brings receipts to the interview. Here's Stefanie O'Connell Rodriguez.

Stefanie O'Connell Rodriguez, welcome back to So Money my friend.

[00:02:38]

SOR: Hey, it's been a minute. I'm excited to be back, but you were on my podcast recently –

[00:02:42]

FT: Yes, congratulations. Let's talk about your podcast for just a quick minute – the real simple money confidential podcast, you had an epic first season. How is it going?

[00:02:54]

SOR: It's so great. What I've been really enjoying is that the format of the podcast starts with a listener interview. So we're really talking to somebody who's going through the money situation, or asking the question live on air. We talk for 15 minutes, but that's like the finished framework. We actually talk for like 30 to 45 minutes. It gives us an opportunity to like really flesh out what's behind the simplified question. You start with somebody who's like, “Oh, how do I balance investing with paying off debt.” But then when you talk for 45 minutes, you wind up getting that well, my debt is from my divorce, and my husband wound up taking part of my house. I wasn't anticipating that, and now there's all of this emotion around dealing with the debt, even thinking about it. I'm just like, “Man, it's so powerful to talk about.”

[00:03:51]

FT: It's not a money throw anymore.

[00:03:51]

SOR: It is it. It really is it. I mean, you've been on the show Farnoosh. So, we talked about what happens, obviously like your book, when your partner makes more money than you and you and I were just talking about our feelings.

[00:04:05]

FT: Yes, I know. But it transitions as well to talking about why I wanted to have you back on the show, which is the ambition penalty that you have identified so brilliantly. Written about for Bloomberg opinion, I know this is something that you have been touting for a while now. It's really nice to see that it's gotten some it's gone viral actually. It's been – I see it everywhere. It's trending on Twitter. It reminds me of when I was reading my book when she makes more that I experienced it in a couple ways in my writing, the ambition penalty, and I'll have you to explain it in just a second.

But like, it really resonated with me, because on the one hand, I wanted to write a book called when she makes more and write it for women because I felt we were being penalized for doing all of the things that we thought we needed to do or should do to be empowered and successful, which is get an education, get a higher education, ask for the raise, make more money, and then we arrived in, let's say our relationships making more than our partner to our credit partly in some cases, and yet we felt like this was not a badge of honor what we were being penalized by society by the traditions of marriage and culture and all of that.

Then Stephanie, when I released the book, I got some feedback from some feminist editors who were like, "Why are you telling women what to do about this problem?" Because the subtitle was, *10 Rules for Breadwinning Women*. It was really meant to be a book for couples. I would love for men to read this book, too. But it was the women who were coming to me with the questions. I wanted to write a book for them. So I feel I'm caught in the middle of this ambition penalty as guilty a bit and in terms of writing content for women, and I have been that person that's like you need to ask for more money, you need to be more ambitious, you need to do telling the women what to do.

But you bring up a really important point, which is that there is more to this than we are discussing, which is that it's not, it should not all fall on the shoulders of women to solve this

problem of maybe not being quote unquote, financially successful. Tell us, in your own words, what the ambition penalty is?

[00:06:19]

SOR: Sure. Well, I think first of all, I would just say that we all do this. I do it. It's not an individual thing that like, oh you're perpetrating the ambition penalty, or you're blaming women. This is a bigger cultural structural thing. What this is, the ambition penalty is, is basically this idea that what we have told women to do to close gaps in terms of gender wealth, gender leadership trying to see more representation in positions of power is this just huge list of things that women need to do differently.

Whether it's just negotiating more, asking more for what they want are speaking up. Sometimes it's minutia, sometimes it's like change the tone of your voice, sometimes it's stop using the word just, sometimes it's stop apologizing. We just come up with this list of directors of all the things women need to do differently, like that is going to solve somehow for a gender equity. What happens is when women do these things, and in the piece, I use negotiation as an example, they face backlash for doing the very things we are instructing them to do, because this isn't an individual problem.

This is a larger cultural issue in which when women exert influence, and are in spaces that are not typically seen as appropriately feminine, or they exhibit behavior that isn't appropriately feminine, there is a backlash. The ambition penalty is the actual cost that women experience when that backlash happens. In the piece, what I do is use the example of a woman negotiating her salary and what happens is, the job offer is rescinded. There is a clear cost to her of what happened when she negotiated.

Now, this is not me saying stop negotiating your salary, not by any means, but what I'm challenging everyone to do, myself included, is when I do give advice on negotiation, I also have to do it with the recognition of the gender racial class, all the forms of bias that still plague the workplace. Otherwise, we are just setting people up to keep asking and asking and asking, but we're not giving a nuance to our advice in a way that's going to help them have a different outcome.

[00:09:00]

FT: How did you arrive at this aha?

[00:09:02]

SOR: A process. It's been a process. I for the last three years behind the scenes of everything I do online, I've been like researching like crazy. I think what – I don't know what really instigated it, but I think what I was seeing after the Clinton campaign, and then in response to women in positions of power, especially in politics, just because politics has been so central for the last four or five years, is just the vitriol that these women who were really exerting influence in a meaningful way in ways we haven't seen before, whether it was Hillary Clinton or AOC or Camila.

They were doing the things we always tell women to do to clean power and like goodness gracious the discourse around what they were getting in response. I was like, “Okay, I think this actually ties to a lot of other things.” I know in my own life, I was experiencing this more on the personal front, as you experienced and wrote about in your book. I just found at a certain point in it as I was getting into my mid-30s. It felt like my ambition, because I'm a very ambitious person, it started to feel unacceptable. In a lot of contexts. It was like well, what's wrong with you that you don't want to just –

[00:10:34]

FT: Be happy with what you have. You have a lot.

[00:10:35]

SOR: Yeah, exactly, exactly. I was like, Oh, I have a lot of goals. I'm always pushing toward them. I'm very much identify with my career and my work, and I really love it. It's just there. It's just shocking the amount of distaste that that elicits. Also the fact that I'm talking about gaining financial power and what was really interesting as I started to like dig into what this feeling is,

what's happening on a macro level in the news and in politics, and then what's happening in my own personal life, and I'm like, "Where's this intersection? What is this is?" Is what I'm seeing is like, "Oh, there's this vast body of research." That just shows over and over again, that when women exert power, and are specifically making gains in areas that have been previously considered like male domains –

[00:11:29]

FT: Dominant –

[00:11:30]

SOR: Exactly. When we think about money, like it is historically male dominated, right? That's when those backlashes come up, more than anything else. They come up in the form of not just an issue of likability, I think sometimes this gets downplayed as, "Oh, she's just not likable, and she's just not a fit." I was like, it's not just that, it's not just that backlash effect. There are tangible things that are happening here that are costing us money.

In the example I gave in the story, I gave the rescinded job offer example, but then I found out that said when women do negotiate, they're less likely to get the raises they asked for, which contradicts this idea that just women aren't asking, right? Like when they do ask, they're still less likely to get what they asked for. I'm like, okay, there are real social, financial, professional and personal consequences, when we are doing the things that we've been telling women to do.

[00:12:31]

FT: It's so enraging Stefanie and I encourage you to keep plowing through this research, because I do think that this conversation is fresh, and it merits books and a TED talk, and really a lot more conversation. I want you to be at the forefront of this. You are so on it, but it's enraging and there was a big book that came out a couple of years ago, around the time of the Clinton campaign, as you talked about, as you described, and me too, and the anger, and how when women voice their anger, or they show their anger, which we're told not to do, but how it

can be really an instrument for change, and how historically it has been an instrument for change.

I wonder if there is a bit of advice that maybe in your column, it could have even been, be loud, talk about your anger, if you got a job offer taken away from you, because you suspect it's because you were ambitious and you ask for more, people should know about that, that should not be kept to yourself.

[00:13:39]

SOR: Yeah. It's so interesting, because when – this wound up actually being an episode of money confidential, where I got this story of speaking to the woman who negotiated the salary and had her job offer rescinded. I could see how hesitant she was to talk about it. One thing that I was had a little bit of assurance about is while she was really hesitant to talk about it publicly, I think in part because like the fact is the world is really small, and especially within a given sector, we all know each other, right?

She wasn't in my industry, but I know pretty much all the people in my industry and like word gets around. Sometimes that's really valuable and important, but sometimes it's really scary when you're going up against the people in power and unfortunately like most of the people in power to this day are white men. It's like well, these systems were created for and by them. It's still really scary if you've had a bad experience to say anything, because they still control all the levers.

It's really unfortunate, but what I was really feeling good about was the fact that she said she feels scared but she's starting to talk about it even on my podcast anonymously. I think just sharing the story was important. But then also sharing with trusted colleagues slowly and what was enraging even more was that she had three other girlfriends have this same thing happened to them, because when I initially heard this story, I was like this is an anomaly, like this is, I can't even believe that this happened.

[00:15:18]

FT: Or it sounds like it happened to my mother in the 90s. She took my father's advice, and went and asked for a raise at work and instead, they laid her off. She was traumatized and would even tell me like don't push your luck Farnoosh, because she had experienced what you're basically describing is this, and I just thought that we had come further along and yet, here we are.

[00:15:45]

SOR: Me too. I think the research and the stories even since this article was published a week ago, the stories I've gotten continue to shock me. The fact that in 2021, the amount of people who have had not necessarily this experience, but whether it's a rescinded job offer or a layoff or somebody saying, "If you keep talking that, I don't know what your future is at this company." Like this is still happening. It's happening in force and in a lot of ways, I think this penalty is even more insidious, in some ways than outright sexism.

My mom's always like, "Wow, it's so much better now." I'm like, "Yes, in many ways, it is." No one's like, well obviously sexual harassment happens all the time. That's why we have the #MeToo movement. I do feel like there is a little bit more of just an understanding that I'm not going to be so explicit with my sexism, or my racism, or my bias and discrimination in the workplace. I think what this thing this penalty is all about is like identifying the ways in which that stuff has been couched into acceptable phrases that you're not really a fit here, or you're not really committed to our mission. Like it doesn't feel like you care about our company and our values.

What that does, I think, is even more destructive, because in the story that money confidential, when I was speaking to this woman who had the rescinded job offer is she came away from that experience, saying it wasn't that the worst they could say is no, it was much worse, they rescinded my job offer, they made me feel like, they were gaslighting me, that I don't have the skills and experience that I do, that I'm not qualified for this position that I'm not committed to my work. Now she's carrying this workplace trauma that she at 26 will be carrying with her. She has to really do some work to repair, to move forward.

One thing was interesting she said, "I have all this imposter syndrome. I never had that before." We always as women are like, "I'm dealing with my imposter syndrome, because I'm a woman

like that's what women have." But actually, it's a response to the experience of all of these little things that have happened to us over the course of our education, in our homes, in our careers in the workplace, etc.

[00:18:07]

SOR: Can I just also point out that a lot of this blaming has been from women.

[00:18:11]

SOR: Yes.

[00:18:12]

FT: It's women against women. The men aren't saying like, "Oh, stop using the word just in your emails." I'm sorry, but in my Instagram feed every day, there's some women empowerment instagrammer that I follow, whether it's girl boss, or some of the others. Which I like a lot of their content, but sometimes I roll my eyes when they show me these videos, like these TikToks of how to rewrite your email. How about just be you? My reaction to this is, has always been, because I'm very familiar with all these studies, right? There's backlash. Do you think that part of the reason why women are looked upon maybe more negatively when they ask for a raise?

By the way, I think that same study said that men also like it's not that a man asked for a raise, and the boss is like, "Go, you." It's still like, but the women get a little bit more of that eyeroll from their boss. I feel like, it's because part of it is because not more women are doing it. It's still this outlier thing. Whereas imagine you work in an office where it's 50% men and 50% women, which we have some work to do there. All of those women are asking for raises. I just feel like there's power in numbers, and it's harder for that employer to reject those women. If it's just that one woman in the workplace that's asking for a raise, and then 10 guys are doing it, you know what I mean? I feel she's going to get more scrutinized.

So I've always my defense to these studies, which is like well, because women will throw their hands up in the air, they'll say, well, I've just, I'm not going to even ask for it because I'd rather

just keep my job than lose my job. I say you got to get like 10 more women at work on your side to go in and ask for that raise, because there's power in numbers. What do you think of that theory?

[00:20:01]

SOR: I think it's interesting. I agree that the solution is not I'm going to throw my hands up and do nothing. I do think having an awareness that this is happening, the most important piece of it is that it lets people let go of the self-blame, then the internalizing that it's just me, like it's just me that I'm not worthy, that I'm not this. I think that is maybe the most important piece of this. It's not saying there's an ambition penalty. So don't try to earn more, don't try to reach leadership, don't try to do all these things that are actually valuable and are going to help you build wealth.

You should absolutely do those things. I think it's doing it, recognizing that it's not an individual issue. It's broader than us. Yes, both men and women perpetrate and hold these biases, we all do. Given that, how do we better recognize these biases, manage them? Then also make sure that we're not blaming ourselves when they rear their heads?

[00:21:16]

FT: It's almost we need to write an article for the men in the room as well as the employers male and female employers in the room. This is not a woman's issue.

[00:21:27]

SOR: Yeah.

[00:21:28]

FT: This is everybody's issue. There are many stakeholders and many influencers in this problem that we have. You have really good advice in your article, starting with mentors should give better advice. Tell us what you mean by better advice.

[00:21:43]

SOR: Yeah. What I mean by better advice is like, let's not just defer to advice that is like so oversimplified, that it's basically stripped of any nuance or context. What my problem with a lot of the ask more dialogue is, is not the message itself, it's the total oversimplification of well, what does asking for more look like, when I'm in an environment where nobody in my company looks like me? When people do speak up there is a lot of backlash? What are some of the ways that I've worked better in the past? One of the things I said is like, framing things as communal wins, as opposed to individual wins is a way to circumvent some of these penalties because people hate to see women winning for themselves.

I think just acknowledging that fact and being like, "Okay, so how do I –" We shouldn't have to do this, but this is the reality, right? So how do I frame what I'm working toward, as something that is a net benefit to my boss, to the people around me to my network? I think just even these simple reframes of adding this nuance and adding the context of recognizing that the bias exists, and then how do I create a workaround in spite of that bias? Again, not that we should have to, but here we are. I think that's a really important place to start.

I also think part of this is about like asking the questions around why things are happening, rather than assuming why they're happening. What I mean by that is like, okay, so if we're saying that women are deferring money decisions to their partners, well why don't we ask, why wouldn't those women feel financially empowered in the first place? This is what your books about is like, well when I am making more, there are all these social consequences that I'm experiencing as a result of that. The research shows that you talked about this on TV show, I think that husbands stress levels rise when female partners hold more, I mean, earn more than 40% of the income.

[00:24:00]

FT: Yes, you're right. Sometimes there's a partner who is resistant to allowing his wife or female partner to invite her into the financial financials of the relationship. There is that or you just sense that maybe that he wants to do that, because this is how he feels he's going to provide for us, that totally happens. I've just never been the woman who's like waiting for other people to

figure out their shit. I need to get my shit done and I'm going to voice and we've talked about this behind the scenes, you and I, Stephanie, when we've – for example been annoyed when clients pay us late. I'm like, next email, you cc your attorney and maybe you underline the fact that they are breaking the law. This isn't the first email. It is maybe the fifth email and at that point, it constitutes it. It goes back to what I was saying about like leveraging your anger in a way that is very matter of fact, and frankly masculine. That's what a man would have done it.

[00:24:59]

SOR: I mean, that's the thing, right? It's what, what people think of as –

[00:25:04]

FT: I'm not here to make friends. Okay. I don't even know if you like me. I just mean, you need to pay me. If I have to like, just ride your tail, I'm going to do that.

[00:25:17]

SOR: I think part of it too is like what is the environment? Where – How do I identify the environment where it's safe for me to do that? Even if it's risking safety a little bit, there is a tipping point. I think like it's just that it's so hard to say these things in the binary. What I'm saying is like, it's not one or the other. What I'm saying is this is so, so, so messy and this is why, and so let's use this ambition penalty to kind of figure out what this weird middle ground is, because in this environment, yeah, I'm going to call my lawyer and on you, and I am going to get my money.

In another environment like if I'm putting my financial security for my entire family at risk and I don't have something lined up. I have to take that into consideration. So it's just like acknowledging that this is so hard. I hate this, but it's true. Like there isn't an easy answer. I just think there is a little bit of solace and validation, and being able to have the language for it and just recognize that this is why this is so hard.

[00:26:22]

FT: It's exclusive to women to a degree, but men also experienced this, this imposter syndrome all of that.

[00:26:31]

SOR: I think a lot of this is – I'm still figuring out the language for it, because I think it's really tough. Again, anytime we speak in a binary, this is really about traditional gender roles and our understanding of traditional gender roles, right? We expect men to behave in these traditionally masculine ways, and women to behave in these traditionally, women ways. The fact is, any time that your behavior goes against the expectation that somebody has based on how they perceive your gender identity, there's some kind of backlash, there's some kind of trigger.

Especially we see it when women are behaving in masculine ways in traditionally masculine environments. That's like the hot red button for guys and even for women, like we all perpetrate this stuff. We all perpetrate patriarchy, it's a system and we're all in it. So it's like, alright, what do we need to do? Let's –

[00:27:29]

FT: I joke, but sometimes I wonder what I've had a easier career, if I had chosen to be like a domesticity expert, like followed Martha Stewart's footsteps. I don't know.

[00:27:44]

SOR: I mean, I think about that a lot. I'm also like so bad at that stuff, but that's the stuff that this is why my Instagram following isn't as big as it is, I'm convinced. I can't bake a nice pie, or rearrange my house nice.

[00:27:59]

FT: I make nothing visually nice this day.

[00:28:03]

SOR: Like our whole Instagram feed is like, defying gender expectations.

[00:28:07]

FT: It's a lot of texts. It's a lot of text.

[00:28:09]

SOR: It's a lot of text.

[00:28:11]

FT: Another piece of advice is that companies should support women's ambitions through building out networks, where women's career and financial ambitions are celebrated rather than penalized. Can you share more about what that looks like for companies?

[00:28:27]

SOR: Yeah, so there was some research that showed that companies that had affinity groups like women's groups and that gives women have a place to connect in a safer space. Those companies, they have more women in leadership. I think it's funny because we sometimes think of these as trivial things or I don't know, like why do the women need to be by themselves, but they're actually, they make meaningful differences in outcomes.

So, I think we really do need to treat them as the powerful vehicles that they are. I think if you're not in a company that has that program, finding other sources of support and a network and community where you can identify with people who are going through similar struggles, can give you language or reassurance that it's not just you, it's actually the structural issue is going to be a huge deal.

Then I would also say like, if there are gender differences and pain advancement within a company that requires some interrogation, and like real interrogation. Not like, "Oh, all these

ladies are just dropping out of the workforce spontaneously.” No. Like, there's actually a ton of research even after women have children that a year later, almost all of them continue to be in the workforce, and just are not often that's the same job or in the same position because that company wasn't being accommodating, but really, they're just making the assumption that those women are have left the workforce, when in fact that company was just unwilling to change their policy to accommodate the needs of their workforce.

I think a lot of this is about companies letting go of these assumptions that have been ingrained into our culture that women aren't interested in leadership or certain jobs or being in the workforce after they become mothers and being like, “Oh, wait, let's actually see what's happening.” If our entire leadership team is these white male MBAs, like maybe we're not as inclusive as we say, we are.

[00:30:27]

FT: There are many of those kinds of companies. It's, it's silly, it's not good business, when you don't have diversity within your company, you lose ultimately. It's not a long term plan.

[00:30:38]

SOR: Exactly.

[00:30:40]

FT: We need more of that, more of those data points, but at the end of the day and this maybe is like an anthropological question, but like, why are we so resistant? Why can't we move on and we're so attached to these gender assignments?

[00:30:57]

SOR: I really don't know. I really I am. I'm so tired, right? Like when I speak to women, and when I speak to like basically, anyone who's been traditionally marginalized within the workplace or in the world, just a lot of people, it's just this exhaustion. I think the thing that blows my mind

about gender equity, specifically is that women are half the population and like the metrics really haven't moved much in 10, 20 years. There's a lot of progress on measures of equity in the 70s, but when I look at the data now, it's like very depressing. It's very depressing.

It's like, I was talking about this in the Bloomberg livestream we did about the about the article, but not in the article itself, which was, I think that what happened was, I'm somebody who came of age in that like 90s, take your daughter to workday, girl power generation. It was like, almost as if everybody had decided that to make progress on gender equity, we have to start with girls. We are going to start with the kids and like when those kids grew up, they're going to solve for it right? By the time those women are in the workplace. They'll be empowered enough, they'll have all the skills, all of the strength, all the girl power.

Here we are, I'm in my mid-30s. We are seeing like the data around women in the pandemic, millennial mothers like this, these are the take your daughter workday girls. We are believing out. So like, my other phenomenon that I'm trying to coin is called the empowerment cliff. It's like Girl Power, Girl Power, Girl Power, as soon as you become reproductive age and in the workforce, like you're on your own. You're, that's it?

[00:32:41]

FT: Yeah. Well, that that gave me goosebumps when you talked about bring your daughter to work and all of that, because it again, it makes it all about the women and the girls and what they need to do? As opposed to, what men need to do? What companies need to do? What government needs to do? What the society cultural paradigm shift needs to do? It's a heavy lift, right? Assume that it's all, just believe it and do it, and you'll be successful. It's just that narrative is so tired, and does it work for everybody?

[00:33:15]

SOR: Yeah. It doesn't work for any, like it's like oh, you're a marginalized in this way. So here's what you need to do to change instead of being like, "Oh, wait, we have set up a system to basically put you down, so here's what we're going to change, to make sure that doesn't happen anymore." This is true for so many things. I am very aware that gender is just one small piece of

this. That's just one thing that I've been studying here, but obviously, this intersects with class and race and sexuality and other gender identities. Like there's just so much to it.

To your point, it is not on the people who are suffering as a result of these systems to fix it, like we're doing our best. We are out there asking for more and negotiating and putting our hand up and trying to be more involved in the household finances. I think it's time we put a little bit more responsibility on the world around us to say, "Hey, we're doing the thing. Stop punishing us for it."

[00:34:20]

FT: Yes. Stefanie O'Connell Rodriguez, oh, my gosh. We could be here forever. –

[00:34:26]

SOR: I know.

[00:34:27]

FT: Talking about this and I hope that you will continue this push. If a literary agent is listening, this is what I want the future of dialogue to be, when we talk about women and money and success. This is so good. You're awesome. Thank you.

[00:34:45]

SOR: That really means a lot to me. So, thank you Farnoosh. Always an inspiration to me and I'm so glad we can have this conversation now, but I hopefully will continue to have it.

[00:34:56]

FT: Audience, sorry, I use that four letter word, but you know what, I just sometimes, I mean, this is going to have to be an explicit episode now, I don't know how kind of feel about that, but in life

a little sometimes some four letter words must fall. Thank you. Thank you and everybody hope your day is So Money.

Thanks again to Stefanie for joining us. You can read her full article at Bloomberg. I've got linked on our website as well. Stick around for Friday's Ask Farnoosh, where it will be a replay of one of the most popular Asked Farnooshess of the summer. Maybe you can guess. Stick around. I hope your day is So Money.

[END]