



Interview transcript

Series 1: Future of the workplace

Suror Sabeti

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SPEAKERS

Karen Kirton, Suror Sabeti

Karen Kirton

Hi Suror and thanks for joining me today. I'm really excited to hear about what you've been doing and your processes at the moment in terms of returning to the workplace. So I'm just wondering if we can start off, if you could give us just a little bit of an overview about you and your organization. Then what was it like before the pandemic, in terms of do people generally or work from an office or not at what you've decided to do at the moment in terms of your working arrangements?

Suror Sabeti

Absolutely. So as to me, I think it's that we're living in a time that we didn't expect to see them, at least for the next 10 years in relation to Elink. So we've just gone through massive amounts of work in terms of rebranding the organization, as well as going through launching a whole new platform, which required us to hire a lot, as well as, basically get rid of a couple people. During the difficult times, the arrangements currently that we have are various different types of people who are full timers; contractors, even freelancers, in certain situations, working for us across four different countries at the moment. But we had something similar but in between two countries. So Australia, in India. Obviously, India got hit harder than Australia. So in fact, we had one of our colleagues, one of our head Solution Architect, you know, he got the COVID, he recovered, his family members got it as well. So it was a difficult time to manage it, particularly when you're not there. You can't fly there to look after the, you know, the team and, you know, show that support. So the best thing that we could do was just basically use the basic information and basic tools that we had available, like Zoom, you know, Teams and Google Hangouts and so and so. So we did find out that during the peak, Zoom wasn't working and then we found out that Google Hangout started to get affected as well. But you know, it moved on to

phone calls. Just making sure that we talk to each other every day, at least two times. So I made it the company policy that everyone needs to talk to each other at least two times just to get to be aware of each other's health well being at the start of the day and the close of business.

Karen Kirton

So you're still doing that? You all are still working remotely? Do you have some people working in the office? You look like you're working in an office at the moment?

Suror Sabeti

We've managed to kind of stay in office certain times, you know, so we only come to the office for certain meetings, when you have client meetings, or when we have, you know, demos or presentations, as well, as you know, we get some channel partners comes in, we're a technology company. So that being said, it's very important for us to communicate with those individuals. But we've made it again, the sorts of policies and procedures that we've put in place that it might sound offensive to people, but it's for the safety of the individual coming to visit us, as well as our employees. We do ask like, hey, look, in every email until recently, we stopped doing it. "Are you feeling any symptoms that we should be aware of? If that's the case, please, Let's reschedule. My account is open to you, and so and so."

Karen Kirton

Yeah, it's hard, isn't it? Because they are a basic question we wouldn't normally ask people.

Suror Sabeti

But I think it's for the safety of everyone. I mean, if God forbid, if I get a COVID, I would rather let people know. Then get it from me, because it affects you for life, I guess.

Karen Kirton

Yeah. Absolutely. So do you have set days that people are coming in? Or is it more it's defaulting that you're working at home and then you're just in if you're having those meetings?

Suror Sabeti

For executives, their set days, so for example, I myself don't come into the office no matter what, on Monday and Thursdays. So we do a rotating you know, timetable. So then there is an executive always available to sign off any document or to make any decision in the office. So yeah, but there is, each person takes two days off, at least. I'm not coming to the office, that's just in Australia.

Karen Kirton

So why did you decide, to move to this model? Or do you still have it on the agenda that you might all move back to the office someday? Or do you think this is the way you probably work for a while?

Suror Sabeti

I think 2021 I mean, we're already in mid February, past mid February, people thought, you know, it's going to be finished in September, October last year. But this is here, it's not going to go away in the situation that we're in. It's, as you know, the difference times comes and you know, the situation is improving, you know, when the vaccination is going to come out and help people but at the same time, I

think it's gonna become a norm. It has been a norm in certain countries for a long time now, for example, China and various other countries. But that being said, it's more important that we follow it for at least, let's say, at least nine months. Then look at maybe even look at the end of 2021. Two, what are we going to do in 2022? There is, you know, taking some calls, it has saved us some money, it has cost us a bit more as well. For example, our office rental previously was I think \$17,000. Now, it's not even 25% of that. Especially when you're using managed service offices, which we are now.

Karen Kirton

I think that's one of the big benefits for people, right, if they're looking at that financial element as I work effectively at home. Is it actually worth that money every month?

Suror Sabeti

Yeah, exactly. And another thing is that we are at the forefront as a, let's say, workforce platform, we're the forefront of how workforce actually should be structured you know the processes, you know, agile workforce, future of work, we're the forefront of everything. We communicate, for example, we communicate with various organizations like the Atlassians, you know, The Hungry Jacks, and so on and so. Some of these organizations have taken things like, you can work from home permanently doesn't really matter. Because for our IT roles, it was always, even though they were sitting in our office in a global Information Center in India, it didn't really matter, if they had a stronger Internet, and you know, work ethics to work from home without getting distracted, then it doesn't really matter anymore. The only thing is that mental health becomes a major issue, in my opinion. So we do force them to kind of "Hey is for your own good to go to the office. And just, you know, even if you look at someone, you don't even know them.

Karen Kirton

You still interact with human beings!

Suror Sabeti

Interact with human beings, right? We're not just sitting on the other side of the system all the time.

Karen Kirton

Yeah, absolutely. So often, what comes up for people in terms of barriers to keeping a hybrid model or a working model, is productivity. So, you know, is that a concern for you? How do you feel that that's been impacted?

Suror Sabeti

For me, personally, absolutely! Always has been! In not just this business in previous roles, and always has been. One of the main reasons behind that is using offshore teams. So we always go with an onshore offshore model, purely because of the cost. Then now the issue is that in Australia, we have a shortage of talent into the technical talent. So you can find and even if you can afford to pay them premium, then you can't find them. So you have to go offshore and we always use it. But the issue with that is, in certain cultures, certain geographies, productivity goes down the drain. And that's it. Like you have to accept that if you don't accept that you're just basically asking for my opinion. But you know, certain people, for example, particularly like introverts, they like to just kind of sit there and do what they

are being told to do. Yes, some of those people are in the IT space, but then not I'm just talking about generally. Then again, you want someone to take initiative, so we went on and hired a gentleman by the name Malcolm Bentley from he's an ex head of talent acquisition for what actually, am sorry, Global Regional Head of talent acquisition from Microsoft and Oracle. So he put a strategy for us in the sense that you know, certain people need to, we need to hire certain people with particular mindsets. They need to be, you know, taking initiative to do something, and they find something that they can get a hold of someone in office because of time difference, and so on and so. They have to take that initiative and learn that themselves, they have to give it a go, if they are gone, give it a go, then that becomes a KPI that they will get measured against at the end of the month. So we put that in goal, we put that in 2019. So that procedure kind of helped us, you know, throughout the COVID period, in terms of productivity, and then we also look to move away from particular cultures and geographies in terms of higher dose resource because it doesn't, it didn't matter what what we did, we just couldn't get was just as the mindset that those people had. Now these new individuals are working and more aligned with our culture, along with the company culture, the Australian culture and Australian work ethics and how we do things as individuals are very aggressive. I would say creative and looking for the future, how things should be done, and improve on it. So we can't afford to, you know, make mistakes with productivity. Productivity is huge for us.

Karen Kirton

So how do you assess that? So if you're looking for someone that is taking initiative, where do you go to hire like one of the things that you're doing to assess that? And then how do you assess it once they're actually onboarded?

Suror Sabeti

Absolutely. So we use, not the traditional psychometric testing programs that are out there. We use new psychometric testing, basically, where the process of signing up on your organization, they will help us in terms of even more profiling those candidates. Like I said, we're at the forefront of it ourselves. How we go about it is mainly looking at, for example, things like okay, well, if you're in this situation, what would you do? I'm running through scenarios, there, we've put an extra layer, an extra interview stage in our hiring process, because of that, just to see how people interact. We sometimes bring two unknown personnel, as we did tell them, if you'd like to move forward with us, we will interview you with one other individual who is going for the same job. We want to know who does what, what situation and then basically, Malcolm analyzes that and makes decisions based on that.

It's totally unique to us. Yeah, I would say a lot of other organizations wouldn't necessarily do that. But we, at the very start, like when they apply, we will reply and say this is the process. If you want to continue with it, then it's on you.

Karen Kirton

Yeah. I think that's really important that we set there's expectations up front, because otherwise, you're gonna waste a whole lot of everyone's time, you should take it to that point and say, No, I'm not interested, actually. So when someone's onboarded, I think this is the next big thing because I already used this example. But you said it should even sometimes people say, Oh, it's really hard to assess soft skills. But I like Brene Brown, who says, you know, if you call them soft skills, that means you've never

actually tried to practice them, because they're not very soft! So in terms of like initiative, how do you make that a KPI? How do you assess that about someone's in the business?

Suror Sabeti

The soft skills part?

Karen Kirton

Yeah.

Suror Sabeti

So the test that we do is basically I'll give you an explanation at a very high level. So the SOC test is basically at 60 seconds. It's used by other organizations like the American Defense Force and McDonald's and so and so. So, that's based on what our, you know, partner told us. It's 60 seconds, so it's on your screen and you basically select certain color palettes. It's not just one color palette, it's basically a lot of cubes of different colors. You select all of those, and I will say out of 100 times 95 times 95%, I would say, it's very accurate. It is very accurately resolved as an individual, and everyone else that we did it and then we deployed it internally. So the softs like it look okay, what is this particular person like, in terms of their soft skills? Are they in terms of communication, then we have this other solution that is our own one, which is performance management. So we don't do performance management. We do performance management, from the CEO and Chairman myself all the way to our sales, account managers. We evaluate each other to the points every single month, that is to the point where we say, "Okay, well, you haven't been as approachable as you were before." And why is that because will Suror working on two major accounts, for example, is trying to win them. He's too focused on that. Now he's communicating with a team internally and is getting affected. So we score each other as a team. Each member evaluates for member, to manager to leader to, you know, the executives. That helps us very, very much we don't leave until let's say, like other organizations, three months, who knows what happened three months ago? We live in a very fast world.

Karen Kirton

I love that, because it's something that I found a lot of organizations really struggle with is continuous feedback and even organizations that only do a quarterly. I do get feedback from managers saying, yeah, this is too much to do quarterly, it's like it's too much to spend an hour with a staff member once every three months. So you know, so how do you make the time? Why do you think it's valuable to do it every month? What would you say to people that are listening to this that are thinking, "Oh, my goodness, that's, that's an enormous amount of work?"

Suror Sabeti

It is. But with traditional solutions that are out there, for example, you know, when you're working with human capital management software, without naming any of them, and the major ones that logical operations have, they do have it, I do agree with them. It's an enormous amount of work. But our one is trigger based. It's an app that you basically download. It's triggered base so for example, hey, look, you know, you're just walking around, if someone shows us body language, or whatever, that, hey, this particular person is not approachable right now, because they're super busy or whatever, you steal, right? We don't, if it's basically done in a way that we tell everyone don't, it's not nothing to do with

holding a grudge, or whatever it is to improve each other's performances, and work collaboratively. So then you get an alert. The next day, everyone, if you're writing is, for example, below 79%, you get an alert on your phone saying, okay, your communication has been down without mentioning the individuals that write your communication. You need to work on it. Here's a snippet of information on how you can improve on it. So we uploaded all this information as our content. They basically read that and if it goes constantly, then basically one of the executives steps in and if it's one of the executives, I step in, or if it's me, then they basically come.

Karen Kirton

You have the crowd come and say hey.

Suror Sabeti

To be very honest, it did happen to me. When I lost my grandfather, for three days, I still thought I could do this, like, you know, I can do this. But for three days, my writing was less than 69% in terms of approachability. One was people where you know, trying to give me space. But then the other one was, I was too busy. You know, going to my own room in the office, and spending more time in my room, but I have this policy that I want to spend time and we're not a huge office space. But I would like to spend time just sitting on the coffee table where anyone can ask me any question. So that we get that mentality of after you go to his room and ask him something?

Karen Kirton

Yeah, that's great. You talked a bit about culture before and I think just what you've been describing, you know, is going to be really based in culture that everyone was actually quite happy to give and receive feedback like that. So in terms of, you know, moving to more of a remote working model, how did that impact on your culture? And, you know, one of the things that you've tried to do to maintain that sense of team?

Suror Sabeti

Absolutely. So in terms of, you know, working remotely, we always do, for example, cultural building, and because we hire very diverse people in terms of backgrounds, where people come from and so on. What we do is we do something unique and it's kind of guys are enjoying it at the moment. I personally love cooking. So outside of work that's one of my hobbies. So, during the COVID period, we deployed this initiative that every single week we select, everyone goes on this raffle type thing, where we select a name, and then that individual needs to cook something or make something, a daylight from there. But it has to be related to their culture, their background, and so on. But not only do that they have to record themselves as if they were like a chef. Then basically, they shared with whatever, whomever, right, and everyone has to watch that, then once everyone watches it, then there's another raffle. So then someone else gets elected, and they have to make that the following week, and then it changes. Then they have to bring it to the office, and everyone would rate them. It's kind of like this. It's kind of quirky, but it sounds weird. You know, we tell if the individuals are overseas, we tell them what we rate out of ten, and then that it's up to that individual to say, "Okay, yeah, this person is in the long term raffle to win an iPad." So we give an iPad or an iPhone, or whatever an Android for depends on the individual's preference at every end of every quarter.

Karen Kirton

Nice! Can I join?

Suror Sabeti

Absolutely! So it's something like I mean, a lot of things can be done, right? In terms of culture building, there's so much, you know, people used to play pre COVID, we used to play indoor soccer, as, you know, the points in soccer and then but we can't do that. We tried to find new things, new ways. We used to go out for Friday night drinks, but can't.

Karen Kirton

Yeah. Have you tried to do something they call a quarantini drinks? Where do you all get onto zoom on a Friday night? Have you given that a shot?

Suror Sabeti

I'm down for that. Absolutely. I'll give it a go.

Karen Kirton

I'm just curious, because I've heard mixed reports, I've been on some that have been really good. But I've also heard people just say, Oh, it's just so awkward. It might come down to the person that's actually doing the MC-ing I guess and using breakout rooms so that you've got smaller groups that people can talk within.

Suror Sabeti

That's pretty good. That's pretty. Yeah. I haven't thought about that. To be honest, that's something unique. I give that a go.

Karen Kirton

let me know.

Suror Sabeti

I'll let you know how we went and maybe you can join us one day.

Karen Kirton

Sounds good.... with my iPad!

Karen Kirton

We talked a little bit about hiring new staff. But what about in terms of onboarding? Because that's, you know, it can be much more difficult with things to remote. So how do you go about that to make sure that people have the tools, I guess you'd have been introduced to the people they need to know and that you're getting them on board correctly into your culture?

Suror Sabeti

Well, I've got a couple of funny situations, funny stories during COVID, particularly with the onboarding of staff in, particularly when we hired a couple of people in Ukraine, when we transition from India to

Ukraine. We tried to send laptops and their laptops disappeared, they didn't even go to the person's house. Next thing we know the neighbors coming with the guy's laptop, you know, your laptop was delivered to my house. Excellent, and so on. But we found it quite difficult to be very honest. In working remotely with individuals outside of Australia, but inside Australia, to certain extent as well. It got to the point that we have two people in Orange Beach salad up north shore myself, but we have two people in Northern Beaches that work with us on a contract basis. So working with those guys, even though the contract was finished, we kind of said, Okay, look, you know, let's stay in touch with your past, you're part of the team who we add an additional one week of payment to you. Let's kind of make sure that you're fine, your family's fine, please keep us up to date. So then we had to, you know, take the equipment, but then we had to delay taking the equipment and we had to go purchase new equipment because we had to take that equipment, for example, laptops, phones, and so on and so. Give it to two other contractors coming in and doing the rest of the contract. We cannot really do that because we need to make sure that this individual was safe for a period of time. Once, you know that two week period passed, and we realize that they're safe so then we went on that note, then we took the laptop, and we had to tell him like, "Hey, can you please put the laptop in a plastic sleeve once you're finished, don't use it again." Because we have to give it to someone else, but in that typical two week period, because our platform is constantly getting developed, we had to purchase new equipment for the new contract, cuz otherwise there'll be just sitting there without any solutions. The other issue is that they could have used their own one, but then there was a networking issue to give them access to our solution, because we work with the government as well. So it was a nightmare, or technology perspective. But we got it right. We're ready for it for the next time it happens, because, you know, this cluster thing is not going to go away. It's going to be for the next year. So!

Karen Kirton

yeah, I know, when I heard yesterday that we were up to 30 days of no community transmission in New South Wales. It wasn't that long ago that we had the Northern Beaches locked down. It just sounded like it just goes up and down, up and down. Right. So yes, you just got to be really prepared for that. What do you sort of see is the future of your workforce? So how many staff do you have, at the moment in Australia and overseas?

Suror Sabeti

So collectively, including the contractors, excluding the freelancers, we're looking at about 40.

Our future, what we're trying to do is probably be the first company that does this, as well, actually, is to create an app within the Windows operating system that everyone has every single possible tool through our platform in that app. To make calls to communicate, so we bring in project management. Because a lot of our clients are in IT, or in the labor space, or project management solution by integrating, for example, it's currently monday.com as a project management solution there, and the CRM, so everyone needs to have everything in one environment. It needs to be working effectively. Currently, we're testing that. So once that is within the organization, once that's ready, then we'll talk to, you know, various larger tech providers to roll it out. Give other organizations we are also given access to a couple of our channel partners, or deploying it and zero costs and so on and so at the moment, but we are looking to have one centralized solution. It's very, very important, because what happened during the COVID was, you know, Zoom usage went up through the roof and stop working, because the

bandwidth wasn't that the product was bad, it was just a bandwidth, then, you know, teams came in a teams was very new compared to Skype for Business. So there were a lot of people who were having a lot of issues, they didn't know what to do, they didn't know how to share files, and so and so. So that became a major task for them to do that. But if you have it in place to realize a capital one centralized solution, that is, people are educated, how to use it through videos versus, you know, go on to Okay, click here, click there via text, find how to do certain things, we realized that it works a lot better. So when deploying it with our own platform, hopefully, it's going to work just as well as it has for us for the last three and a half months.

Karen Kirton

Yeah, excellent. And I guess that could serve as it is probably looking at working like this until the end of this year. But that could actually open it up to keep working like this for years on the inside and having those overseas teams and you're really having quite a hybrid model, in terms of just where you've got people based as well.

Suror Sabeti

Absolutely. I mean, hybrid models are not going to go away anyway. It's gonna, it's going to get bigger. I think COVID was basically the, let's say the thing that made the speed up the hybrid model, or the Agile workforce. It's not, it wasn't a trigger, it didn't trigger it, it was already dated for it, it just spit up and animated. So, knowing that you need something like this in your strategy, and HR department and talent acquisition departments have become more important to the organization than ever before, in my opinion, and HR people have become more important. So you know, working with those guys, I think as a CEO, or previous staff manager, Team 300 out always be going to My HR first, and then might go to my CFO, with my HR and say we have to do this, how much is going to cost? Can we afford it? So it's become that kind of question. It's no longer have we got this kind of budget for it. Let's go see what we can do with this kind of budget? It's no, we have to do this, how much is going to cost? What are the ways around it? How do we plan something? So HR departments are going to become available, most likely, sooner or later to have one project manager working within HR, looking at different technologies, stacks of information, and so and so. So to bring it all together to make it work for everyone.

Karen Kirton

Yeah, I think everyone has the same concerns, right? It's around culture and productivity. And you know, you mentioned before that health and well being, and it doesn't really matter what industry you're in, you know, they got to exist. So you don't even, you know, the shortage of tech talent, as well. And you know, despite unemployment being up there still shortages in a lot of areas in the market. So it's not really a time to kind of sit back and say, Okay, well, you're an employer, and people are going to come to me that want to work for me, it's actually still difficult to find great people.

Suror Sabeti

Those days are gone. So to candidates, well, nowadays, it's no longer an employer's world. You got to be, we got to be ready for that. I think that in a lot of ways, you got to look at how candidates interact with you, when you find a candidate, so you got to look at your internal candidate, or people never look at internal databases, their internal databases, they spend millions of dollars on that, but they never look at it. Right. So your internal employees who can do more, who's got more time to do? Who can do

less? Right? So how do you share the workload? Number one, an AI will help help with that. So then you got to look at your vendors. So you got to rationalize your vendors who you're working with, who else can you work with? But how do you work with them without having to have 55,000 contracts? Right? From the human perspective, right? Then you got to look at, okay, how else do I get this talent? So I'm being at the forefront of, you know, at the top of mind for every single possible talent that you can have the passive and the active talent. I think it's very, very important, particularly in banking, labor, labor higher people think that all you know, labor higher is going to be back to normal soon. It's not, there's a lot of people who've basically decided that they don't want to do labor higher. They're moving away into more like softer, less and less labor intensive roles. They've gone and learned new, I don't know, new technologies, they're becoming more freelancers. There's the government as well have done the job keeper. So they're getting paid more. So they don't want to go back to something that they were getting paid less for. They're working very, very long hours, I would say. So there's so many things there.

Karen Kirton

Yeah, absolutely. I think it could be an interesting year in terms of the employment marketplace. I know. For us when we recruit any roles for clients, I think it's harder now than it was before the pandemic.

Suror Sabeti

Yup! Absolutely!

Karen Kirton

I think a lot of them are not doing that natural turnover in organizations, people aren't moving. Because if they have a relatively stable job, and they're able to work from home, they just sit tight, and just waiting to see what really happens over the next year or so. So you're not the kind of just getting that natural churn in the marketplace. And you know, obviously they're not getting a lot of immigrants either because of the restrictions on coming into the country. So yeah, it's gonna be an interesting other year or maybe two will say. It could be more than that.

Suror Sabeti

Yeah, I will tell you that we are most likely going to see it in 2022 most likely, but it will be less. It will be different. We just got to accept that this is the new normal, you know, Netflix is your, your boss now. So you just got to your kitchen's your boss, Netflix is your entertainment. That's how that's what it is now.

It becomes really, really difficult but the other thing in my opinion is I'm not sure if you guys face this yourself when you guys are recruiting for larger corporations. We have that individuals who are let go during COVID, because of companies going downsizing, those individuals are the perfect people to look for, for those companies back again. And there's hundreds of them, right? So there's this, there's some light at even a tunnel in that aspect, but at the same time, it's kind of like, okay, offboarding is very, very important. So as much as onboarding so you know, naming a couple of organizations, let 1000s of 1000s of people go in one go because of COVID. And that they hired 1000s of other people as well. So, what Elink did was we sat in the middle and said, "Okay, put those people into our platform. And inside the company, if there's a job for them, they can upload the jobs that match them directly. So

people are not going to go hungry.” Right? Those coins love us because of that particular approach. But nowadays finding the people that they let go, or the people that are needed now again, rather than now that they’re employed by someone else? So they’re coming back to us, like, “Can you find a perfect match to that particular person’s profile?” There’s no such thing as a perfect match anymore?

Karen Kirton

Yeah, it’s sort of this new terminology of a boomerang employee. So it’s like, you know, you’ve moved on them last April or May and now you’re trying to get them back again. I actually, I went out to my network a few months ago to ask the question about it. And yeah, it was interesting, some of the responses from people because they’re like, yeah, it comes down to the off boarding, like, how are you treated when that company let you go? And so was the perception that was a knee jerk reaction? And, you know, and then it was just really critical? Or was it actually really considered and thought through and you know, you were treated right? And that was the one thing that made the difference between whether someone would even consider going back to an old employer or not.

Suror Sabeti

Absolutely. Yeah!

Karen Kirton

Thank you so much for your time today. I think if I could just ask you one more thing. If there’s one thing that you’ve learned over the last year when it comes to moving into this type of remote working arrangement that you could say is the one thing I think makes a difference that we’ve done that other people could use as a top tip that you have, (apart from cooking to win an iPad).

Suror Sabeti

I can’t really pinpoint it because there’s this two or three things, but then they all come down to one thing, which is culture. What kind of culture do you want to have? What do you want from employment as an employer branding perspectives outside the employer branding perspective? Because if you have a strong employer branding perspective, and you treat people the way they should be treated, they will always come back. We have, so Elink just yesterday got rebranded to Talent Tier. We have used employees in that space that we’ve been operating, we probably use about 180 to 190 contractors, right. Those 180 to 190 contractors, what they do is the first thing that they do when they finish their contract or when anyone else they send an email to says so is there any opportunity in with you guys at the moment? I’d love to come back if there’s even like a short term opportunity we are it’s not that we’re paying anyone anything any more than everyone else wouldn’t be paying exactly the market rate is but what is happening in time that we see that Malcolm really appreciates is the brand that we’ve built for ourselves the recognition. So we recognize everyone’s efforts in it like you said, you know some that the boomerang thing theory it works for companies who treat them nicely there’s a lot of people, there’s a lot of companies that just let them go and say “Hey, sorry, we can we simply can’t afford to but when they could have and that not in a lot of particularly contractors because contractors were the first ones to be let go. Doesn’t sit well with them. So we talked to 180,000 of them, registered with us, so we can see exactly what their pain points are. But I think it’s just employee employer branding. You know, they need to be more subtle and more let’s call it understanding, approach to how they should be. It’s not always about the dollar figures.

Karen Kirton

Absolutely. That's great advice. Thank you so much for your time. I really appreciate it. And I hope we can catch up soon and see what you're cooking next quarter.

Suror Sabeti

Absolutely. Thank you very much.