

1

00:00:00,764 --> 00:00:03,347  
(gentle music)

2

00:00:06,410 --> 00:00:07,830  
- Hello and welcome everyone,

3

00:00:07,830 --> 00:00:09,960  
I am Chris Hyams the CEO of Indeed

4

00:00:09,960 --> 00:00:13,230  
and welcome to the next  
installment of Here to Help.

5

00:00:13,230 --> 00:00:15,170  
This is our look at how Indeed

6

00:00:15,170 --> 00:00:19,040  
has been navigating the  
global impact of COVID-19.

7

00:00:19,040 --> 00:00:22,550  
Today is July 16th, we're on day 135

8

00:00:22,550 --> 00:00:24,430  
of global work from home.

9

00:00:24,430 --> 00:00:28,160  
And today I am delighted to  
be joined by Novo Abakare,

10

00:00:28,160 --> 00:00:31,670  
the co-founder and chief  
operating officer of Syft,

11

00:00:31,670 --> 00:00:36,450  
a UK-based company that Indeed  
acquired back in May of 2019.

12

00:00:36,450 --> 00:00:38,060  
You'll learn a lot more about Syft

13  
00:00:38,060 --> 00:00:40,480  
over the next 30 minutes or so.

14  
00:00:40,480 --> 00:00:42,960  
Novo thank you so much  
for joining me today.

15  
00:00:42,960 --> 00:00:44,600  
- Thanks for having me.

16  
00:00:44,600 --> 00:00:47,430  
- Great, so let's start off  
where we usually start off,

17  
00:00:47,430 --> 00:00:48,963  
which is just a check-in,

18  
00:00:49,862 --> 00:00:51,003  
how are you doing today?

19  
00:00:52,010 --> 00:00:54,590  
- Today I'm doing really well to be fair,

20  
00:00:54,590 --> 00:00:56,980  
my daughter, my wife  
have vacated the premises

21  
00:00:56,980 --> 00:00:58,910  
to give me a little  
bit of peace and quiet,

22  
00:00:58,910 --> 00:01:02,130  
which has been short in supply  
since going into lockdown

23  
00:01:02,130 --> 00:01:05,430

but generally doing really  
well, can't complain.

24

00:01:05,430 --> 00:01:07,400

- Great, well, let's back up I think

25

00:01:07,400 --> 00:01:11,540

most of the folks at Indeed  
and the folks watching outside

26

00:01:11,540 --> 00:01:14,320

probably don't know too much  
about you or about Syft,

27

00:01:14,320 --> 00:01:17,110

so let's start off with a  
little bit of your story.

28

00:01:17,110 --> 00:01:18,930

Tell us a little bit  
about your career journey

29

00:01:18,930 --> 00:01:21,053

and how you ended up as an entrepreneur.

30

00:01:22,590 --> 00:01:25,840

- So, out of university  
I started out in finance

31

00:01:25,840 --> 00:01:28,220

as a trader in fixed income market,

32

00:01:28,220 --> 00:01:30,530

so trading government bonds,  
interest rate contracts,

33

00:01:30,530 --> 00:01:32,450

the super exciting things like that.

34

00:01:32,450 --> 00:01:33,770  
Although it was interesting when I started

35  
00:01:33,770 --> 00:01:36,900  
'cause it was essentially the  
height of the financial crisis

36  
00:01:36,900 --> 00:01:38,970  
and we were a European desk,

37  
00:01:38,970 --> 00:01:40,930  
so trading European  
interest rate contracts

38  
00:01:40,930 --> 00:01:43,150  
now see Europe entered a very dark period

39  
00:01:43,150 --> 00:01:45,700  
from 2010, 2013 onwards.

40  
00:01:45,700 --> 00:01:47,370  
I really loved the job, it was awesome

41  
00:01:47,370 --> 00:01:50,090  
being like around all that  
data or the news cycle

42  
00:01:50,090 --> 00:01:52,103  
was very interesting time to be a trader,

43  
00:01:53,130 --> 00:01:55,860  
but it was never, I never  
saw it was my end goal

44  
00:01:55,860 --> 00:01:58,980  
sort of things, you know, my  
mother, you know single mother

45  
00:01:58,980 --> 00:02:00,300

raised me, did really well

46

00:02:00,300 --> 00:02:02,290  
to put me through a fantastic school

47

00:02:02,290 --> 00:02:05,170  
and I don't think I was sort of leveraging

48

00:02:05,170 --> 00:02:07,540  
the opportunity to the  
maximum that she offered me,

49

00:02:07,540 --> 00:02:10,800  
essentially maximum potential.

50

00:02:10,800 --> 00:02:11,980  
So I'd always been looking to do something

51

00:02:11,980 --> 00:02:14,800  
a bit more entrepreneurial,  
I didn't know what exactly,

52

00:02:14,800 --> 00:02:17,520  
just something that made a  
bit of more of an impact.

53

00:02:17,520 --> 00:02:20,200  
So I tried you know other  
ideas in the past in property

54

00:02:20,200 --> 00:02:23,020  
around sort of empty homes in  
the UK and things like that

55

00:02:23,020 --> 00:02:25,870  
and whilst some of those  
companies are still running

56

00:02:25,870 --> 00:02:26,840

they never really took off

57

00:02:26,840 --> 00:02:29,790  
and never really had the impact  
that I hope they would have.

58

00:02:29,790 --> 00:02:33,093  
When the idea of Syft came  
around, it really appealed to me,

59

00:02:34,060 --> 00:02:35,450  
because, you know, right or wrongly

60

00:02:35,450 --> 00:02:37,600  
people hold their self-worth

61

00:02:37,600 --> 00:02:40,000  
towards their career or their job

62

00:02:41,030 --> 00:02:43,410  
and therefore, you know, there  
was an opportunity for Syft

63

00:02:43,410 --> 00:02:46,020  
to really make a larger impact there,

64

00:02:46,020 --> 00:02:46,853  
'cause essentially, you know,

65

00:02:46,853 --> 00:02:49,590  
not to steal Indeed's slogan  
which we've clearly done

66

00:02:49,590 --> 00:02:51,935  
and done in our colors as well,

67

00:02:51,935 --> 00:02:54,410  
you know, we help people get jobs

68

00:02:54,410 --> 00:02:56,310  
and so that sort of led me towards

69

00:02:58,010 --> 00:03:01,493  
joining Jack who's our CEO to do Syft.

70

00:03:02,410 --> 00:03:04,760  
- Yeah, so that's a interesting thing is,

71

00:03:04,760 --> 00:03:07,480  
you know, a lot of companies  
there's this sort of

72

00:03:07,480 --> 00:03:11,130  
you know, myth of the sole  
founder, who is the one person

73

00:03:11,130 --> 00:03:14,270  
who sort of is responsible for everything,

74

00:03:14,270 --> 00:03:15,620  
but there's a handful of great companies

75

00:03:15,620 --> 00:03:16,800  
and Indeed is one of them.

76

00:03:16,800 --> 00:03:19,470  
We had two co-founders, Paul and Ronnie

77

00:03:19,470 --> 00:03:23,160  
and the two of you, you and Jack

78

00:03:23,160 --> 00:03:24,930  
started this company together so,

79

00:03:24,930 --> 00:03:27,580  
maybe talk a little bit  
about how you met Jack

80

00:03:27,580 --> 00:03:30,023

and where the idea of  
Syft first came from.

81

00:03:31,480 --> 00:03:34,840

- So Jack and I were friends  
long before Syft even existed,

82

00:03:34,840 --> 00:03:36,640

we actually lived together for a year,

83

00:03:36,640 --> 00:03:38,790

which was a really fun  
year for both of us.

84

00:03:39,810 --> 00:03:42,500

So working together sort of  
came a bit natural to us,

85

00:03:42,500 --> 00:03:43,500

you know, if you can live with someone

86

00:03:43,500 --> 00:03:44,620

you generally can work with them,

87

00:03:44,620 --> 00:03:46,660

we understand each other's  
boundaries to an extent.

88

00:03:46,660 --> 00:03:47,970

And I think, you know,

89

00:03:47,970 --> 00:03:49,580

we have quite complementary skill sets,

90

00:03:49,580 --> 00:03:52,923

so together we make probably  
one decent sole founder.



91

00:03:54,680 --> 00:03:57,330

The idea as much as I'd  
love to claim it's mine

92

00:03:57,330 --> 00:04:02,270

stemmed from Jack and I think, you know,

93

00:04:02,270 --> 00:04:03,210

whilst his experience

94

00:04:03,210 --> 00:04:05,510

as a temporary work himself in austerity,

95

00:04:05,510 --> 00:04:07,320

is probably was 10 years removed

96

00:04:07,320 --> 00:04:09,150

from when he actually had the idea.

97

00:04:09,150 --> 00:04:11,650

I think he connected the  
dots in a really good way

98

00:04:11,650 --> 00:04:13,400

where he saw every day services

99

00:04:13,400 --> 00:04:16,250

were being changed with technology,

100

00:04:16,250 --> 00:04:19,240

whether it be, you know, the  
cliches of Airbnb and Uber,

101

00:04:19,240 --> 00:04:20,980

these guys were sort of revolutionizing

102

00:04:20,980 --> 00:04:24,460

the way these sort of  
antiquated industries operated.

103

00:04:24,460 --> 00:04:26,060  
And he connected that sort of movement

104

00:04:26,060 --> 00:04:28,160  
with his experience as a  
temporary work himself,

105

00:04:28,160 --> 00:04:32,640  
whereby in university he  
needed access to money quickly

106

00:04:32,640 --> 00:04:33,920  
so he went to the temporary worker

107

00:04:33,920 --> 00:04:36,370  
to try and bolster his funds,

108

00:04:36,370 --> 00:04:38,240  
but his relation with  
his agency wasn't great,

109

00:04:38,240 --> 00:04:40,030  
because they knew he had a car,

110

00:04:40,030 --> 00:04:43,720  
they would always only give  
him jobs which were far away

111

00:04:43,720 --> 00:04:44,960  
even though they were jobs closer to him,

112

00:04:44,960 --> 00:04:46,160  
because he had a car

113

00:04:46,160 --> 00:04:48,550  
it meant that they could go

service that client with him

114

00:04:48,550 --> 00:04:50,310

and he'd often drive past

115

00:04:50,310 --> 00:04:53,040

much closer available opportunities

116

00:04:53,040 --> 00:04:55,340

just because the agency

wouldn't give him anything else,

117

00:04:55,340 --> 00:04:56,730

and, you know, that sort of experience

118

00:04:56,730 --> 00:04:58,290

always bothered him a little bit

119

00:04:58,290 --> 00:05:00,330

and I guess that's what,

you know, once he connected

120

00:05:00,330 --> 00:05:02,820

the way things were moving

in the modern world,

121

00:05:02,820 --> 00:05:04,050

he connects it with that experience

122

00:05:04,050 --> 00:05:07,193

and realized there is a huge

opportunity here to improve,

123

00:05:08,166 --> 00:05:10,400

you know, fundamental

service through technology.

124

00:05:10,400 --> 00:05:12,060

- Let's talk a little bit about Syft,

125

00:05:12,060 --> 00:05:14,410

so you've kind of explained  
a little bit about

126

00:05:14,410 --> 00:05:15,710

kind of where the idea came from

127

00:05:15,710 --> 00:05:18,680

and the basic problem  
space, but what is Syft?

128

00:05:18,680 --> 00:05:19,680

What do you guys do?

129

00:05:20,700 --> 00:05:23,090

- In short, it's an  
online staffing platform

130

00:05:23,090 --> 00:05:26,890

that connects job seekers with  
clients for temporary work.

131

00:05:26,890 --> 00:05:29,670

We operate in the hospitality sector,

132

00:05:29,670 --> 00:05:32,810

facilities management, industrial,  
so warehouse operatives

133

00:05:32,810 --> 00:05:35,560

and delivery drivers and things like that.

134

00:05:35,560 --> 00:05:38,340

And we're primarily a  
mobile first product,

135

00:05:38,340 --> 00:05:40,480

although there is a

desktop version for clients

136

00:05:40,480 --> 00:05:44,200

and in sort of, in relation  
to a traditional agency

137

00:05:44,200 --> 00:05:46,890

we do everything a traditional agency does

138

00:05:46,890 --> 00:05:48,280

essentially up until the point

139

00:05:48,280 --> 00:05:50,330

that the worker and the  
client are on the platform.

140

00:05:50,330 --> 00:05:52,190

So we have a sales team  
that engage with clients

141

00:05:52,190 --> 00:05:54,860

face-to-face or over  
Zoom in this day and age

142

00:05:54,860 --> 00:05:56,730

to get that client to  
come use our services

143

00:05:56,730 --> 00:05:58,660

and we have an onboarding team

144

00:05:58,660 --> 00:06:00,910

that used to see all  
our workers face to face

145

00:06:02,320 --> 00:06:05,190

make sure they're legitimate  
to work in the UK.

146

00:06:05,190 --> 00:06:07,490  
Interview them, sometimes  
train them whatever may be,

147  
00:06:07,490 --> 00:06:09,760  
so we did all the pieces  
that a traditional agency did

148  
00:06:09,760 --> 00:06:12,310  
and, yes, we you know, we  
leverage our technology

149  
00:06:12,310 --> 00:06:13,720  
and our data as much as possible

150  
00:06:13,720 --> 00:06:15,920  
to streamline those processes

151  
00:06:15,920 --> 00:06:17,850  
but the true fundamental  
difference between us

152  
00:06:17,850 --> 00:06:19,750  
and sort of traditional players out there,

153  
00:06:19,750 --> 00:06:23,130  
is when the worker and the  
client on the platform.

154  
00:06:23,130 --> 00:06:26,140  
I mentioned earlier on that for Jack,

155  
00:06:26,140 --> 00:06:27,940  
he would get a call from the agency

156  
00:06:27,940 --> 00:06:29,450  
and they'd tell him where he can work,

157  
00:06:29,450 --> 00:06:31,730

so they limit the market place for him,

158

00:06:31,730 --> 00:06:33,240

they wouldn't give him a transparent view.

159

00:06:33,240 --> 00:06:34,410

And then from the clients perspective,

160

00:06:34,410 --> 00:06:36,764

they never knew who was  
available at any given time,

161

00:06:36,764 --> 00:06:39,950

so they just got told he  
was turning up by the agency

162

00:06:39,950 --> 00:06:41,490

but we want to use our platform

163

00:06:41,490 --> 00:06:43,940

to sort of create very  
transparent marketplace

164

00:06:43,940 --> 00:06:46,380

and give the work and client  
immediate access to each other,

165

00:06:46,380 --> 00:06:48,950

to first of all make the  
process quicker and smoother

166

00:06:48,950 --> 00:06:50,850

but hopefully build better engagement.

167

00:06:50,850 --> 00:06:52,310

I think, you know, a client being able

168

00:06:52,310 --> 00:06:54,240

to choose who they want to work for,

169

00:06:54,240 --> 00:06:55,220  
who they want to work for them

170

00:06:55,220 --> 00:06:57,890  
and a worker being able to  
choose where they want to work

171

00:06:57,890 --> 00:06:59,240  
will naturally lead to better outcomes

172

00:06:59,240 --> 00:07:00,370  
'cause they've made that commitment

173

00:07:00,370 --> 00:07:02,520  
as opposed to being  
forced to go somewhere.

174

00:07:03,800 --> 00:07:04,840  
- Yeah, so one of the things

175

00:07:04,840 --> 00:07:08,730  
that was really interesting to Indeed

176

00:07:08,730 --> 00:07:09,867  
when we first met with you

177

00:07:09,867 --> 00:07:11,920  
and started talking also was just

178

00:07:11,920 --> 00:07:14,100  
the amount of insight that you get

179

00:07:14,100 --> 00:07:16,220  
about the experience of working.

180

00:07:16,220 --> 00:07:17,810  
And can you talk a little bit about,



181

00:07:17,810 --> 00:07:21,800

you know, when someone comes  
and matches with a shift

182

00:07:21,800 --> 00:07:22,890

and then they work on that shift,

183

00:07:22,890 --> 00:07:25,740

what kind of information do  
you get about that experience

184

00:07:25,740 --> 00:07:28,140

and how are you able to leverage that?

185

00:07:28,140 --> 00:07:30,850

- So, I mean, we get a lot of data

186

00:07:30,850 --> 00:07:32,510

on every engagement that a worker does,

187

00:07:32,510 --> 00:07:34,233

so obviously we know,

188

00:07:35,520 --> 00:07:39,580

we know how far workers are  
willing to travel for a job,

189

00:07:39,580 --> 00:07:40,920

we know how punctual they are,

190

00:07:40,920 --> 00:07:43,560

we know how reliable,  
how often they cancel,

191

00:07:43,560 --> 00:07:45,280

whether they do or don't turn up

192

00:07:45,280 --> 00:07:46,340  
and that's just information

193  
00:07:46,340 --> 00:07:49,250  
we get from their interactions  
within the platform.

194  
00:07:49,250 --> 00:07:51,110  
And then one other thing we do

195  
00:07:51,110 --> 00:07:52,790  
is we allow clients to rate the workers,

196  
00:07:52,790 --> 00:07:54,260  
which is really really important.

197  
00:07:54,260 --> 00:07:56,900  
You know, a lot of these  
workers are working

198  
00:07:56,900 --> 00:07:59,080  
one-off shift or engagements  
with different people

199  
00:07:59,080 --> 00:08:01,420  
and therefore they're not going  
through the typical process

200  
00:08:01,420 --> 00:08:03,540  
of building their career  
within one employer

201  
00:08:03,540 --> 00:08:05,640  
and a lot of that information

202  
00:08:05,640 --> 00:08:07,790  
temporary worker builds up on themselves

203  
00:08:07,790 --> 00:08:10,560

just sort of disappears  
from shift to shift,

204

00:08:10,560 --> 00:08:12,130  
but through our platform we capture that

205

00:08:12,130 --> 00:08:14,570  
so the workers get rated by the client

206

00:08:14,570 --> 00:08:16,780  
and they also get endorsed for skill sets.

207

00:08:16,780 --> 00:08:18,000  
A bit like LinkedIn endorsements,

208

00:08:18,000 --> 00:08:19,440  
but actually a bit more verified

209

00:08:19,440 --> 00:08:20,280  
because a LinkedIn endorsement

210

00:08:20,280 --> 00:08:21,910  
is essentially you messaging friends

211

00:08:21,910 --> 00:08:22,990  
that you're changing job

212

00:08:22,990 --> 00:08:25,012  
and you ask him to endorse  
for a whole bunch of things

213

00:08:25,012 --> 00:08:26,050  
that you're supposed to be good at,

214

00:08:26,050 --> 00:08:28,637  
but via our platform, a  
worker will work for a client

215

00:08:28,637 --> 00:08:30,150  
and that client would demonstrate and say,

216  
00:08:30,150 --> 00:08:31,860  
okay, this was a 5-star worker

217  
00:08:31,860 --> 00:08:34,390  
and this worker demonstrated  
he's a cocktail bartender,

218  
00:08:34,390 --> 00:08:37,450  
a mixologist, x, y and z and  
then what this worker is doing

219  
00:08:37,450 --> 00:08:40,293  
is building a sort of verified  
profile of themselves,

220  
00:08:41,440 --> 00:08:43,150  
which hopefully will  
empower them in the future

221  
00:08:43,150 --> 00:08:45,720  
to get better access to full time work.

222  
00:08:45,720 --> 00:08:47,350  
But for now at the moment is leveraged

223  
00:08:47,350 --> 00:08:50,640  
to help them get access to  
work within our platform

224  
00:08:50,640 --> 00:08:52,440  
a lot easier through showing the fact

225  
00:08:52,440 --> 00:08:54,550  
that they're very good workers.

226  
00:08:54,550 --> 00:08:55,530

- Yeah, so I love that idea,

227

00:08:55,530 --> 00:08:58,150

I've heard you refer to  
it it's like a digital CV

228

00:08:58,150 --> 00:09:00,930

or for us Americans, a digital resume,

229

00:09:00,930 --> 00:09:03,110

which is really very very different

230

00:09:03,110 --> 00:09:06,130

than how the whole world works today,

231

00:09:06,130 --> 00:09:08,610

so that's something that  
that's really exciting.

232

00:09:08,610 --> 00:09:10,037

I'd love to hear you  
talk a little bit about,

233

00:09:10,037 --> 00:09:14,210

you know, just the getting  
the business off the ground

234

00:09:14,210 --> 00:09:16,660

is such a monumental effort,

235

00:09:16,660 --> 00:09:20,440

especially given how  
many players there are

236

00:09:20,440 --> 00:09:21,950

in the employment space today.

237

00:09:21,950 --> 00:09:24,020

Can you talk a little bit

about some of the challenges

238

00:09:24,020 --> 00:09:25,580

that you face and some of the lessons

239

00:09:25,580 --> 00:09:27,690

that you and Jack learned along the way?

240

00:09:27,690 --> 00:09:29,640

- Yeah, the process for me and Jack

241

00:09:29,640 --> 00:09:31,370

was just to be very very methodical.

242

00:09:31,370 --> 00:09:34,330

We wrote a ridiculously  
large business plan

243

00:09:34,330 --> 00:09:36,120

to showing every single step of the way

244

00:09:36,120 --> 00:09:38,666

that we were going to take to  
try and achieve our end goal

245

00:09:38,666 --> 00:09:41,070

and we have also deviated from that plan

246

00:09:41,070 --> 00:09:42,300

here and there at times,

247

00:09:42,300 --> 00:09:43,950

we very much followed that path

248

00:09:43,950 --> 00:09:46,150

which is sort of help  
guide us a little bit.

249

00:09:47,310 --> 00:09:48,980  
One thing that we learned  
that we have to be

250  
00:09:48,980 --> 00:09:52,540  
is be very adaptable, you know,  
listen to the marketplace.

251  
00:09:52,540 --> 00:09:53,630  
We didn't approach it as,

252  
00:09:53,630 --> 00:09:55,766  
oh were these two young  
founders who have come

253  
00:09:55,766 --> 00:09:58,830  
to disrupt the world of technology

254  
00:09:58,830 --> 00:10:00,360  
and completely revolutionize hospitality,

255  
00:10:00,360 --> 00:10:03,270  
we actually listen to the  
market players effectively

256  
00:10:03,270 --> 00:10:04,720  
to understand what they wanted.

257  
00:10:04,720 --> 00:10:07,340  
You know fundamentally you  
know, whilst we're tech company

258  
00:10:07,340 --> 00:10:08,690  
our clients don't want technology,

259  
00:10:08,690 --> 00:10:10,560  
our clients want a reliable worker.

260  
00:10:10,560 --> 00:10:12,130

So our focus has always been around

261

00:10:12,130 --> 00:10:14,180  
making sure that the workers we recruit

262

00:10:14,180 --> 00:10:15,770  
and that are that of a high-quality

263

00:10:15,770 --> 00:10:17,810  
and the platform ensures that.

264

00:10:17,810 --> 00:10:19,330  
So if your ratings and skill sets,

265

00:10:19,330 --> 00:10:21,050  
we hopefully encourage the workers

266

00:10:21,050 --> 00:10:22,870  
to be better when they're on the job,

267

00:10:22,870 --> 00:10:24,350  
through giving the  
worker control and choice

268

00:10:24,350 --> 00:10:27,300  
we encourage them to be more reliable

269

00:10:27,300 --> 00:10:29,330  
as opposed to trying to control

270

00:10:29,330 --> 00:10:31,790  
how supply and demand  
match with each other.

271

00:10:31,790 --> 00:10:34,860  
So when you learn that through  
listening to the market.

272



00:10:34,860 --> 00:10:37,370  
Other things that we did  
is we always made sure

273  
00:10:37,370 --> 00:10:40,510  
that we hired people who  
complimented our skill sets,

274  
00:10:40,510 --> 00:10:41,690  
a bit like me and Jack,

275  
00:10:41,690 --> 00:10:44,250  
how he's very commercial  
and I'm very operational

276  
00:10:44,250 --> 00:10:45,530  
and we complement each other really well,

277  
00:10:45,530 --> 00:10:47,190  
we made sure that we hired people

278  
00:10:47,190 --> 00:10:48,840  
who made up for our  
deficiencies knowledge,

279  
00:10:48,840 --> 00:10:51,590  
so neither I or Jack are tech founders,

280  
00:10:51,590 --> 00:10:53,430  
we didn't have a tech founder,

281  
00:10:53,430 --> 00:10:55,400  
so with the little money  
we raised in the beginning

282  
00:10:55,400 --> 00:10:56,750  
it all went into technology.

283  
00:10:56,750 --> 00:10:59,350

You know, we hired a whole  
bunch of super expensive

284

00:11:02,446 --> 00:11:05,570  
contractors who charge ridiculous fees

285

00:11:05,570 --> 00:11:07,320  
but we that to ensure that

286

00:11:07,320 --> 00:11:09,000  
that shortfall of knowledge that we had

287

00:11:09,000 --> 00:11:11,560  
was filled by those developers,

288

00:11:11,560 --> 00:11:13,230  
and when we went to new sectors

289

00:11:13,230 --> 00:11:16,030  
we always made sure we  
hired experts in that sector

290

00:11:16,030 --> 00:11:18,280  
to try and marry the then knowledge

291

00:11:18,280 --> 00:11:20,630  
or traditional way it  
operates with our technology

292

00:11:20,630 --> 00:11:22,040  
to make sure we weren't building something

293

00:11:22,040 --> 00:11:23,040  
that we thought was right

294

00:11:23,040 --> 00:11:23,873  
but we're building something

295

00:11:23,873 --> 00:11:25,990  
that the market actually needed.

296  
00:11:25,990 --> 00:11:27,620  
So we've always been  
trying to be adaptable

297  
00:11:27,620 --> 00:11:28,740  
on our way of approaching things

298  
00:11:28,740 --> 00:11:30,750  
and been very humble in how we approach

299  
00:11:30,750 --> 00:11:32,823  
any problem that we faced.

300  
00:11:34,140 --> 00:11:36,930  
I think one thing that we  
were particularly good at,

301  
00:11:36,930 --> 00:11:38,370  
what we've improved upon actually

302  
00:11:38,370 --> 00:11:40,880  
is we were never afraid to fail,

303  
00:11:40,880 --> 00:11:42,860  
so we've taken huge risks sometime,

304  
00:11:42,860 --> 00:11:46,610  
with like our limited resources  
to build certain feature,

305  
00:11:46,610 --> 00:11:49,260  
to go off path with a certain  
client where it may be.

306  
00:11:50,360 --> 00:11:51,193  
And in doing that it has yield us

307

00:11:51,193 --> 00:11:53,560  
with some really fantastic results for us,

308

00:11:53,560 --> 00:11:55,520  
at the same time they've  
been some very bad ones

309

00:11:55,520 --> 00:11:56,780  
and when I say we've got better,

310

00:11:56,780 --> 00:11:58,940  
you know, in the beginning  
a lot of it was instinct

311

00:11:58,940 --> 00:12:01,130  
with some qualitative like discussions

312

00:12:01,130 --> 00:12:03,440  
with clients and workers, but now we have,

313

00:12:03,440 --> 00:12:05,970  
you know, whole raft of  
data within our marketplace

314

00:12:05,970 --> 00:12:07,310  
to helps us inform those decisions

315

00:12:07,310 --> 00:12:11,440  
and we're now utilize that  
information to fail faster.

316

00:12:11,440 --> 00:12:12,740  
And then, you know, as  
long as you're measuring

317

00:12:12,740 --> 00:12:15,140  
everything all the way  
you can just improve.

318

00:12:15,140 --> 00:12:17,090

- What changed for you all

319

00:12:17,090 --> 00:12:21,760

going from being your own  
business, doing things on your own

320

00:12:21,760 --> 00:12:24,380

to when you got acquired by Indeed

321

00:12:24,380 --> 00:12:25,460

and obviously had to learn

322

00:12:25,460 --> 00:12:28,250

how to suddenly be part of  
this 10,000 person company

323

00:12:28,250 --> 00:12:29,960

but still operating off to the side,

324

00:12:29,960 --> 00:12:32,760

what changed for you guys and  
how did you adapt to that?

325

00:12:34,573 --> 00:12:36,150

- To be honestly it all  
change for the better,

326

00:12:36,150 --> 00:12:38,250

like when we came to meet you guys

327

00:12:38,250 --> 00:12:40,311

out in Austin last year in February,

328

00:12:40,311 --> 00:12:42,060

you know, you told us that you'd like us

329

00:12:42,060 --> 00:12:43,220  
to operate very independently,

330  
00:12:43,220 --> 00:12:45,220  
you just want to support  
us as much as possible,

331  
00:12:45,220 --> 00:12:47,180  
and you know everyone Indeed

332  
00:12:47,180 --> 00:12:50,130  
has been a huge help in doing that

333  
00:12:50,130 --> 00:12:51,870  
and we haven't more autonomy now

334  
00:12:51,870 --> 00:12:52,853  
than we did with the VCs.

335  
00:12:53,840 --> 00:12:56,240  
You know which is very  
interesting dynamic,

336  
00:12:56,240 --> 00:12:58,930  
you know, everyone always  
asked me, you know,

337  
00:12:58,930 --> 00:13:00,680  
are you going to leave?

338  
00:13:00,680 --> 00:13:03,370  
And say I'm like, no I want  
to retire here. (laughs)

339  
00:13:03,370 --> 00:13:06,550  
I am at the helm of a  
really exciting opportunity

340  
00:13:06,550 --> 00:13:09,680

by business that's really  
patient, really smart

341

00:13:09,680 --> 00:13:11,580  
and just wants to support us

342

00:13:11,580 --> 00:13:13,763  
and achieve like a really ambitious goal.

343

00:13:14,710 --> 00:13:16,950  
So it's all sort of  
changed for the better.

344

00:13:16,950 --> 00:13:18,970  
One key difference is I think

345

00:13:18,970 --> 00:13:21,070  
prior to the acquisition,

346

00:13:21,070 --> 00:13:23,430  
I'd say close to half  
of mine and Jack's time

347

00:13:23,430 --> 00:13:25,270  
was centered around fundraising.

348

00:13:25,270 --> 00:13:27,230  
You know, we operate in  
a very capital-intensive

349

00:13:27,230 --> 00:13:28,900  
work in capital-intensive business

350

00:13:28,900 --> 00:13:31,030  
'cause we pay our workers  
before clients pay us.

351

00:13:31,030 --> 00:13:32,710  
And we were constantly

funding that with equity,

352

00:13:32,710 --> 00:13:34,260  
so we we're constantly raising

353

00:13:34,260 --> 00:13:35,920  
and it meant that we  
didn't spend enough time

354

00:13:35,920 --> 00:13:36,990  
on the core business

355

00:13:36,990 --> 00:13:39,100  
and actually improving  
our product and services.

356

00:13:39,100 --> 00:13:40,390  
And, you know, now we're dealing

357

00:13:40,390 --> 00:13:43,550  
with that sort of technical  
and organizational debt now,

358

00:13:43,550 --> 00:13:44,660  
where we have the opportunity

359

00:13:44,660 --> 00:13:46,300  
to really focus on those things

360

00:13:46,300 --> 00:13:48,160  
to ensure that we can achieve

361

00:13:48,160 --> 00:13:49,440  
the ambitious goals we set ourselves.

362

00:13:49,440 --> 00:13:52,660  
So I think clearing out  
that sort of funding issue



363

00:13:52,660 --> 00:13:55,833  
has allowed us to be much  
better at what we do,

364

00:13:57,300 --> 00:13:59,170  
so that's been the bigger shift.

365

00:13:59,170 --> 00:14:02,280  
And in terms of working with  
Indeed, it's been great.

366

00:14:02,280 --> 00:14:03,670  
I mean there are elements where, you know,

367

00:14:03,670 --> 00:14:05,490  
you're a big beast, which  
means you move slower

368

00:14:05,490 --> 00:14:07,410  
than how we used to move,

369

00:14:07,410 --> 00:14:10,050  
but the same time despite how big you are

370

00:14:10,050 --> 00:14:12,017  
you're very nimble business

371

00:14:12,017 --> 00:14:13,110  
and you still have a bit

372

00:14:13,110 --> 00:14:15,630  
of a start-up mentality  
approach to things.

373

00:14:15,630 --> 00:14:17,720  
I remember the presentation  
you showed us where,

374

00:14:17,720 --> 00:14:18,970  
you know, Indeed at any given time

375  
00:14:18,970 --> 00:14:22,020  
can be running 5,000 tests  
and 2/3 of those tests fail,

376  
00:14:22,020 --> 00:14:24,200  
that you know, that's in  
line with what I was saying

377  
00:14:24,200 --> 00:14:26,500  
in terms of you need to fail first,

378  
00:14:26,500 --> 00:14:28,010  
and you know, use data to help you do that

379  
00:14:28,010 --> 00:14:29,490  
to make the next best decision.

380  
00:14:29,490 --> 00:14:33,280  
So despite your size, you're  
pretty nimble to work with.

381  
00:14:33,280 --> 00:14:35,110  
So yeah, it's been great.

382  
00:14:35,110 --> 00:14:39,220  
– The general sector that you're  
focused on, part-time work

383  
00:14:39,220 --> 00:14:41,100  
is an incredibly integral part

384  
00:14:41,100 --> 00:14:44,440  
of the overall employment industry,

385  
00:14:44,440 --> 00:14:46,750  
especially back at the beginning of 2020,

386

00:14:46,750 --> 00:14:51,230

it's about 25% of workers in  
the UK about 23% in the U.S.

387

00:14:51,230 --> 00:14:52,360

can you talk a little bit more

388

00:14:52,360 --> 00:14:54,920

about the role that flexible staffing

389

00:14:54,920 --> 00:14:59,870

plays in areas that prior to COVID-19

390

00:14:59,870 --> 00:15:03,560

were showing the greatest  
areas of demand for Syft?

391

00:15:03,560 --> 00:15:05,280

- I'm actually going to  
go off and talk about

392

00:15:05,280 --> 00:15:06,530

another offering of our product,

393

00:15:06,530 --> 00:15:08,750

'cause I think that better highlights

394

00:15:08,750 --> 00:15:09,903

the dynamic we've seen.

395

00:15:10,770 --> 00:15:13,080

So in the UK there are things  
called zero hour contracts

396

00:15:13,080 --> 00:15:15,870

and these are contracts between  
an employer and a worker

397

00:15:15,870 --> 00:15:19,010  
when neither are committed  
to working certain hours

398

00:15:19,010 --> 00:15:21,420  
or offering a certain level of work,

399

00:15:21,420 --> 00:15:25,520  
and in the UK these have been  
surging at a ridiculous rate

400

00:15:25,520 --> 00:15:27,110  
to the point I think over a million people

401

00:15:27,110 --> 00:15:30,370  
are expected to be on these  
contracts by end of this year.

402

00:15:30,370 --> 00:15:32,150  
And what this essentially  
showed is that clients

403

00:15:32,150 --> 00:15:35,950  
are trying to build up a  
flexible workforce themselves

404

00:15:35,950 --> 00:15:37,640  
and manage that more effectively.

405

00:15:37,640 --> 00:15:39,500  
And we were seeing that  
more and more often,

406

00:15:39,500 --> 00:15:41,900  
and I say it and tell you quite a bit

407

00:15:41,900 --> 00:15:44,390  
is that our biggest  
competitor isn't another app,

408

00:15:44,390 --> 00:15:46,010  
it isn't a non-traditional agency,

409

00:15:46,010 --> 00:15:48,010  
our biggest competitor is our own client

410

00:15:48,010 --> 00:15:49,350  
and their ability to manage

411

00:15:49,350 --> 00:15:51,240  
their own flexible workforce better.

412

00:15:51,240 --> 00:15:53,820  
You know in the past it was phone calls

413

00:15:53,820 --> 00:15:55,720  
but now it's WhatsApp and Facebook groups

414

00:15:55,720 --> 00:15:56,600  
and they're getting better and better

415

00:15:56,600 --> 00:15:58,520  
at being able to communicate  
to a lot of people

416

00:15:58,520 --> 00:16:02,310  
at the same time, so,  
whilst it was on our roadmap

417

00:16:02,310 --> 00:16:03,750  
it was a lot further down my roadmap

418

00:16:03,750 --> 00:16:06,070  
to actually build a  
workforce management system

419

00:16:06,070 --> 00:16:08,593

off the current tool that  
we had built for Syft,

420

00:16:09,620 --> 00:16:12,530  
but as we got deeper and into  
our clients and understood

421

00:16:12,530 --> 00:16:13,860  
you know, where their pain points where,

422

00:16:13,860 --> 00:16:15,680  
we realize that we're better off

423

00:16:15,680 --> 00:16:17,460  
becoming a part of that journey

424

00:16:17,460 --> 00:16:18,330  
of them being able to manage

425

00:16:18,330 --> 00:16:19,880  
their workforce more effectively,

426

00:16:19,880 --> 00:16:21,790  
because they were trying  
to be more flexible

427

00:16:21,790 --> 00:16:23,740  
with their approach to labor

428

00:16:23,740 --> 00:16:25,070  
rather than sort of closing our eyes

429

00:16:25,070 --> 00:16:27,950  
to what would be an impending problem.

430

00:16:27,950 --> 00:16:31,900  
So we took our Syft  
platform and repurposed it

431

00:16:31,900 --> 00:16:33,860  
so our clients can  
utilize it for themselves.

432

00:16:33,860 --> 00:16:35,690  
This is one of the big risks  
that we took earlier on

433

00:16:35,690 --> 00:16:38,040  
'cause this is in 2017,  
started developing this

434

00:16:38,040 --> 00:16:41,010  
and it wasn't opposed to  
happen til probably next year

435

00:16:41,010 --> 00:16:46,010  
and essentially we started  
sort of showing clients

436

00:16:46,060 --> 00:16:48,780  
the possibility that they can  
manage their own workforce.

437

00:16:48,780 --> 00:16:50,140  
The benefit for the client would be

438

00:16:50,140 --> 00:16:52,470  
they can maintain a flexible labor force

439

00:16:52,470 --> 00:16:55,870  
via this one platform and  
whenever they need to sort of

440

00:16:55,870 --> 00:16:58,400  
add agency dependency onto that,

441

00:16:58,400 --> 00:17:00,110  
it'll be connected direct to our platform,

442

00:17:00,110 --> 00:17:01,070  
whether that goes to us

443

00:17:01,070 --> 00:17:03,550  
or to one of our third-party partners.

444

00:17:03,550 --> 00:17:08,370  
And this Syft tool that  
we built essentially

445

00:17:08,370 --> 00:17:10,460  
it's driven our growth  
over the last year in a bit

446

00:17:10,460 --> 00:17:12,500  
and it's become a fundamental part

447

00:17:12,500 --> 00:17:14,050  
of our vision for the future,

448

00:17:14,050 --> 00:17:16,640  
of, you know, connecting our marketplace

449

00:17:16,640 --> 00:17:19,600  
to all of our clients internal workforce

450

00:17:19,600 --> 00:17:23,770  
and hopefully beyond that  
to the Indeed ecosystem.

451

00:17:23,770 --> 00:17:25,750  
- All right, we have a  
little background on you,

452

00:17:25,750 --> 00:17:27,290  
a little background on the business,

453



00:17:27,290 --> 00:17:31,910  
then March rolls around and the COVID-19

454  
00:17:33,450 --> 00:17:34,840  
starts spreading globally

455  
00:17:34,840 --> 00:17:37,720  
and starts hitting a number  
of different sectors.

456  
00:17:37,720 --> 00:17:40,470  
In your case the sort  
of right at the heart

457  
00:17:40,470 --> 00:17:41,410  
of where your business was,

458  
00:17:41,410 --> 00:17:42,830  
so could you talk a little bit about

459  
00:17:42,830 --> 00:17:44,910  
the impact on the sectors

460  
00:17:44,910 --> 00:17:46,527  
that you were working closely with

461  
00:17:46,527 --> 00:17:49,820  
and the impact on your  
customers and the workers.

462  
00:17:49,820 --> 00:17:52,130  
– So when COVID-19 came around

463  
00:17:52,130 --> 00:17:55,299  
we operated in three sectors, hospitality,

464  
00:17:55,299 --> 00:17:56,220  
facilities management,

465

00:17:56,220 --> 00:17:59,430  
which is mainly cleaners  
and stewards and industrial,

466

00:17:59,430 --> 00:18:01,590  
so that's like warehouse operatives,

467

00:18:01,590 --> 00:18:03,810  
delivery drivers and things like that.

468

00:18:03,810 --> 00:18:06,450  
At the time hospitality  
was 90% of our business,

469

00:18:06,450 --> 00:18:08,110  
90% of revenue came from hospitality.

470

00:18:08,110 --> 00:18:10,120  
Where we started, it's  
where we built our brand

471

00:18:10,120 --> 00:18:11,860  
and all our success.

472

00:18:11,860 --> 00:18:13,820  
So when COVID-19 hit, as you can imagine

473

00:18:13,820 --> 00:18:16,980  
lockdown ensued and everything shut down,

474

00:18:16,980 --> 00:18:19,940  
so we lost 90% of our revenue  
essentially overnight.

475

00:18:19,940 --> 00:18:22,100  
You know, the key places  
where we're placing workers

476

00:18:22,100 --> 00:18:25,160  
are offices, venues,  
hotels, sporting events.

477  
00:18:25,160 --> 00:18:26,990  
So basically anywhere  
there's a mass gathering,

478  
00:18:26,990 --> 00:18:28,040  
which is a big no-no.

479  
00:18:29,560 --> 00:18:31,430  
So we saw impact of COVID-19

480  
00:18:31,430 --> 00:18:33,283  
first hand on our platform.

481  
00:18:34,610 --> 00:18:37,790  
It created a lot of  
uncertainty for our workers,

482  
00:18:37,790 --> 00:18:39,740  
our clients and even us internally

483  
00:18:39,740 --> 00:18:41,910  
and it is still creating  
a necessity this day

484  
00:18:41,910 --> 00:18:44,670  
'cause we don't know what the  
new normal is going to look like.

485  
00:18:44,670 --> 00:18:46,520  
You know, in the beginning

486  
00:18:46,520 --> 00:18:48,270  
the government was very slow to act,

487  
00:18:48,270 --> 00:18:53,270

there was no support for the  
industries or for the sector

488

00:18:53,820 --> 00:18:55,900  
and that is heightened uncertainties,

489

00:18:55,900 --> 00:18:57,710  
thankfully they finally came out

490

00:18:57,710 --> 00:18:59,940  
with the job retention scheme,  
which was really positive,

491

00:18:59,940 --> 00:19:02,160  
which gave a lot of workers some comfort

492

00:19:02,160 --> 00:19:03,220  
and clients some comfort,

493

00:19:03,220 --> 00:19:06,550  
but you know we're starting to  
see those programs unwind now

494

00:19:06,550 --> 00:19:08,740  
and the real economic  
fallouts begin to occur.

495

00:19:08,740 --> 00:19:10,670  
And amongst our larger  
clients we're seeing

496

00:19:10,670 --> 00:19:13,670  
heavy amounts of redundancies  
and restructuring going on

497

00:19:13,670 --> 00:19:15,870  
in the hospitality space.

498

00:19:15,870 --> 00:19:18,810

Fortunately for us, you know,

499

00:19:18,810 --> 00:19:20,170

we were operating in two sectors,

500

00:19:20,170 --> 00:19:22,570

where there's been a surge in demand.

501

00:19:22,570 --> 00:19:25,570

You know, as the world moved  
from concrete to digital

502

00:19:25,570 --> 00:19:28,500

people are now ordering things online.

503

00:19:28,500 --> 00:19:30,270

It meant that our logistic firms

504

00:19:30,270 --> 00:19:32,420

that we're working with  
had increased demand.

505

00:19:32,420 --> 00:19:34,170

Everyone's concern about sanitation now,

506

00:19:34,170 --> 00:19:36,610

so the cleaning firms were in high demand.

507

00:19:36,610 --> 00:19:39,720

and in a peak with a  
surge on demand like that

508

00:19:39,720 --> 00:19:42,530

they need an agency like  
ourselves to support them.

509

00:19:42,530 --> 00:19:45,710

So initial impact was  
very aggressive for us

510

00:19:45,710 --> 00:19:48,690  
with the 90% decrease and  
whilst we're not on track

511

00:19:48,690 --> 00:19:50,900  
for where we thought we'd  
be had the world been normal

512

00:19:50,900 --> 00:19:53,820  
we've managed to recover  
75% of those losses

513

00:19:53,820 --> 00:19:56,390  
in the space of two months,  
which is really positive.

514

00:19:56,390 --> 00:19:59,770  
– So that's the clients and workers,

515

00:19:59,770 --> 00:20:01,690  
you call them the Syfters.

516

00:20:01,690 --> 00:20:04,860  
How about the employees of Syft

517

00:20:04,860 --> 00:20:06,307  
that are the ones that are building

518

00:20:06,307 --> 00:20:09,710  
and supporting the service,  
what was the impact there?

519

00:20:09,710 --> 00:20:11,870  
– So much like our clients and workers,

520

00:20:11,870 --> 00:20:13,410  
we were all very fearful.

521

00:20:13,410 --> 00:20:16,100

We kept seeing these huge  
graphs of cancellations

522

00:20:16,100 --> 00:20:19,930

coming through for events  
in the summer, in the winter

523

00:20:19,930 --> 00:20:21,900

and generally speaking within the company

524

00:20:21,900 --> 00:20:24,270

there was a large amount of uncertainty.

525

00:20:24,270 --> 00:20:27,390

Thankfully yourself, Takashi and Dave

526

00:20:27,390 --> 00:20:29,830

gave us a lot of support  
during that period

527

00:20:29,830 --> 00:20:31,040

which allowed me and Jack

528

00:20:31,040 --> 00:20:34,230

to deliver a message to the  
business that, you know,

529

00:20:34,230 --> 00:20:36,110

everything for now is secure and safe,

530

00:20:36,110 --> 00:20:38,380

we have the backing of Indeed.

531

00:20:38,380 --> 00:20:39,480

It gave, you know and allowed everyone

532

00:20:39,480 --> 00:20:41,720

to sort of get rid of the  
uncertainness in their mind

533

00:20:41,720 --> 00:20:42,680  
and actually focus

534

00:20:42,680 --> 00:20:45,050  
on what was the new  
opportunity in front of us.

535

00:20:45,050 --> 00:20:46,230  
Generally speaking, you know,

536

00:20:46,230 --> 00:20:50,050  
downturns are huge opportunities  
for business to thrive,

537

00:20:50,050 --> 00:20:51,180  
whether it is you know,

538

00:20:51,180 --> 00:20:52,780  
really honing your  
product and your service

539

00:20:52,780 --> 00:20:54,410  
so that when things return to normal

540

00:20:54,410 --> 00:20:57,160  
you're just much better than  
when you were, and we did that

541

00:20:57,160 --> 00:20:58,870  
but we also chase new opportunities,

542

00:20:58,870 --> 00:21:01,200  
we also developed ourselves internally,

543

00:21:01,200 --> 00:21:03,010  
we built out an internal



learning platform,

544

00:21:03,010 --> 00:21:04,960

we offered a lot of training sessions.

545

00:21:04,960 --> 00:21:07,340

Everyone in the business  
was delivering webinars

546

00:21:07,340 --> 00:21:10,150

about their specific role or  
specific skills that they had

547

00:21:10,150 --> 00:21:12,360

and we just used the opportunity

548

00:21:12,360 --> 00:21:13,700

to not focus in uncertainties of the world

549

00:21:13,700 --> 00:21:16,090

but to address the avenues in front of us,

550

00:21:16,090 --> 00:21:17,820

up skill ourselves and upscale the product

551

00:21:17,820 --> 00:21:18,880

so that when things do return

552

00:21:18,880 --> 00:21:20,060

to whatever the new normal is,

553

00:21:20,060 --> 00:21:22,140

we're better placed than we were

554

00:21:22,140 --> 00:21:23,673

before going into lockdown.

555

00:21:24,540 --> 00:21:26,510

And once you disperse all that

556

00:21:26,510 --> 00:21:28,760

and create these new focuses and you know,

557

00:21:28,760 --> 00:21:30,670

rally behind the mission

of help people get jobs,

558

00:21:30,670 --> 00:21:33,390

we were able to achieve

quite a few fantastic things

559

00:21:34,690 --> 00:21:35,990

during the past three months.

560

00:21:35,990 --> 00:21:38,370

- So what are some of the

changes that you had to make

561

00:21:38,370 --> 00:21:40,530

about just how you operate as a business,

562

00:21:40,530 --> 00:21:41,870

both with your employees

563

00:21:41,870 --> 00:21:45,880

and then with onboarding new

workers and things like that?

564

00:21:45,880 --> 00:21:47,680

- So, I mean for employees,

first and foremost

565

00:21:47,680 --> 00:21:50,230

we wanted to make sure that you know,

566

00:21:50,230 --> 00:21:52,950

everyone was sort of like

in a good mental space

567

00:21:52,950 --> 00:21:53,920  
in working from home,

568

00:21:53,920 --> 00:21:56,020  
it was a big shift in  
dynamics for a lot of people,

569

00:21:56,020 --> 00:21:58,740  
a lot of people don't have  
the right environment to work,

570

00:21:58,740 --> 00:22:00,800  
I'm one of them oddly  
enough like behind me

571

00:22:00,800 --> 00:22:03,430  
you can see my daughter's play area.

572

00:22:03,430 --> 00:22:06,710  
Her office is my office,  
so we first of all focused

573

00:22:06,710 --> 00:22:08,340  
on ensuring people could work from home,

574

00:22:08,340 --> 00:22:10,760  
whether it be with equipment  
and things like that.

575

00:22:10,760 --> 00:22:13,490  
We were delivering mental  
well-being sessions regularly

576

00:22:13,490 --> 00:22:16,430  
to ensure people we're in a good space,

577

00:22:16,430 --> 00:22:18,360

team quizzes, Zoom lunches,

578

00:22:18,360 --> 00:22:20,470  
really trying to maintain  
a level of togetherness

579

00:22:20,470 --> 00:22:21,820  
which you got from the office

580

00:22:21,820 --> 00:22:23,940  
but now we have to do it remotely.

581

00:22:23,940 --> 00:22:24,960  
We shifted our all-hands

582

00:22:24,960 --> 00:22:27,203  
from a monthly thing to a weekly thing.

583

00:22:29,516 --> 00:22:30,520  
We're small enough to be able to do that

584

00:22:30,520 --> 00:22:31,640  
but every week we'll make sure

585

00:22:31,640 --> 00:22:32,940  
everyone gets together to engage

586

00:22:32,940 --> 00:22:35,590  
and just update on what's  
going on with the business.

587

00:22:35,590 --> 00:22:37,010  
So that's sort of what we did internally

588

00:22:37,010 --> 00:22:37,890  
to make sure we were ready

589

00:22:37,890 --> 00:22:40,420

to dress the opportunity in front of us.

590

00:22:40,420 --> 00:22:42,010

And then in terms of operationally,

591

00:22:42,010 --> 00:22:44,170

you know, we used to see all  
the workers face-to-face,

592

00:22:44,170 --> 00:22:46,250

verify their eligibility to work in UK

593

00:22:46,250 --> 00:22:48,360

by taking the right to work documents.

594

00:22:48,360 --> 00:22:50,790

We've had to shift that to  
an online world essentially,

595

00:22:50,790 --> 00:22:52,080

which is great for us,

596

00:22:52,080 --> 00:22:53,320

'cause it allows us to be more scalable

597

00:22:53,320 --> 00:22:55,620

as we hone that process but you know,

598

00:22:55,620 --> 00:22:56,940

there are a lot of teething pains

599

00:22:56,940 --> 00:22:58,880

and like going through that.

600

00:22:58,880 --> 00:23:02,000

You know, we build a process  
around being face-to-face

601

00:23:02,000 --> 00:23:03,930  
as it was government mandate at a time

602  
00:23:03,930 --> 00:23:06,630  
and we were forced to shift quite quickly

603  
00:23:06,630 --> 00:23:08,250  
and it's been proving quite successful.

604  
00:23:08,250 --> 00:23:10,510  
We verified, you know,  
over two, 3,000 workers

605  
00:23:10,510 --> 00:23:12,340  
over the past quarter or so

606  
00:23:12,340 --> 00:23:15,090  
into the new sectors that we  
opened up during lockdown.

607  
00:23:16,290 --> 00:23:18,590  
We, you know, we're doing  
a lot more online courses,

608  
00:23:18,590 --> 00:23:23,460  
assessments, so that's  
been the bigger shift,

609  
00:23:23,460 --> 00:23:25,870  
and then also sales,  
actually I forget the sales.

610  
00:23:25,870 --> 00:23:28,500  
You know, hospitality and industrial.

611  
00:23:28,500 --> 00:23:30,550  
You know a lot of our  
industrial sales agents

612

00:23:30,550 --> 00:23:32,620  
would go into an industrial site

613  
00:23:32,620 --> 00:23:34,620  
and just walk into  
warehouse after warehouse,

614  
00:23:34,620 --> 00:23:36,010  
'cause that's the best  
way to get in contact

615  
00:23:36,010 --> 00:23:37,170  
with a warehouse manager

616  
00:23:37,170 --> 00:23:39,480  
and also that's have  
to change dramatically

617  
00:23:39,480 --> 00:23:40,930  
to the point where we've actually proven

618  
00:23:40,930 --> 00:23:42,850  
that you can win decent clients

619  
00:23:42,850 --> 00:23:47,150  
who are used to face-to-face  
meetings via Zoom.

620  
00:23:47,150 --> 00:23:48,093  
You know, we've scaled up,

621  
00:23:48,093 --> 00:23:50,090  
we have a lot of larger district companies

622  
00:23:50,090 --> 00:23:54,793  
like DPD, FedEx, UPS,  
through online engagement.

623  
00:23:55,660 --> 00:23:58,620

We've adapted really well to the new world

624

00:23:58,620 --> 00:24:02,140  
although many of us are  
missing the office quite a bit.

625

00:24:02,140 --> 00:24:03,720  
One of the key things we did do

626

00:24:03,720 --> 00:24:07,720  
was we maintained our  
ambitions of the business.

627

00:24:07,720 --> 00:24:10,070  
You know, in our all hands  
deck we have this third slide

628

00:24:10,070 --> 00:24:13,410  
which shows these really  
large ambitious revenue goals,

629

00:24:13,410 --> 00:24:16,620  
shows us around the world  
and like over 30 cities

630

00:24:16,620 --> 00:24:19,250  
with over a million verified  
profiles on our platform

631

00:24:19,250 --> 00:24:21,030  
and we haven't changed  
the messaging on that

632

00:24:21,030 --> 00:24:22,970  
at all to anyone internally

633

00:24:22,970 --> 00:24:24,850  
and we very much think  
we can still achieve it.



634

00:24:24,850 --> 00:24:27,170

Right now we'll be behind but as I said,

635

00:24:27,170 --> 00:24:28,800

I think coming out at Covid will be better

636

00:24:28,800 --> 00:24:32,140

and a better place to achieve  
those ambitious goals.

637

00:24:32,140 --> 00:24:33,780

So, you know, whilst  
we haven't been allowed

638

00:24:33,780 --> 00:24:36,060

to step foot in the country in the U.S.,

639

00:24:36,060 --> 00:24:39,480

we're still going to be  
launching in the U.S. next month,

640

00:24:39,480 --> 00:24:40,820

which is really cool.

641

00:24:40,820 --> 00:24:43,900

We've accelerated our plan to  
launch into the care sector,

642

00:24:43,900 --> 00:24:45,700

obviously the care sector around the world

643

00:24:45,700 --> 00:24:48,850

has become a pain point  
for a lot of governments

644

00:24:48,850 --> 00:24:51,550

and a lot of people  
and hopefully you know,

645

00:24:51,550 --> 00:24:54,920  
there's clearly a greater  
demand for staffing services now

646

00:24:54,920 --> 00:24:56,530  
and hopefully we can be a part of that.

647

00:24:56,530 --> 00:24:59,570  
And we're accelerating our  
collaboration with Indeed,

648

00:24:59,570 --> 00:25:01,210  
right now we're working a lot more closely

649

00:25:01,210 --> 00:25:02,490  
with the sales teams

650

00:25:02,490 --> 00:25:06,060  
and hopefully we'll be doing a lot more

651

00:25:06,060 --> 00:25:07,520  
on the job seeker side too.

652

00:25:07,520 --> 00:25:10,390  
For our workers, one thing we did do

653

00:25:10,390 --> 00:25:13,350  
which we're quite proud of is,

654

00:25:13,350 --> 00:25:16,660  
for hospitality workers there  
was not a lot of work for them

655

00:25:17,940 --> 00:25:19,130  
and therefore they were very reliant

656

00:25:19,130 --> 00:25:20,370  
on the job retention scheme,

657

00:25:20,370 --> 00:25:22,300  
which was quite a complicated  
scheme with a lot of rules

658

00:25:22,300 --> 00:25:23,293  
but we wanted to make sure-

659

00:25:23,293 --> 00:25:26,380  
- And can you explain that  
for those people not in the UK

660

00:25:26,380 --> 00:25:28,270  
or who don't know what that is?

661

00:25:28,270 --> 00:25:30,360  
- So the job retention  
scheme was essentially

662

00:25:30,360 --> 00:25:34,320  
where by the UK government  
would pay 80% of a workers wages

663

00:25:34,320 --> 00:25:35,910  
up into a certain threshold,

664

00:25:35,910 --> 00:25:38,490  
and then you as employer  
could supplement the rest

665

00:25:38,490 --> 00:25:40,290  
if you chose to do so.

666

00:25:40,290 --> 00:25:42,150  
The challenge of the scheme  
is 'cause it was that

667

00:25:42,150 --> 00:25:43,410  
it was quite slow to get money

668

00:25:43,410 --> 00:25:44,310  
into the hands of the workers,

669

00:25:44,310 --> 00:25:46,250  
given the process it has to go through

670

00:25:46,250 --> 00:25:47,640  
and like the rough that businesses

671

00:25:47,640 --> 00:25:49,410  
that were going through that process.

672

00:25:49,410 --> 00:25:52,090  
Thankfully, you know, again  
with the support of Indeed

673

00:25:52,090 --> 00:25:53,427  
we were able to get money into the hands

674

00:25:53,427 --> 00:25:56,430  
of over 5,000 workers quite quickly

675

00:25:56,430 --> 00:25:57,720  
on a month-by-month basis,

676

00:25:57,720 --> 00:26:00,626  
really supporting this hospitality workers

677

00:26:00,626 --> 00:26:01,960  
to quite a large degree.

678

00:26:01,960 --> 00:26:05,180  
So that's some of the  
things that we achieved

679

00:26:05,180 --> 00:26:07,029  
and adapted to over that period.

680

00:26:07,029 --> 00:26:07,862

- And, you know, it's interesting

681

00:26:07,862 --> 00:26:09,840

you talk about the example

682

00:26:09,840 --> 00:26:12,680

of the right to work verification

683

00:26:12,680 --> 00:26:15,070

which was mandated by the government

684

00:26:15,070 --> 00:26:16,310

that had to happen in person,

685

00:26:16,310 --> 00:26:19,180

and when that became

impractical, this thing that

686

00:26:19,180 --> 00:26:22,010

you probably been hoping

would happen at some point

687

00:26:22,010 --> 00:26:24,400

for scalability purposes

that that happened.

688

00:26:24,400 --> 00:26:26,113

And so a lot of these things,

689

00:26:27,031 --> 00:26:29,210

you know, we saw in our own business

690

00:26:29,210 --> 00:26:34,210

we had a video interviewing

product for hiring events

691

00:26:36,850 --> 00:26:38,450  
and then in-person events

692  
00:26:38,450 --> 00:26:41,160  
and most of the clients that we talked to

693  
00:26:41,160 --> 00:26:42,560  
over the last couple of years

694  
00:26:42,560 --> 00:26:45,440  
had no interest at all in  
doing video interviewing,

695  
00:26:45,440 --> 00:26:47,480  
they believed that they  
had to sit across the table

696  
00:26:47,480 --> 00:26:49,110  
from someone and really talk to them.

697  
00:26:49,110 --> 00:26:51,060  
And then suddenly overnight  
that was the way to do it

698  
00:26:51,060 --> 00:26:52,720  
and everyone said okay  
this is what we want to do

699  
00:26:52,720 --> 00:26:55,730  
and they found that, you  
know, hey this is great,

700  
00:26:55,730 --> 00:26:57,950  
it's really convenient, you  
can do a whole lot more of it.

701  
00:26:57,950 --> 00:27:02,390  
Some things will change that  
maybe we won't like as much

702

00:27:02,390 --> 00:27:04,430

but there will be some  
other changes that happen

703

00:27:04,430 --> 00:27:09,012

because we've been forced  
to rethink how we work

704

00:27:09,012 --> 00:27:11,180

and how we can collaborate.

705

00:27:11,180 --> 00:27:14,660

What are some of the things that you think

706

00:27:14,660 --> 00:27:18,220

will be different for flexible staffing

707

00:27:18,220 --> 00:27:20,760

and what will change as  
a result of all of this

708

00:27:20,760 --> 00:27:22,950

moving forward to the future?

709

00:27:22,950 --> 00:27:24,220

– Obviously the level of uncertainty

710

00:27:24,220 --> 00:27:26,240

the business are experiencing right now

711

00:27:26,240 --> 00:27:28,500

will mean that the economic necessity

712

00:27:28,500 --> 00:27:30,890

will drive a lot of their  
behaviors as a business

713

00:27:30,890 --> 00:27:34,200

and I think the increase  
in flexible staffing

714

00:27:34,200 --> 00:27:37,050  
that business have demanded  
will only accelerate further.

715

00:27:38,450 --> 00:27:40,520  
Thankfully this plays a  
little bit into our hands,

716

00:27:40,520 --> 00:27:42,140  
you marry that with the adoption

717

00:27:42,140 --> 00:27:44,010  
of technology recruitment a lot more

718

00:27:44,010 --> 00:27:46,640  
and I feel we're, you  
know, a lot better placed

719

00:27:46,640 --> 00:27:48,340  
to hopefully support businesses

720

00:27:48,340 --> 00:27:51,890  
and flexible staffing as a  
whole as we come out of this.

721

00:27:51,890 --> 00:27:55,200  
You know, when we first  
met Decco last year

722

00:27:55,200 --> 00:27:56,980  
he showed us his Amazon dash button

723

00:27:56,980 --> 00:27:58,700  
which was an Indeed Amazon dash button,

724

00:27:58,700 --> 00:28:00,570



you click a button and you get a job

725

00:28:00,570 --> 00:28:03,690

and we saw that bottom and  
I'm like that's what we do

726

00:28:03,690 --> 00:28:05,810

to a large extent, it's  
probably three clicks button

727

00:28:05,810 --> 00:28:07,010

but we're getting there.

728

00:28:08,490 --> 00:28:11,890

And I think, you know, with  
the increased flexible staffing

729

00:28:11,890 --> 00:28:14,850

more more workers are going  
to fall in his category

730

00:28:14,850 --> 00:28:17,960

of, you know, of trying  
to get flexible work

731

00:28:17,960 --> 00:28:21,750

and I think we can do greater  
job supporting workers

732

00:28:21,750 --> 00:28:23,870

by making that button come true,

733

00:28:23,870 --> 00:28:26,430

essentially by making it  
easier to get access to work.

734

00:28:26,430 --> 00:28:29,140

You know, we have you know,  
core values of sort of

735

00:28:29,140 --> 00:28:33,130  
you know making the  
engagement of temporary work

736

00:28:33,130 --> 00:28:34,660  
completely frictionless

737

00:28:34,660 --> 00:28:36,930  
through leveraging technology and data,

738

00:28:36,930 --> 00:28:39,910  
but more importantly we want  
to democratize access to work

739

00:28:39,910 --> 00:28:43,250  
and I know I touched upon  
the verified digital CV,

740

00:28:43,250 --> 00:28:45,530  
resume, sorry, about how we pick up

741

00:28:45,530 --> 00:28:47,410  
all this data points in  
the worker, you know,

742

00:28:47,410 --> 00:28:51,240  
their reliability, their  
punctuality, their skill set level.

743

00:28:51,240 --> 00:28:52,650  
How hard they work on a shift

744

00:28:52,650 --> 00:28:54,730  
based on the ratings  
through different employers

745

00:28:54,730 --> 00:28:56,826  
and hopefully, you know,  
for all these workers

746

00:28:56,826 --> 00:28:58,800  
who've fallen to this  
flexible staffing category,

747

00:28:58,800 --> 00:29:00,840  
we're going to help them build  
up a profile of themselves

748

00:29:00,840 --> 00:29:04,340  
which is a better representation  
of how good they are

749

00:29:04,340 --> 00:29:07,163  
making access to work more  
seamless for them and easier.

750

00:29:08,610 --> 00:29:10,120  
You know, we don't think you can ever

751

00:29:10,120 --> 00:29:12,050  
remove the interview process, you know,

752

00:29:12,050 --> 00:29:14,370  
click the button and you  
go get a full-time job,

753

00:29:14,370 --> 00:29:16,490  
but we do feel like with  
the verified profile,

754

00:29:16,490 --> 00:29:20,990  
it's a much fairer system to  
essentially get access to work

755

00:29:20,990 --> 00:29:25,990  
and at the same time it can  
improve the interview process.

756

00:29:26,420 --> 00:29:28,900  
You know, a lot of interview  
processes are essentially

757  
00:29:28,900 --> 00:29:32,230  
a third of it is spent it's  
time spent on trying to verify

758  
00:29:32,230 --> 00:29:35,190  
the legitimacy of what a  
worker said they can do.

759  
00:29:35,190 --> 00:29:37,380  
If we can eliminate that  
portion of the interview,

760  
00:29:37,380 --> 00:29:38,820  
not only can we make the interview shorter

761  
00:29:38,820 --> 00:29:40,830  
but we can actually make them focus more

762  
00:29:40,830 --> 00:29:44,010  
on the elements of is this  
the right work fit for you,

763  
00:29:44,010 --> 00:29:45,850  
are you right for us,  
are we right for you,

764  
00:29:45,850 --> 00:29:47,670  
and focus on that content of engagement

765  
00:29:47,670 --> 00:29:50,320  
during the job seeking  
process as opposed to the,

766  
00:29:50,320 --> 00:29:52,197  
ow, when you worked here you  
said you do this and this,

767

00:29:52,197 --> 00:29:54,247

can you give us an example of x, y and z?

768

00:29:55,700 --> 00:29:58,310

So we feel like, you know,  
through the verified digital CV

769

00:29:58,310 --> 00:30:01,180

we can empower a lot of these  
flexible workers essentially

770

00:30:01,180 --> 00:30:03,290

to get access to work easier.

771

00:30:03,290 --> 00:30:05,280

We can democratize access  
to it 'cause it's more about

772

00:30:05,280 --> 00:30:06,430

how good they are as a worker

773

00:30:06,430 --> 00:30:08,210

as opposed to how well  
they can sell themselves

774

00:30:08,210 --> 00:30:09,623

in the 45-minute interview.

775

00:30:10,500 --> 00:30:12,870

And just think post-Covid, you know,

776

00:30:12,870 --> 00:30:14,450

the vision that we thought  
was going to happen

777

00:30:14,450 --> 00:30:16,650

is just going to be  
accelerated towards that.

778

00:30:16,650 --> 00:30:18,470

- One of the phrases that we've heard

779

00:30:18,470 --> 00:30:20,330

over and over again over  
the last several months

780

00:30:20,330 --> 00:30:22,443

is this idea of an essential worker.

781

00:30:26,616 --> 00:30:28,870

What do you think that that actually means

782

00:30:28,870 --> 00:30:32,930

and how is that defined as  
a result of this crisis?

783

00:30:32,930 --> 00:30:34,420

- I don't know if the meaning

784

00:30:34,420 --> 00:30:37,380

of the word essential worker has changed,

785

00:30:37,380 --> 00:30:40,510

I just think more than  
anything we often overlooked

786

00:30:40,510 --> 00:30:43,620

just how essential these workers  
work to our lives, you know

787

00:30:43,620 --> 00:30:46,800

and that's reflected in how they're paid,

788

00:30:46,800 --> 00:30:47,860

you know, they're left by the whims

789

00:30:47,860 --> 00:30:51,220  
of the labor and supply  
demand economics of things.

790  
00:30:51,220 --> 00:30:52,990  
But I think, you know, what  
this crisis has showing

791  
00:30:52,990 --> 00:30:55,400  
is how important these  
services and these workers are

792  
00:30:55,400 --> 00:30:56,830  
to our overall economy,

793  
00:30:56,830 --> 00:30:59,100  
and how they keep the wheels  
turning in the background

794  
00:30:59,100 --> 00:31:01,350  
that we all take for granted.

795  
00:31:01,350 --> 00:31:04,020  
My hope is that through that realization

796  
00:31:04,020 --> 00:31:05,970  
and that, you know, government  
policy will reflect that

797  
00:31:05,970 --> 00:31:08,420  
and these workers will be treated as such,

798  
00:31:08,420 --> 00:31:10,020  
so that, you know, the huge surge

799  
00:31:10,020 --> 00:31:12,530  
in zero hour workers and flexible staffing

800  
00:31:12,530 --> 00:31:16,210

will start to see more  
protections than now

801

00:31:16,210 --> 00:31:18,210  
than what we've seen  
over the last few years

802

00:31:18,210 --> 00:31:19,043  
for the (indistinct) economy

803

00:31:19,043 --> 00:31:22,210  
where those protections are  
being stripped away essentially.

804

00:31:22,210 --> 00:31:23,930  
You know, we're seeing  
in a healthcare sector

805

00:31:23,930 --> 00:31:25,850  
already in France they've given

806

00:31:25,850 --> 00:31:28,700  
2,000 pounds per annum  
increases to all their workers,

807

00:31:28,700 --> 00:31:29,900  
hopefully that will filter through

808

00:31:29,900 --> 00:31:32,070  
to what the other sectors  
that we deem essential,

809

00:31:32,070 --> 00:31:33,890  
whether it be those working in the farm

810

00:31:33,890 --> 00:31:35,750  
to giving us our produce, whether that be

811

00:31:35,750 --> 00:31:38,090



those working in the warehouses of Amazon

812

00:31:38,090 --> 00:31:40,980  
and the supermarkets that  
we get all our food from.

813

00:31:40,980 --> 00:31:42,570  
Hopefully we can see  
a lot more protections

814

00:31:42,570 --> 00:31:43,963  
come into those sectors.

815

00:31:45,370 --> 00:31:48,050  
And hopefully Syft can play  
a part in supporting them

816

00:31:48,050 --> 00:31:50,300  
obviously we do our best  
what we can for the platform

817

00:31:50,300 --> 00:31:51,660  
but, you know, as we get bigger

818

00:31:51,660 --> 00:31:53,080  
and leveraging the reach of Indeed

819

00:31:53,080 --> 00:31:55,670  
we can hopefully get a  
voice within government

820

00:31:55,670 --> 00:31:58,430  
to sort of make an impact  
and make sure policy

821

00:31:58,430 --> 00:32:00,750  
it goes to all support in the sector more,

822

00:32:00,750 --> 00:32:02,900

all these sectors more.

823

00:32:02,900 --> 00:32:06,250

- To wrap up let's maybe bring it back,

824

00:32:06,250 --> 00:32:08,763

I guess to where we started  
on a personal level.

825

00:32:09,870 --> 00:32:12,570

Is there anything about  
what's been going on

826

00:32:12,570 --> 00:32:14,230

over the last few months

827

00:32:15,350 --> 00:32:19,223

that has got you optimistic  
thinking about the future.

828

00:32:21,110 --> 00:32:23,930

- I think, you know,  
seeing from a complete

829

00:32:23,930 --> 00:32:24,790

personal perspective, you know,

830

00:32:24,790 --> 00:32:28,820

seeing the employees of Syft really adapt

831

00:32:29,660 --> 00:32:31,660

to, you know, working from home,

832

00:32:31,660 --> 00:32:33,040

you know, not being in the office.

833

00:32:33,040 --> 00:32:34,320

It showed a level of perseverance

834

00:32:34,320 --> 00:32:36,240

which leads me to think  
that we're going to be

835

00:32:36,240 --> 00:32:41,240

really really successful in  
the near future, apologies.

836

00:32:44,668 --> 00:32:48,080

And then from myself perspective,

837

00:32:48,080 --> 00:32:49,920

you know, whilst I enjoy  
going to the office

838

00:32:49,920 --> 00:32:50,880

and I love going to the job

839

00:32:50,880 --> 00:32:53,780

I've been very fortunate to  
be able to spend a lot of time

840

00:32:54,670 --> 00:32:56,000

with my newborn essentially

841

00:32:56,000 --> 00:32:58,980

and see her develop in front of my eyes

842

00:32:58,980 --> 00:33:00,470

as opposed to, you know, coming home

843

00:33:00,470 --> 00:33:02,020

and being told oh she did this.

844

00:33:03,070 --> 00:33:04,740

And I'm just hopeful that, you know,

845

00:33:04,740 --> 00:33:07,030

as we sort of removed the  
clutter of the commute

846

00:33:07,030 --> 00:33:08,180  
and things like that,

847

00:33:08,180 --> 00:33:10,970  
we don't sort of use that extra time

848

00:33:10,970 --> 00:33:12,700  
to convince ourselves  
to being more productive

849

00:33:12,700 --> 00:33:13,700  
by working more hours,

850

00:33:13,700 --> 00:33:15,000  
which is actually not the definition

851

00:33:15,000 --> 00:33:16,250  
of being more productive.

852

00:33:16,250 --> 00:33:19,610  
And we actually use that time  
to focus on spending more time

853

00:33:19,610 --> 00:33:21,783  
on ourselves or the people we care about.

854

00:33:22,630 --> 00:33:26,460  
And I'm hopeful that maybe we can,

855

00:33:26,460 --> 00:33:28,300  
you know, in the same way we've recognized

856

00:33:28,300 --> 00:33:31,440  
essential workers is actually  
very important for our economy

857

00:33:31,440 --> 00:33:32,530  
we'll be able to realize

858

00:33:32,530 --> 00:33:34,570  
what's actually more  
important for ourselves,

859

00:33:34,570 --> 00:33:36,350  
whilst, you know, I think jobs

860

00:33:36,350 --> 00:33:38,630  
are core fundamental of what we do.

861

00:33:38,630 --> 00:33:40,750  
We can sometimes let  
those things distract,

862

00:33:40,750 --> 00:33:42,620  
let, you know, the career distract on

863

00:33:42,620 --> 00:33:44,460  
the really important things like family,

864

00:33:44,460 --> 00:33:45,833  
friends, your health.

865

00:33:48,031 --> 00:33:50,400  
I'm so optimistic that the worlds eyes

866

00:33:50,400 --> 00:33:52,320  
have been opened up to  
that sort of reality.

867

00:33:52,320 --> 00:33:54,500  
– Thank you so much for joining me today

868

00:33:54,500 --> 00:33:57,740  
and it's been a real privilege

869

00:33:57,740 --> 00:34:01,270

to get to watch you and  
Jack and the whole Syft team

870

00:34:01,270 --> 00:34:04,260

really adapt to this  
incredibly rapid change

871

00:34:04,260 --> 00:34:07,080

in what's going on in the world around us

872

00:34:07,080 --> 00:34:11,020

but do it from a perspective  
of your mission first

873

00:34:11,020 --> 00:34:14,090

and the incredible work  
that you all have done

874

00:34:14,090 --> 00:34:17,668

to help through this time,  
to help people get jobs

875

00:34:17,668 --> 00:34:19,780

and to work and to support themselves

876

00:34:19,780 --> 00:34:21,070

and to help their communities,

877

00:34:21,070 --> 00:34:22,780

so thank you for everything you do

878

00:34:22,780 --> 00:34:25,070

and thanks for joining me today.

879

00:34:25,070 --> 00:34:25,903

- Well thank you,

880

00:34:25,903 --> 00:34:28,744  
couldn't have done it without  
Indeed that's for sure.

881

00:34:28,744 --> 00:34:31,327  
(gentle music)