

 *Leighton Healey*

Well, hi everyone. If you're slowly trickling into today's webinar, we'll give everyone a moment to get logged in and set up before we talk about how do you effectively train and onboard and win with multilingual restoration workers. It's a really important topic today. It's impacting a lot of companies and it's definitely one of the most significant trends happening in the lab or industry as people trickle in. Paul and I are looking forward to kicking things off, so we'll allow just a couple of minutes. And as you log in, feel free to share where you're from if you're interested in asking any questions. You can start asking questions in the chat. There's going to be a time for Q and A at the end, so let's allow for a couple of minutes. Paul, how are you feeling today? How are you doing?

 *Paul Silliman*

We're doing good. Nice and sunny down here in Florida, so I can't complain.

 *Leighton Healey*

Nice. That's good. And multilingual workforces, what comes to mind? You've spent a lot of time in the restoration industry. What comes to mind when you think about a topic like multilingual workforces, especially.

 *Paul Silliman*

Being located in Florida? This is a very top of mind subject. It's something that I dealt with for years, not having the ability of getting things in workers hands or just I have to admit I took Spanish in school, but not good enough to carry conversations. So it was definitely a huge issue we had down here in Florida.

 *Leighton Healey*

Awesome. Yeah, it's a big business issue, so for sure. Well, let's kick things off. If you're tuning in today and you're joining us for this webinar, you're tuning in to learn about how can you be more effective in the way that you attract, retain and really just create a successful work experience for people where, when they grew up, english wasn't the language that they grew up speaking or reading. And so they've had to adapt to an English based workforce in North America. And so we want to talk about that because it is no question it's the fastest growing labor group in North America. And over the next six to seven years, our workforces are going to be really driven by hardworking, dedicated individuals who just prefer to read and work in a different language. So let's cover today's outcomes. What are Paul and I going to be working through today?

 *Leighton Healey*

So number one is we want every participant to just understand some of the emerging trends within multilingual workforces. The second thing that we want to cover in today's workshop is we want to learn why current approaches just often are not producing quality results. So current approaches to how you engage with this workforce and work through this workforce, we want everyone to leave with maybe a different mindset of how you're thinking about the competitive advantage of adapting for non English workers. And then as well, we want to make sure that you leave with some best practices for attracting, retaining, and really training non English workers. And there's a component of that is around career pathing. Paul, one of the things we talked about leading into this is that a big opportunity for companies is how do you help people that English is not their first language, actually grow and build a career within your company, not just get bottlenecked into one particular role, often a frontline role, am I right?

 *Paul Silliman*

Absolutely, yeah.



*Leighton Healey*

Big outcome today. And then we want to talk about technology. And technology is really giving certain restoration companies a huge advantage to be able to broaden the pool that they can hire from, broaden the pool of individuals who can deliver their services. And so we're going to talk about that today. Paul, for those that haven't had a chance to meet you, how would you introduce yourself and maybe tell us a little bit about your experience working with non English workers in your time in restoration?



*Paul Silliman*

Yeah, so I've spent a handful of years working in restoration for multiple different firms, time adjusting kind of all over the restoration industry, but kind of in this particular subject. I ran a mold remediation division where most of my workers did not speak English. And it was a constant subject that was tough to overcome at times. Being able to take these hardworking individuals who were a complete asset to our team, but just didn't have the training, the ability to move them up in the company and get that information across, as well as working with large scale temp forces where post hurricane cleanup, we had hundreds of temp workers out there, but not giving the ability to really help them succeed in what they're doing or pigeonholing them into all these guys can be is a demo crew. Well, they have the ability to do more.



*Paul Silliman*

I didn't have the way of facilitating that to them.



*Leighton Healey*

Yeah. Lived experience, man. And so we're going to draw on that today because many of the people who are going to be participating in our webinar and watching this webinar afterwards are going to be able to relate to that. They know what it's like to be able to bring in hardworking people that prefer to work in a different language. And they've experienced that kind of like the eyeballs lock and they say, I want to understand what you're saying. And you're like, I want you to understand what I'm saying. And it's just this moment where two fully competent humans are like, there is a barrier here. Right. And I've experienced that personally. So in my time so my name is Late and I'm part of the team at Knowhow. And in my time, I've had the opportunity to lead trades based organizations that were as small as 25 individuals and be part of the senior executive team leading a workforce that had thousands of labor workers.



*Leighton Healey*

And sometimes people think when they think about non English workers, they're thinking about people that maybe speak and work in Spanish, but they're not thinking about there are people in this industry that speak Vietnamese and Urdu and Tagalog and Ukrainian and Punjab and there's so many languages that are spoken and North America is immigrating an enormous amount of workers. And so what we're talking about is just a broad category of workers who would prefer to work and do a good job, but it would be so much easier if you could just give it to them in Korean. Right? I also have some experience because I grew up in a Spanish environment. I grew up in South America, so I hold two citizenships. One of my citizenships is Colombian. And so grew up just really loving the Hispanic community. They do community and they do culture and they do food and they do music really well and they're a hardworking, dedicated segment of the population.



*Leighton Healey*

And so having come to North America myself and having to learn and adapt to a different culture, I can certainly speak to that with some empathy for the worker. So let's jump in here. So one of the things we're going to be talking about today is the multilingual worker. So what exactly are we talking about here? So let's just define it a bit. So what we're talking about is number one is a worker who English is just not their first language. So when they grew up in their home, they weren't speaking English, they were speaking a different language. What we're talking about someone who's often comfortable communicating verbally in English, broken English, but they have a limited vocabulary. And I'm going to come to you, Paul, give us some examples in a moment. And so this is a segment that they generally would struggle to act on written instructions that are generally written in English.



*Leighton Healey*

And so that's so important because as soon as you want to scale your organization past, just me being able to be on site all the time and actually being able to give instructions to workers, you're really moving through a written layer. And so that written layer is a key component of scaling your business. And so we're talking about a workforce that struggled to work on written instructions. Think about service level agreements, think about contracts, all those different things. Limited confidence in communicating with English only customers. So a lot of the customers are English only. And so a worker who's there representing your company with your logo on feeling really just insecure being able to deal with those customers concerns. And certainly we're talking about individuals that have difficulty advancing within your organization because of language barriers. Paul, give us some ground this and some examples.



*Paul Silliman*

Yeah, a lot of times for me personally, I had workers that were just absolute phenomenal, but they just got stuck in that labor based field to where I wasn't able to onboard them into technology that's in the restoration company. They weren't able to just understand those next steps or have that platform to be able to read and understand. This is what we're looking to do. When they kind of get locked into one place with nowhere really to go, and they end up struggling or possibly moving and looking for other work, instead of giving that amazing work and skill to your homeowners and your customers, they're stuck just in that one pigeonhole when they want to learn more. And that's probably the most frustrating part of all this. They want to learn more, I want to teach them more. And we just have that impasse in the middle.



*Leighton Healey*

Absolutely. I can speak from having I've had the opportunity to travel in many places in the world where I show up, and there is an entire culture, economy, marketplace running in a language that I don't speak. And I just feel like I'll interact with someone and I leave the interaction, and I'm stumbling through my translation quick notes thing, and I just know that I hope they don't think I'm an idiot. I'm actually like a normal person. I just can't speak your language. And I leave, and I'm just mentally fatigued, and I'm like, oh, yes, chicken. I want chicken, please. So good, Paul. So we're on the same page, so let's look at some data. And I think that if this is your first webinar with know how, be prepared for some data. If you've been to a know how webinar before, then you're like, Give it to me, give me the facts.



*Leighton Healey*

And so we're going to definitely ground this in data before we look at some common experiences. So 21.2% of service sector workers in the United States today are non native individuals. So what that means is that they weren't born in Canada or the United States. These are individuals that represent a significant amount, one in five workers that are using their hands and feet to do their work on a daily basis. It's not that they don't even speak English as their first language. They didn't even grow up here. So there's cultural differences. 23% of construction workers in the United States are non native born men. Right. So it's a huge segment of individuals. These aren't people that just spoke a lot of Spanish at home, but they still grew up listening to American pop culture. These are individuals that grew up in a totally different culture.



*Leighton Healey*

Non English workers in the United States are primarily from the following groups. So this information is from the Bureau of Labor Statistics. So this is good trustworthy data. So no surprise we have a lot of the labor workers that are coming in from Mexico speaking Spanish. The next most popular segment is from China. Speaking Mandarin, some speaking Cantonese. India. There's a lot of languages spoken india, but the most popular are Hindi, Bengali, Urdu, and there's kind of a mix of others, but individuals that are coming in that are speaking those languages. Philippines, a lot of our hospitality, a lot of our health care has really benefited from a lot of Filipino people speaking Tagalog. And then we also have people from El Salvador, another Spanish segment, people from Vietnam speaking Vietnamese. Very complex tonal language. And then South Korean. Obviously, South Korea is speaking Korean.



*Leighton Healey*

So within this, Paul, I want to put you on the spot. When you were running things in restoration, give me a sense, like, different languages represented. Do you have a sense, like, what was the most languages represented on a workforce you were part of?



*Paul Silliman*

Well, I know it's somewhat regional, especially in the United States. Where I'm at in the southeast. It was mainly Spanish. We had a lot of workers from El Salvador, Mexico, Puerto Rico, different kind of southern nations, and the different dialects in Spanish, different things to where it's very common down here. We did have a couple of workers every now and then from the Philippines. But where I'm at, it was mostly Spanish.



*Leighton Healey*

Mostly Spanish. Okay. Yeah. And so we're going to do a bit of a deeper dive in Spanish. And so we're going to look at that as a case study because absolutely within the category of non English speaking worker, the largest segment within the restoration industry are individuals that would be Hispanic, meaning that they kind of grew up speaking and reading in Spanish. And so let's do a bit of a deep dive just to kind of raise some eyebrows here who are participating in this webinar, just for you to look at the trends that are going to completely transform the industry that we're all part of here. One of the really interesting comments is that by 2031, in five workers in all segments, in all markets will be Hispanic in the United States. And so if you've been thinking about, would it be valuable for us to start offering this in Spanish or me to start brushing up on my Spanish?





*Leighton Healey*

If you're going to be an employer in the United States, seven years from now, one in five workers are going to prefer that you would speak to them or support them in Spanish. And you might say, well, they should learn English. No question they should work on their English. But, man, if you can be an employer who can provide a Spanish environment, you are going to really stand out again to 20% of applicants. So let's look at some data. So, when you look at the projection of where the workforce in the United States is going, the Bureau of Labor Statistics projects that the workforce in the United States will supersede 166,000,000 by 2030. And they forecast that 21.6% or 35 million, nearly 36 million of those workers will be Hispanic, meaning they'll prefer, if they have the choice, they prefer to work and read in the workplace in Spanish.



*Leighton Healey*

So let's look at some broader numbers. So red represents the amount driving the labor force that are Hispanic. And what you can see is that in terms of new entrants that are driving growth, the Hispanic community is far superseding non Hispanic. And so this is going to be such an important unlock for so many organizations that can begin to really think about operating as a bilingual company. Paul, you know this we do a lot of work up in Canada, and we think of Canada as a bilingual nation where they've just had to just live with two languages. And I think, Paul, we're going to start to see that. Another thing that we see is that one in five workers is a stat we showed earlier. So look at this. This is really interesting as you're starting to see that this number rise gradually year by year.



*Leighton Healey*

And so as we start to get towards 2030 now, we kind of supersede that 20% mark, and it's going to be a significant part of the population. The Hispanic workforce is also younger. So as you're thinking about and I think this is a really important component, as you're thinking about, well, who are going to be our next supervisors, our next managers, who are going to be the individuals, who are actually going to move into those kind of leadership roles in our organization. While a lot of the young talent that's coming up to a higher extent is hispanic. Paul, what jumps out at you with some of this data?



*Paul Silliman*

This is something that you can definitely grow on. Most of the workers I had were in those kind of mid 20s, early 30s. They were younger, they were hungry to work, and it was the population of my workforce, and it's something that they were looking to grow, they were looking to scale. They wanted to find that community and that company that they can grow and be at for a while. They did not want to be jumping around, but also they had to look for opportunity. If they were kind of pigeonholed in one area, that's all they had to grow in.

 *Leighton Healey*

Yeah, no. Well said. So how does this break down across some of these sectors and so occupations with the highest concentrations of Hispanic workers? So let's dig in. Most restoration companies will put themselves in this middle bracket, this construction. And so we're looking at 35.7% of workers in this industry are going to kind of identify as Hispanic. And so that is a significant amount. It's over a third of workers in this industry. If you gave them the option to say, hey, tomorrow's work instructions, the way we do a cat two laws, hey, the way to get this piece of equipment going again, how would you feel if I just put that in front of you in Spanish? They would say, that would be so much better. It's one in three. It's like, that's a huge number. So let's have a closer look at how people are solving this today paul so let me throw this over to you.

 *Leighton Healey*

You have a ton of experience delivering restoration services through non English workforces. What are the common ways that people do it today and what's not working about it?

 *Paul Silliman*

Well, the first one you can see here is kind of playing the telephone game. Unfortunately, I had jobs where you had to almost go through and physically Panama exactly what needs to be done. Or you have a crew chief that is bilingual. But if you're a growing and scaling company, if you only have one, maybe two people that are bilingual and you have five jobs going on, the ability of having multiple people in multiple places is an issue. Knowing that two of the five jobs are running the way they should. But three of them, maybe they find something or the job goes out of scope. They don't know what to do or where to turn from there. So how do we help eliminate that? But also a big one is fragmented customer experience. A homeowner shows up, they see plastic going up on the walls.



*Paul Silliman*

They see workers getting started and just not having that ability of understanding what's happening. Or are workers having an upset homeowner but not knowing where to turn? Who do I need to reach out to? What information can I give them? How do I eliminate this issue that normally by the time it gets to a manager, somebody's unhappy, something's going somewhere, when simply having that next step and giving that guidance would have solved that issue? And also the reliance on subcontractors, having skill based workers that are not able to follow your process. They get lumped into one corner to where these are just our demo guys. Well, a lot of times they have those skilled trades, but you're not able to communicate or understand with them to where now it's okay, we're going to hire this crew to come in after them when they could have possibly done that whole job.



*Paul Silliman*

And kind of it runs into capacity issues to where if this labor worker can only do demo, they can only do demo to where now we have to sub out. And it's just a lack of moving parts and something that you can help as far as when it comes to your bottom end budget as well.



*Leighton Healey*

Yeah, no, it's complicated. And I think it's fair to say that a lot of people on the Webinar today would probably say, hey, give me an alternative. Like, this is just kind of the world that we're in and what an amazing time to be in this industry when we think about the pace of technology that's enabling. So we'll get more to that. But that's a great snapshot. Paul so thanks for providing that. In terms of so how are we ultimately trying to solve this today? And if there's one thing I'll just underscore, is that most of us are very familiar with what it's like to be trying to deliver the service through this type of workforce. But some of us don't always think what's it like to be on the receiving end of the telephone game, what's it like to be on the receiving end of looking at a customer and really wishing that you could explain what's going on, but there's a barrier between you and the customer.



*Leighton Healey*

What is it like, again, to be a subcontractor where you love to work for this amazing company with their cool colors and their great logo and they're awesome looking vans and trucks, but you're like, I could never work at a place like that because I don't speak English. Right. So it's an obstacle for everybody if.



*Paul Silliman*

You want to speak to this, what are some of these language barriers that we're having out in the field?



*Leighton Healey*

So there's about five or six main challenges when you're trying to work through a multilingual workforce that you're going to encounter. And so before we talk about solutions and things that you can do to, I would say, improve, I think you really have to properly diagnose what are the challenges so then your company can develop a full strategy. So one of the challenges when you want to work and really tap into, work with and tap into this enormous workforce of non English workers, you have to think about language barriers. So communication is a big obstacle. And specifically, you're having to think about what is the cost of miscommunication, what is the cost of misunderstandings? So much like we've done the research, Paul, as you know, *Why Workers Quit* was a book we put out last year. One of the biggest frustration points that leads workers to quit is they just feel like things are chaotic in the communication and there's misunderstandings and then there's just a reduction in productivity.



*Leighton Healey*

So when things are communicated and a person thought that you do this first, then this, and they do it out of order and has to be redone again, that reduced productivity. It creates frustration, but it also cuts into margins. So there's an issue there. So, no question, it impacts teamwork, it impacts collaboration, it impacts the ability to follow instructions accurately in an industry that's already complicated enough for someone who I mean, someone who's a native English speaker, this is a complicated industry, am I right? Absolutely. Yeah. No question. So, Paul, two other challenges, training and onboarding and safety. Right? So let me queue these up and I'm curious what you think. So being able to train and onboard someone where I mean, the average person in this industry, let's be honest, their training and onboarding is pretty loosey goosey as it is right now. Right.



*Leighton Healey*

You know what? It's not documented. It's generally not facilitated by any type of enabling technology. And so then to add the layer of it has to be done with someone who doesn't primarily speak and read or work in the My language or the language of our trainer creates another obstacle. Would you agree? Absolutely.



*Paul Silliman*

A lot of the training and onboarding is on the job training. You're going to hop in a van, you're going to get out there, someone's going to show you how to do something. But how do we help connect the dots of not only, okay, we need you to do a two foot flood cut on this wall, but we also need these photos. The reason why we need these photos documented, why we use these softwares, the reasoning behind it, a lot of times get lost. It gets pushed more towards the physically remove this and kind of go from there.



*Leighton Healey*

No question, we help a lot of restoration companies improve their onboarding. And no question the ability to be able to offer onboarding in a worker's own language is such a major differentiator that I would run Google Ads just on that to say, hey, we will train you in your preferred language. It's so uncommon today that I'm surprised more firms don't actually advertise it. If you can do it as a competitive advantage, safety is a big thing. So anytime I'm thinking, do we want to really fill our ranks with non English speakers, I have to think about safety. Right. It's crucial for us to be able to think about how we give instructions, how we warn people. I think about chemicals. I think about dangerous equipment. I think about postings on the job site. I think about accidents that could have been prevented. Paul, how did you think about that?



*Leighton Healey*

Like, safety in multiple languages in such a hurried industry? Like restoration. Exactly.



*Paul Silliman*

And when I ran my mold cruise, we took a very big line on Safeties. We made sure we had PPE. We made sure we had all the proper tools and everything we needed. But sometimes it was lost on why were doing that instead of, oh, we have to use this. No, I'm doing this to protect my workers. I want you guys safe. I want you guys here and healthy and working, but being able to just communicate that this is why we want you to wear this respirator. What you're removing is toxic. It's bad for you. The reason why we're doing this and sometimes it would get lost to where it was almost looked at as, why are they making us do this compared to, we're trying to look out for your safety and follow the scopes we.



*Leighton Healey*

Had for the jobs. Yeah, no complicated mold jobs. Great example. That's an environment where I can imagine that worker going home and saying, doing their own research and saying, what was I supposed today? Because they didn't properly train me in how to deal with this. So on that compliance and regulations. Again, compliance and regulations. Meeting compliance and regulations is challenging when you don't have a strategy or a way of being able to navigate non English speakers. And so you think about labor laws and health and safety, even things that are as nebulous as antidiscrimination laws, and ensuring that these individuals understand their rights and their responsibilities. I don't think it's a stretch, Paul, to say that some people, some companies might even exploit the fact that these workers may not know what their rights are. Am I reaching on that comment?





*Paul Silliman*

No, unfortunately not.



*Leighton Healey*

Yeah, so it's something that we have to think about. So, again, in a world where every worker in their back pocket essentially has the ability to broadcast their opinion to thousands of people in a TikTok or a Tweet or a YouTube video, the ability for you to be able to avoid the risks associated with trying to cut corners on stuff like this, it's really going to help. I think we're really going to see some restoration companies just completely lean into this, say this is a critical strategy for us and they are going to just win an enormous amount of goodwill online. So we'll see. And then one of the last challenges is just cultural differences, right? The fact is that as we looked at that stat before, where 23% of construction workers within the United States, according to the Bureau of Labor Statistics, were not born in the United States.



*Leighton Healey*

So what that means is that a little over 20% of your workforce have different customs, they have different norms, they eat different things for breakfast. Their idea of showing up to a barbecue and having a good old fashioned all American pork hot dog is maybe not even something that they are in their culture, allowed to eat. Right. And that lack of cultural understanding can make your company look and sound a little tone deaf, but it can also cause your workers to feel like outsiders. Paul, what do you think about that? No.



*Paul Silliman*

Creating that team culture is how you get those workers to want to come. Let's be honest, referrals from workers inside your business are your best referrals. But being able to communicate that and have everyone feel like they are part of the team, if they're wearing whatever brand shirt, they have that ownership feeling they want to show up to work and do well and it's absolutely just giving that simple communication and visibility into that.



*Leighton Healey*

Absolutely. So let's talk a little bit about career advancement briefly. I'll just touch on that then. I want to jump into some of the best practices that we see in the industry is question is, I think the golden goose is can you create an environment where a person who's non English can grow and expand into a role of influence in your company? So, for those that may not be aware, we did a massive study last year, the biggest study on the restoration workforce called Why Workers Quit. And one of the things that's really relevant is there are some major competitive advantages for companies that really begin to optimize for non English. Workers to thrive. I love this quote. This is not a quote from that book, but there's a quote from something that General Electric installed as a practice within their organization years ago. And they've made it a cadence.



*Leighton Healey*

They call them town halls. And it's the idea that within these assembly plants and these manufacturing plants, the workforce can come into a hall and speak to the leadership team and share some of their ideas. And one of the quotes that always stuck with me was a worker who was a non English speaking worker, who had been a faithful worker for 30 years and got to the microphone and shared some ideas with the help of a translator, shared some ideas that saved the organization millions of dollars of efficiencies. And he had just never had an opportunity to share those efficiencies. And at the end of it, the way that they quoted him is he said and they quoted him, they translate him, is that for 30 years you've paid me for these hands and you could have had my ideas for free all along the way.



*Leighton Healey*

And that's what we're talking about today, is how do we really get these individuals to lean in? So let's talk about some of these best practices. And then Paul, I know you want to be able to show some examples of how restoration companies are using technology to be able to solve this problem. So for those that are with us here we go. So one of the first things that we see is that companies that are winning with workforces is they're leveraging technology. Technology is really bridging the gap from the ability for you to be able to not just provide someone a document in Spanish, but to do things instantly and in real time and to the point where it's fast enough that individuals that speak different languages can be really just communicating within a job site. The other thing is that is the ability to make space for different worker cultural backgrounds to have an impact on your workforce.



*Leighton Healey*

So one of the things that we are seeing in companies that are really leaning into this is this. We've done the research to show that one of the number one things that drives retention within restoration companies today is the ability to create a team environment, a sense of belonging, a sense of community to an extent that some owners and managers aren't always comfortable creating. That much community, that much kind of a team experience. And the fact is that many cultures do community and family to a much better extent, frankly, than kind of your standard textbook. Kind of like Anglo American, Anglo Canadian kind of community. Latin and Hispanic communities do such a great job building culture and family. You think of cultures in places like the Philippines and places even in Middle Eastern cultures, they have such a central function of community and family that rather than saying, how do we adapt and make sure we have something at the company barbecue for everyone, but actually saying, hey, these individuals that come from these cultures that we're hiring from, they actually have cultures that just take community to a whole nother level.



*Leighton Healey*

And how can they actually begin to be part of the committee that's organizing what it is that we're putting together? Or even start to lead and facilitate some of those things? That for a person that doesn't give a lot of thought to, like, I'm going to have, like, 60 family members over this weekend. Probably shouldn't be the one organizing the barbecue. If you have someone who comes from a community and culture who does. And so we're seeing companies that say rather than adapt our culture to make these people feel unwelcome, we're seeing companies that are saying, you know what, bring them in and let them show you how culture and team and family driven cultures really do this. Adapt your online presence to feature multicultural staff. And so one of the things that I would say, and this is a homework assignment for everyone is just go on your online account, go on your website, go on your Twitter and stuff like that, and just ask yourself like, okay, how much content is in Spanish?



*Leighton Healey*

How many of the individuals that we're displaying look like they may not be native born from our district or our region or our state? And really start thinking about right now, there are plugins and there's functionality that can easily make your website available in different languages. They can very easily be enable you to start to create posts where if you're posting something in English on social media to be able to very quickly post it in another language. If you're creating a job, post it's really effortless nowadays with machine learning and generative AI and free tools out there that the same post can be posted in three or four different languages. And it's only just a call to your local, state or city office to just get a bit of a sense from their last survey, the last census. What is kind of are the language groups represented in the regions where we operate?



*Leighton Healey*

Get that data and don't post any jobs online unless you're posting them in those languages that are being represented in kind of those census data to make sure that you're really providing that to the full workforce. And then another thing that we see is push your vendors, push your suppliers, so know how we're a vendor in this industry. Push them to say, you need to start providing training and materials and operations guides and you have to start pushing them to say, we expect within the next twelve months, 24 months, what you provide us needs to be available in these languages. And they'll look at you and they'll might squirm a little bit and you say, that's what we need. We expect that from you. The workforce is becoming multilingual and you vendors and you suppliers, you need to start thinking about how you're going to be able to provide that information to us in multiple languages.



*Leighton Healey*

And I would say that vendors who are kind of legrads on that you're going to start thinking about, hey, is the risk of putting English only instructions and ops manuals and MSDS sheets and all these different things on the work site? Is it worth thinking about maybe switching to a vendor who actually takes those things seriously? So there's a lot of meat on those bones. Paul, anything you want to add to before we look at some other solutions?



*Paul Silliman*

No, I think that last point you pushed on getting your vendors to have things in different languages is a big one, because that's what gets lost, is you can get good laborers to come out or good workers to come out and actually do the job, but they're missing those steps of, how do I use these different softwares? How do I use these requirements we have by carriers and in this industry that we have to use that's causing additional time going back over or not having photos, or not using that software because you have no way of getting that information in their hands.



*Leighton Healey*

No question. Yeah, no question. And there was a comment in the chat and I'll just maybe just to drill into a little bit at knowhow, for example, we have multiple different cultures and language groups that are represented in our team. And one of the things again, and we're talking like a super quick Google search or if you're kind of a chat GTP four people, an even faster chat TB four prompt is just to say, hey, workers that come from like, okay, let's do a poll. We have workers that come from this country, in this country, in this country. And just simply to ask the question what are their holidays and what are the meaningful cultural holidays? And just to think about, are there some of those that we want to incorporate into our own kind of staff calendar? As we begin to think about how do we observe some of those?



*Leighton Healey*

A recent example that was referenced in the chat is Cinco de Mayo. Right? It just passed and there's many staff where if a company observed that event, even just in a celebratory way, that would have been a big thing. Staff today. This is data from our study why workers Quit, one of the number one drivers of why they chose the job. So we're talking about appealing to the worker is team culture. Yes, no question. The posted wage is very important, but I'll speak to that in a moment. But your ability, I hope this really resonates with the group. That your ability. When a person says why did you accept the current position? These are individuals that haven't even worked a day in your company. And we're asking them, so hey, why did you take the job? And what they're saying and what we're seeing here is obviously it varies a little bit based on the area of the company, but it's high across all departments.



*Leighton Healey*

What we are seeing is that being able to visibly see that this is a company that values rich team culture is a big driver. Harkening back to what we said earlier is the ability for you to think about how you're going to incorporate different cultures and different featuring different team members within the display of your team culture, within your recruiting materials, your online website, things like that is what workers are looking for nowadays. And then the salary, why are we highlighting that? Because when we surveyed hundreds and hundreds of restoration workers last year, one of the things we learned is that, yes, for many, especially the field staff, the posted wage is what got them in the door. But when you survey them and say, what are the reasons why you stay? Why you stay, salary drops down to about number five. And we've said this many times, and then what becomes boosted to the top is this a place where I feel like I belong?



*Leighton Healey*

And if any of us were just wished off in a plane and we landed in a country where we didn't speak the language, but we had a skill set because we all have skill sets and we wanted to contribute that skill set within a company. And you can imagine the obstacle of that language. If you could choose to work for a place where it makes you feel like you're included, where it makes you feel like they're accommodating and moving some barriers so that you can contribute, versus a place where you're just treated like a pair of hands. You're always going to take the company that really prioritizes, making you feel like you're part of the team. And that's what we're driving home here. So Paul, we're going to look at some technology examples. So this is a common scene. So paint the scene for us here and then let's jump into some solutions.



*Paul Silliman*

So the perfect scene here, this is something I lived all the time when I was running my cruise, is let's say we have a scenario where someone needs to know what the classes and categories of water loss is. I have a worker out in the field, he's not sure, but there's that language gap. So I have a crew chief who's out on a commercial loss right now, and we have a worker that's at a standard home. How do I get that information into their hands? And this is a way, that an example and we'll show here how know how can help solve that issue.



*Leighton Healey*

Absolutely. So technology is one thing that's giving some companies the upper hand pardon me, the upper hand. So let's jump in. So Paul, walk us through us. What are we looking at here?





*Paul Silliman*

So this right here is know how on the desktop, which is kind of like what you'd see in a manager view. This is where we have the ability to where, okay, we need to maybe clock into a software or find that information. This is where now I can send that information directly to this worker, say, I need this done at this time, and even have it to where it can notify me when it's completed, and simply assign that process out. Like, this one is how to use PSA, how to actually clock in and out of the job. This is something that a lot of times gets missed or pushed to the side to where now you have a manager spending labor and time coming back and redoing that.



*Leighton Healey*

And so then the worker kind of out in the field. This is what the receives that on their mobile device. Okay? Correct.



*Paul Silliman*

So this is them receiving that so they'll be able to jump in, see, hey, this is a process that actually jumped up, which apologize, these must have jumped out of order on me. But this is the example of how can they actually see what those classes and categories are of a water loss. Simple information that can drive the profit of a job or not. Because if they're treating it as a cat one versus a cat three, this is where we use technology to actually go in and say, okay, this is what it looks like in your language. Here's how I can give you that playbook and that visibility of these are what our guidelines are saying we need to do. These are the differences in a cat one loss versus a cat two or cat three, and just connect the dots from that learning to doing, but also in a way that they can understand now that you're going to spend less time going back over or why did we do this compared to this?



*Paul Silliman*

Now you can give that information in that native language right there in the field to be able to eliminate those kind of after demo, after work time that's spent going back over, making sure we have the software updated, make sure the processes were followed completely.



*Leighton Healey*

So I'm looking at, say, our senior Mitigation technician wrote that process in English. And then what you're showing here is that knowhow just detected that worker would prefer to see it in Spanish and just instantly translated it into Spanish so they could be able to just accurately follow that process of categorizing water. Awesome. Now take us through this one. What are we seeing here?



*Paul Silliman*

So this is an example where a worker is having those simple how to tasks that they have during a day, whether that's setting up a dehumidifier or let's say I assigned you different processes. This gives that worker the ability to see that checklist, but in that language they understand. So whether or not it's how do I physically clock in and out of a job to what is the correct way you want your jobs done. Giving that standard process that everybody wants to go through, but also helping give that training to the different softwares, where to physically click how to go through this. But now you can give it to them to where now they have the ability to grow, they can take on more responsibilities, they can now use the software that they already have that just don't know how to use it.



*Leighton Healey*

Now you can put it in the.



*Paul Silliman*

Language they prefer to help eliminate some of those kind of back end admin hours spent cleaning up data that can be done right on the job the first time. And not to mention, a lot of these workers want to know how to do this information, they just don't know how to get that info.



*Leighton Healey*

Awesome. And so much of this is already built to know how, meaning Knowhow has huge libraries. So if a person is in restoration and if they do water, mold, storm, bio equipment, software, all of this content is already built for them. So it's really about just bringing it into their environment, making some changes to their nuances and then ultimately facilitating their staff. And we're looking at Spanish here, but the ability on a work site for one guy to be looking at it in Spanish, one gal to be looking at it in Vietnamese, one person to be looking at it in French, all in the same work site, that's a very empowering solution. What about Paul? Another area is the ability to track employee progress. So tell us a little about that.



*Paul Silliman*

This gives you the ability to now not only assign those processes to your workers out in the field as a manager, you can now come in and see what was completed and when, even give the ability of sending a note saying, hey, great job. You actually went through and followed the processes we needed you to, but also just give that data an insight to see what processes are these workers doing? What are they commonly pulling up to? Where if somebody's pulling up how to use an injector drive 15 times in a week, okay, maybe we need to take 30 minutes and actually go through these. We also give the ability to where now you can see when were these tasks completed, what time, what date, and the ability to save them as PDFs. So if a client's asking like, hey, were you guys actually out on site?



*Paul Silliman*

Did you actually go and complete these? We now have the ability of having the data behind that to show it, which as we know in this industry, being able to prove your work and show that is a big feature. But also when it comes to onboarding and training, workers have their own profile. You have the ability now to see what are their competencies? What are they going through and growing? But also, how do we help level up these workers? You want to move into a new role, you want to add certificates, you can add badges, you want to give ways to incentivize them to move up. You can now do that, but do that in their language as well.



*Leighton Healey*

Awesome. So important. Yeah, I said it earlier, it's an exciting time to be in this industry, just with the pace of technology and what's being brought to the table. So this is your first time looking at Know, how in the world of like, how do you help tap into this huge workforce? 23% of the workforce is going to prefer to work in a different language. Knowhow is the leading solution for just being able to streamline how you onboard, how you train, how you guide, how you provide that point of need solution to your staff. And when you look at that content, a lot of times we look at that, we say, well, we're so busy, how do we have the time to create all the operating processes and all the workflows and all of the equipment and all the software? Well, that's a nice thing.



*Leighton Healey*

In Knowhow is that in as little as 24 hours, it's already built. And so Knowhow has the largest library of expert written content that you can just adapt to your team and put it in an app that's got your branding, your logos on it and it's powering the workforces for a lot of the leading organizations in the industry. So the idea that when you want to write a process, paul, what are some common questions you got from some of your Spanish workers?



*Paul Silliman*

Just simply, how do we put up containment? How do we put down plastic on the or why are we monitoring these losses? The simple things of is this toxic? Is this safe for me to be in? How do I go about this? Or just simply, I want to promote. I'd love to be a full time worker here. What do I do to get there? How do I get that information? And being able to put that in a visible playbook is a huge asset for any company out there.



*Leighton Healey*

Previously, the way you would do that is someone who, again, the most experienced person is the most qualified to write how to do that. Obviously, they're the most busy and so they would have to find time. Think about the format. Is it going to be a document? Are my guys even going to read this? What if it changes? Well, no longer. We live in an exciting time where a person can jump into hundreds of pre written content pieces and know how. Click a button immediately. Have that containment chamber process pulled up, written by a vet with 20 years of experience in the industry. Make a few subtle changes because to the carrier's requirements. Click a button it's on every worker's device in your workforce. One guy clicks a button that's in Vietnamese. One guy clicks on a button that's in Ukrainian. Another guy clicks on a button in Spanish to do that in, like, seven minutes.



*Leighton Healey*

What a time to be alive, right? So essentially, what we're talking about, what Know How is knowhow is a mobile application that's on Android and iPhone. It lives in every worker's phone, and it's the ability for you in a private environment that's branded to your company to be able to put all of the knowledge of this complicated industry into something that is familiar as some of the apps that they use on the weekend. A worker can go on the weekend and figure out how to basically change the transmission on their vehicle just using their phone. But they step into work, and it's like knowledge just lives on these shelves that I can never reach or someone's mind that's never available. Now, how changes that from a worker's onboarding all their training paths, all their processes, all their workflows, all service delivery, all equipment that we use, all troubleshooting, get it working, get the filter changed out, all of that in any language in a format that the workers find intuitive and easy to adopt.



*Leighton Healey*

That's what we're talking about at Know How. So we want to open it up for some Q and A. Also, if there's companies that are doing some really interesting things, we want to definitely hear about that. But Paul, if someone wants to have a conversation with you, either from your lived experience working through non English workers or how you use Knowhow to be able to empower workers, or how you're seeing companies do it, what's the best way to get a hold of you? Absolutely.



*Paul Silliman*

You can always go to Trynohow.com, or you can scan this QR code right here on the screen. It goes directly into my meetings. I'd love to schedule a time to talk with you. I can show, you know, how, give you experiences we've had, especially mine in the industry, working on both the insurance side as well as the restoration side, and just ways that we can help empower your employees and help with that kind of ownership mindset to really help grow and scale.



*Leighton Healey*

Yeah. Awesome. So let's jump to some questions. One of the questions that came in, which is a great question, is if I have a worker who, say, prefers to work or read in another language and I'm tied up, I can't take the call, and I want to be able to give that worker a tool that they can answer questions, answer problems on their own. Can they actually type a question into know how in a different language and be able to get those answers? Meaning our knowledge base is in English, and then I want to ask a question in Spanish, and then it's going to go through my knowledge base and retrieve answer. And then I can also see it in Spanish. And one of the things that know how I'm not going to speak too much to this because it's still kind of something we're going to make a lot of noise about later in the summer, but we're introducing a powerful new functionality coming out towards the end of the summer which is going to create that ability for you to be able to bridge those types of kind of search based queries, multilingual.



*Leighton Healey*

And so the answer to that question is for the first time very soon, yes, that type of functionality will be available to restore. It's an amazing functionality. So, yeah, great question. So another question that commonly comes up, Paul, when people are thinking about multilingual workforces is, well, there's the subcontractor layer and sometimes it's a lot easier to just subcontract work out and think of it that way. Paul, what do you see as some of the advantages of bringing that labor in house as opposed to maybe relying too heavily on subcontractors?



*Paul Silliman*

Yeah, it just gives that ability of how do you help give your way of doing it or your way of restoring in their hands? Because a lot of times when they're temp workers, all I know is I got to go and clean out the demo on this house. That's about all they know. So how do we help give some of those soft skills? If they have questions, who do they reach out to, what's the processes to go through it, but also just giving that roadmap? Because a lot of times I can tell you personally, I used to have temp workers who walk in my office daily looking to see, hey, are you guys hiring? Can I come on board? And that was my biggest issue was I did not have the platform to help get them up to speed. So a lot of times they had to end up getting pushed off or unfortunately right now I can't help out there or maybe if I can find another bilingual supervisor to come on board that might be able to help.



*Paul Silliman*

But it was a large labor pool that I was not personally able to really take, really be able to bring into our organization.



*Leighton Healey*

Yeah, well said. Another question that came up here is how do you solve the issue of communicating with clients? Thanks for that question. I think that if I was to just add a little bit to the question, it's if I have somebody who's on a customer's job site and English isn't their first language and they're on site and there's a customer who prefers English or it could be the other way around. Nowadays you have a customer who prefers to receive updates in Spanish, but the person on site speaks French or English. So what are some opportunities there? So what we would say to that is that there are some very powerful tools available today where on a person's mobile device. They can simply just, again, if they don't mind the delay of translation, to be able to just very easily just translate that conversation between customers.





*Leighton Healey*

There's some tools that can do it verbally, there's some tools that do it textually. And so what you would see with a tool like Knowhow is when a worker is on a job site and a customer has some concerns, for them to be able to just type in customer concern and it pulls up the company's process for how they solve that. And then it can walk them through the steps in their language. And where step three might be. Click this button to be taken to, say, a browser, or be taken to an app on their phone, or be taken to a solution where they can just type in some questions, hit the translate, hand it to a customer can then again type in their questions, hand it back, and they can kind of have that dialogue. So again, that right now is not a functionality that we offer at Knowhow, but there are tools and systems that provide that functionality and there's a lot of emerging tools.



*Leighton Healey*

And so it's more about there's a way that the company deals with those types of situations. It uses enabling tools and then Know How is an easy guide to remind that worker of the steps involved to be able to handle that situation and be navigated towards the tools to handle that situation. A simple example would be if I was doing an estimate, I mean, I'm being navigated to exact where I'm being navigated to matterport. I'm being navigated all around. Basically. A situation where there's a language barrier is just another process that includes steps to move towards a resource to be able to facilitate that conversation within two languages. So that's how we recommend it today. And if there are other ways that companies are doing it, I'd love to learn. Great question. So we're coming up on time here, Paul. So maybe what we can do is just kind of land the ship here.



*Leighton Healey*

If you watch this and you would like a copy of the slides or you'd like a copy of the recording that's going to be made available post events so you can get a copy of that. If you want to dig in a little bit deeper, scan that QR, invest a little bit of time in your day to understand how leading restoration companies are using technology to get a competitive edge by tapping into the full horsepower of this massive workforce opportunity. Paul, what are your closing thoughts, restorers who are thinking about how to kind of get their arms around the non English workforce. What are some of your closing thoughts or any words of encouragement for them? Absolutely.



*Paul Silliman*

Restoration is one of the most unique songs and dances there is. There is a cadence you have to get certain things done in certain times. And with more carriers having more specific guidelines, being able to not only have that guideline and kind of playbook for English speaking workers, adding the language onto it is a whole nother avenue. But being able to give that workforce to where they know, hey, this is a state farm or Alacrity or whoever, this is the steps we need to follow. But being able to have that playbook in multiple languages, it's just a huge asset and will allow you to help grow and win in this industry that's not going anywhere anytime soon. So how do you help kind of capture that workforce and drive forward?



*Leighton Healey*

Yeah, totally. I really believe that my closing thought. What I believe is that there are macro waves. There are trends and waves that are much bigger than know how much bigger than any company in this industry that are coming whether you like it or not. And the best place to be when it comes to positioning yourself in the market is position yourself that you catch the wind, catch the wave. You don't want to get crushed by it or left behind because these huge trends, these huge macrow waves that are so much bigger than even the restoration industry itself, are going to be the competitive advantage to people who just like a surfer or boat that knows how to drop it on that wave and is going to ride it with the tailwind of their lifetime. And one of those big macrow waves is that the rising majority of workers over the next five to seven years that are going to be willing, able and interested in doing the hands and feet work of this industry.



*Leighton Healey*

Would really prefer to work for an employer that can support and facilitate that employment experience in their language and technology can help them do that. That's where we can help everyone. Thanks for making time to be with us. I hope that there was a couple of nuggets. Hopefully some of this confirmed and validated some of the things you've been thinking about. Hopefully for some of you it encouraged you to keep making the investments that you're making and for others maybe it just kind of highlighted the fact that this is not something that you've given enough thought or attention to and in all those scenarios we can help. So thanks for your time. We appreciate you coming to learn about this important topic and we hope that you'll join us on our next upcoming webinar so stay tuned for that. Have a great day and looking forward to hearing lots of examples of how people are investing in this area of their business.