

# How construction companies connect and engage with frontline workers

CONSTRUCTION  
INDUSTRY



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# Foreword

Most companies include a combination of office and frontline workers, but decision-making tends to focus on those in the office (the desked) with limited consideration of the frontline.



Modern organizations increasingly recognize the need to include everyone and create a cohesive and engaging employee experience for the entire workforce. With a rising generation of tech-savvy workers, mounting external pressures, and enterprise-level computing advances, organizations have the proper motivation to realize this goal.

Frontline industries, including the construction industry, urgently need to make this change, and they stand to gain the most from doing so. Traditionally, compared to other sectors like technology, telecommunications, and finance, these industries need to catch up regarding digital transformation and change management. However, conversations with industry players reveal a mass awakening.

It is estimated that eight industries employ up to 2.7 billion workers, the bulk of the global workforce. And with 80% of the total workforce being frontline, it's a wonder that some of the companies have been so successful, as one industry professional put it.

As stewards of the fourth industrial revolution (Industry 4.0), these organizations must adopt, embrace, and evolve with the changing workforce and its needs.

In fact, in a recent Simpplr survey of 1,500 HR executives of organizations, with more than 20% of their workforce comprised of frontline employees, we uncovered some alarming stats:

- **More than 30%** of companies lack the technology to adequately engage frontline employees
- **40% of companies** surveyed say they communicate with frontline employees only once a week
- **54% of companies** recognize that failing to help frontline employees stay connected and engaged is costing them productivity
- And the recognition by **38% of respondents** that a technology gap is making it more difficult to retain and recruit talent

# Survey results



Simplr surveyed 1,500 HR executives of organizations in which more than 20% of their workforce comprises frontline employees. The survey was conducted in March 2023.

# 61%

of companies are concerned about recruiting and retaining frontline employees



Companies lack the right technology to adequately engage frontline employees

# 54%

of respondents reported the lack of engagement amongst their frontline employees impacts their productivity

Frontline employees regularly miss important company communications, especially if they are infrequent and disjointed



Lack of consistent frontline employee communication

# 40%

of companies surveyed say they communicate with frontline employees once a week

When it comes to connecting, including, and supporting frontline employees, 60% favor including them in more organizational opportunities, events and activities despite these channels not being conducive to the way frontline employees work



Lack of consistent frontline employee communication

# 60%

of respondents say the relationship frontline employees have with their manager is the most important part of delivering an exceptional employee experience

Many frontline employees can't receive direct communications from their supervisors, as most don't have a corporate email address, which can impact the connection they have with their leader and team



Like boomers, who long outgrew calling trees, voicemails, and PA systems, millennials—increasingly forming the majority of frontline workers—don't understand or want to work with dated systems like cloud-based ERPs, which may seem quite advanced by the industries' traditional standards.

That said, solution providers have to understand the complex needs of these organizations by taking stock of existing pain points to address operational challenges and potential disruptions that new technology might bring.

Specifically, while they are keen on adopting advanced IT options to unify their communications, people, and workplace, they are looking for solutions that are easy to implement and maintain—things that do not add extra work to overburdened IT departments.

# Understanding organizational pain points in the construction sector

One of the biggest challenges facing the construction sector today is the attraction and retention of a frontline workforce.

Generally, across all main sectors, people are on average 25% more likely to quit their jobs today than before 2019, and most of those who leave their jobs (65%) do not return to the same industry.

Recently, in its biannual Job Optimism survey, “of more than 2,500 professionals in the U.S., 46% of respondents are currently looking or plan to look for a new role in the first half of 2023, up from 41% just six months ago.”

## 46%

of respondents are currently looking or plan to look for a new role in the first half of 2023



Although the main reasons they plan to seek new employment in 2023 include salary (61%), benefits (37%), and flexibility (36%), it turns out what they're also searching for in new roles often revolves around company culture. 2023's candidate pool shared its top turn-offs that cause loss of interest in roles for which they're applying.

At the same time, we can't help but empathize with the organizations. For many, this is the first time they are thinking seriously about the employee experience, especially for frontline workers in the construction sector.

There are many reasons why workers leave their current jobs in this industry. One of the ongoing trends is the Great Resignation. Another trend known as the Great Retirement emerged when people took early retirement during the Covid-19 pandemic. These experienced workers left a big void, causing problems with the training and mentoring of new recruits.

Resignations of new employees followed, and of those who remained, many were likely not interested in taking on extra responsibilities to support an unguaranteed future role. Quiet quitting began to plague the younger workforce, and the skills gap grew, creating a less-than-ideal situation in a sector dependent on a reliable and consistent number of employees.

# 56%

Unclear or unreasonable job responsibilities

# 50%

Poor communication with the hiring manager

# 36%

Misalignment with the company culture and values



Given the rising costs of replacing and reskilling lost employees, construction companies must address the underlying reasons for frontline staff turnover. As they continue their process of digital adoption, they must identify and understand pain points in the industry and build strategies to attract and retain the best employees.

Another huge consideration revolves around smashing silos. Information and knowledge must be freely and easily shared and generally available to all, regardless of location. Having the most up-to-date information significantly impacts construction worker effectiveness and can lead to dangerous disconnects when information sharing is anything less than seamless.



**The construction industry brings together vastly different teams and individuals from all disciplines, including clients, suppliers, contractors, subcontractors, workers, and frontline workers of all skill levels. Some of the most important pain points include:**

- ✎ Lack of communication between various departments, teams, and suppliers
- ✎ Poor collaboration between contractors, subcontractors and others
- ✎ Difficulty managing project budgets and timelines
- ✎ Inconsistent project documentation and record keeping
- ✎ Shortage of labor and high employee turnover rates
- ✎ Limited technology adoption and digital transformation
- ✎ Risk management and safety issues on job sites
- ✎ Difficulty with maintaining quality standards and ensuring customer satisfaction
- ✎ Inefficient, inadequate, outdated project management software and equipment
- ✎ Rising costs across the sector
- ✎ Complicated, ever-changing rules, regulations and compliance requirements



A construction company seeking to attract and retain frontline talent must understand digital transformation as a first step toward alleviating these issues. Yet many companies acquire digital systems that quickly prove inefficient. They either do not keep pace with changes, become a dumping ground, or create a bottleneck and are abandoned. The failure rate is staggering. According to Gartner, 90% of all intranets fail. But they don't have to.

So, what other things are companies in the construction sector missing, and what's at stake for failing to implement effective employee experience programs for their frontline workers, specifically?

**90%**  
of all intranets fail

**Gartner.**

# Diminished productivity and increased risks to safety

When employee experience is poor for frontline construction workers, productivity decreases, projects suffer delays, costs increase, and quality of work declines.

Safety, a big issue in the sector, is easily compromised, and negative outcomes ripple affecting reputation and brand. Shortage of labor plays a big part here, along with poor communication, inefficient work processes, lack of availability of equipment, outdated technology, low morale, and more. Any of these can result in delays, decreased service levels, increased costs in many areas, and a poor (and even dangerous) job site.

To alleviate these issues and their associated risks, organizations must invest in employee training and development, adopt appropriate technologies, and streamline workflow processes. This will drive productivity and ensure top-quality service and employee satisfaction.







Communication has always been an integral part of organizational productivity, and now it plays a more significant role in engaging workers and making them feel connected. And this connection is crucial.

A Gallup study found that engaged teams have 21% greater profitability and 17% higher productivity than disengaged teams. Beyond that, poor communication increases worker safety risks, opening up the company to lawsuits at the very least.

Word of mouth and printed fliers are not great methods for sharing critical information, yet many locations with frontline workers depend on these methods. And what happens when you can't reach the worker on time to inform them that their shift has been changed or they are needed in a different location?

Again, time is wasted, unnecessary risks are taken, and damage can result.

# Change management failure without internal alignment

When the company is undergoing a change, the initial implementation and long-term success hinge on internal alignment. The difference could be as slight as promoting a colleague to supervise others or something bigger like a company-wide shake-up or a merger or acquisition.



It's hard to maintain a stable work environment amid such changes when employees are unaware of and not aligned with what is happening—and why.



In addition, transparency cultivates a culture of trust, whereas sudden changes lead to rumors, discord, and employee resignations. Therefore, it's essential to communicate the change to frontline workers early and often and to measure employee sentiment around fundamental changes with real-time mobile surveys so you can act quickly on misalignment to prevent loss of productivity and other avoidable challenges.

Being excluded from plans to change will make a worker feel insignificant to the company and undervalued. Everyone should feel included and connected and never learn of company updates from news media or with little time to process the change, as is often the case for frontline workers.



## Some reasons to remember why alignment is such an important part of change management:

- ✎ Before implementing changes, assessments need to be done and problem areas identified, all the while abiding by rules and regulations applicable to the sector. Open communication between all parties involved in a construction project, including frontline workers, must be a priority to keep everyone aligned to the reasons for, and benefits of, the change.
- ✎ If reasons for the change and results aren't communicated across the entire workforce, employees won't understand why the process is necessary. Lack of support for change and resistance to new methods might occur.
- ✎ Stay aligned by being proactive and expect skepticism and resistance. Welcome feedback from frontline workers, who, as a distributed workforce, can contribute a vast amount of valuable operational information across the construction sector. This will contribute to a more realistic change management strategy because they are familiar with conditions on the ground.
- ✎ Doing it properly and transparently will foster trust and loyalty within the workforce. Frontline construction workers, prone to moving on swiftly when working conditions are unsuitable, will have no problem finding other work if they feel excluded from essential processes.

# Increase in the number of disengaged, detached, and dissatisfied employees

Engaging employees is the first step to creating a satisfying employee experience. Without engagement, when a worker feels their job lacks meaning, detachment and dissatisfaction result.

The disengagement of frontline construction workers is driven by factors like overwork, burnout, lack of recognition, poor working conditions, low job satisfaction and insufficient pay and benefits.

It's easy for these workers to feel undervalued for what they do, and this increases the tendency to become unmotivated and disengaged. Inadequate training and development programs and a lack of career opportunities don't help either.



Construction work can be repetitive and monotonous, and boredom quickly leads to disengagement. The work is often physically demanding, and poor working conditions like inadequate lighting, excessive temperatures, noise, bad ventilation and weather, add to general job dissatisfaction.

Many construction jobs are temporary or contractual, so job security and irregular income become concerning.

Poor methods of communication play a significant role in employee disengagement.

When the only information an employee receives is company news via in-person team meetings that feel irrelevant, they tune it out. The absence of two-way communication between leadership and frontline workers is palpable and destructive. If there are no connections to leadership or other colleagues, nothing personalized for them, they feel insignificant, worthless, and easily become detached.

Being connected to other employees, having regular communication with leaders, and expressing themselves, are all hallmarks of a satisfying employee experience.

This requires a streamlined two-way system that is not simply a way to pass instructions but, more importantly, an avenue for interpersonal engagement and shared understanding.

Addressing these issues is crucial to increasing engagement, improving productivity, enhancing the well-being of frontline construction workers, and driving better outcomes for colleagues and customers.

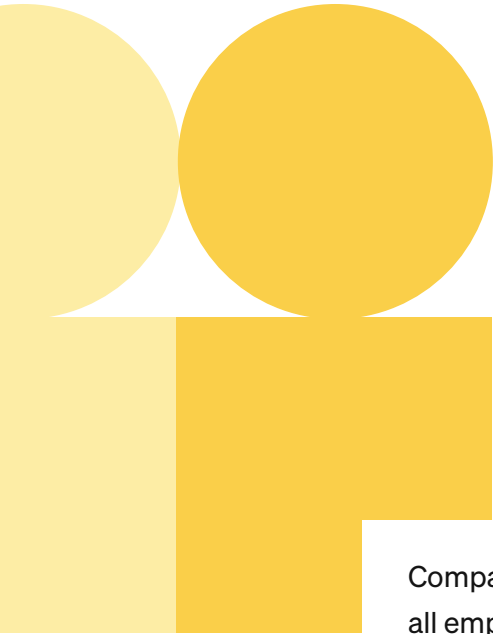
**Poor methods of communication play a significant role in employee disengagement.**



# Exclusion of frontline workers from the company culture

Company culture needs to be reflected in all employees. Unifying a workforce in line with common ideals demands connectivity on all fronts.





Company culture is absolutely vital to employee experience with almost half of all employees saying it is more important than their workspace or the technology available to them. Feeling they don't fit in is also a primary reason for resignation. Most workers want to be part of a broader community, one where they understand their impact and worth across the organization and where they feel part of the big picture.

It's a challenge to maintain a healthy company culture when the frontline workforce is distributed. It's a given that construction workers might be operating in less-than-ideal conditions, so special efforts must be made to communicate shared values, beliefs, attitudes, and practices that shape the behaviors of all individuals in the company.

One of the key values in cultures within the sector is safety, so it's easy to see why exclusion from company culture causes issues.

High priority is placed on maintaining safe working conditions and preventing accidents that can have knock-on effects regarding deadlines, costs, client satisfaction, and company reputation. Ongoing training, safety assessments, and opportunities for frontline workers to report and discuss safety issues or incidents are key.

A positive culture will motivate construction workers to perform at a higher level and be more committed, and this leads to a better employee experience.

Teamwork and collaboration are vital in the industry, and this promotes communication and improved coordination leading to good project outcomes. Construction companies that foster positive, supportive cultures and who recognize and reward their frontline workers, will experience higher rates of employee retention and better engagement. The good reputation stemming from this will attract high-quality workers who appreciate being treated with respect.



Good communication is highly valued with individuals and teams often spread widely across different projects and locations and is essential to keep workers up to date with progress, changes, and timelines of jobs. Delays and setbacks caused by communication failures have a detrimental effect on the entire project and can lead to loss of motivation, low morale, customer dissatisfaction, and employee turnover.

**A company with a positive workplace culture reflecting strong ethics and values will attract the best workers. To review an existing culture, or to inspire something entirely new, consider the following:**

- Ensure your frontline construction employees have a sense of purpose and belonging
- Connect your workers with a collaborative internal communication system
- Welcome a diverse workforce
- Recognize and reward autonomous actions and celebrate teamwork in real-time
- Request employee feedback on how to increase engagement

Many frontline construction workers are physically challenged in less-than-ideal working conditions. Repetitive work, labor shortages, and job insecurity lead to disengagement and high turnover rates.

Workers need to be included in an equal and diverse culture to cope with the challenges of construction work, get the crucial support to do their jobs, maintain their mental and physical health, and sustain an acceptable work-life balance.



# Decrease in the talent pool as skilled labor retires

An aging workforce, physical demands, and early retirement of frontline workers leave a void where skilled labor is required, and this causes delays in projects, lower quality work, and increased costs.



There is a need to rethink strategies to address the issue of workforce development, including apprenticeship programs, training and mentoring opportunities, and the promotion of the construction trade to younger generations.

When new workers can be found, extra effort must be made to ensure their transition into the required role is as streamlined as possible to avoid dips in productivity and performance.

A good onboarding and assimilation process drives enthusiasm and improves morale for new recruits and for existing workers who want career advancement or to level up their skills. An effective communications system can enhance this by highlighting employees' contributions, and helping to train, educate and

support tomorrow's skilled workers and future leaders so they can take over with minimum disruption to timelines, schedules and productivity.



# Construction industry recommendations

Many frontline workers in the construction sector suffer from stress, and the Covid-19 pandemic brought additional pressure on a global scale. Urgent jobs, unrealistic deadlines, and emergencies aside, surviving day-to-day in this period led many workers to reconsider their priorities.



In the construction sector, a detached, distracted worker, or a quiet quitter can cause misunderstandings and mistakes. These can lead to catastrophic failures involving the well-being and safety of their colleagues and themselves.

Where frontline construction workers aren't recognized, supported, and appreciated, company culture needs improvement. The development of an intentional work culture using an effective, mobile, internal communication platform does wonders to promote productivity through trust, respect, teamwork, clear leadership, shared successes, recognition, and inclusion.

In the construction sector, misunderstandings lead to mistakes, which can result in catastrophic failures

- ▾ Creating a good internal communications system, regularly updated, is highly recommended for any company employing frontline workers. This keeps everyone connected and informed, clarifies job responsibilities and tasks, enhances employee experience by offering support, and drives company culture.
- ▾ Workers should have a safe space to ask for help, offer feedback or openly discuss issues in the workplace. Safety risks are reduced, information about change is shared in real-time, and productivity is maintained.
- ▾ Make every effort to engage construction workers to reduce detachment, dissatisfaction, and quiet quitting.
- ▾ Include frontline workers in a diverse, equal culture so the whole workforce is united regarding the company mission, values, ethics, and goals.
- ▾ Maintain an ongoing talent pool so skilled, appropriately qualified workers can take over quickly from those who resign or retire.

# Creating a mobile link for the frontline workforce



Realizing the importance of engaging their frontline workforces, early adopters of employee experience platforms are already reaping the benefits. Their experiences provide an excellent opportunity for other companies to learn and implement similar systems designed to handle their unique internal needs.

We'll draw some insights from two customers to illustrate how companies can create cohesion regardless of the number of employees and with minimal disruption to the day-to-day business operations—and, best of all? There are virtually no additional demands for IT.

The companies are Lozier Corporation, a leading store fixtures manufacturer, and Renewal by Andersen, a full-service window and door replacement company. At 66 and 27 years, respectively, these companies are old enough to know that change is inevitable and have reacted swiftly to shifting market environments over the last few years.

With about 2,100 employees spread across ten manufacturing facilities in five states, Lozier understands the need for an integrated workforce. And this became even more abundantly clear

in 2021 when the company launched its intranet, LozierLink. But, before then, there was no way of connecting or engaging all their employees and measuring the impact of this omission.

And then we have Renewal by Andersen. They have a network of about 100 locations across North America comprising 10 Renewal company locations; the rest are affiliates. So all these locations total up to more than 2,500 members of the One Network alliance united under “The Link” intranet.

LozierLink and The Link are each configured to provide visibility throughout the entire company, across all employees, who are all offered a personalized view of the organization they work for. But, more importantly, these intranets take advantage of the technology they already use: Mobile apps.

Using a mobile app to connect and engage with frontline workers is beneficial for several reasons. First, most frontline employees don't have corporate-issued devices or the time to sit at a computer. Second, mobile is convenient as it is with them all the time. Third, they get notifications and alerts just like they'd get phone calls.



The messaging is curated for each employee so they can't miss important information but are also not inundated. For instance, emergency alerts are indicated, and they can't opt out of them, while news that can wait may be sent as an SMS with a link to follow for more information.

The intranet is a repository for all the organization's information that can be quickly found. So whether it's a new hire reviewing their benefits package or a employee catching up on upcoming events, colleagues' activities, etc., it's all there.



The companies also use their platforms to conduct conferences and events, solicit and answer questions through various channels, and encourage employees to share personal stories.

This makes frontline employees feel a sense of belonging that would have been unachievable without interactive and engaging connectivity.

# Engaging employees with their own stories

With the capabilities of an intranet, companies can engage their frontline employees in concrete ways. In particular, they can share information from various sources or step out of the way and let people tell their own stories, which is even more impactful.



SPOTLIGHT:

# Loziers' internal newsroom



Lozier Corporation created an internal newsroom with real-time news and information that's shared all day, every day. It's now at a point where more than 90% of the content is generated by workers rather than leaders.

There were more than 925 articles published within the last year about what's happening in and around the company. For example, they share news about various locations and how they have been affected by ongoing weather phenomena or updates to the corporate strategy and new business ventures.

The rest is about the workers themselves: A new hire getting introduced to the team, someone sharing an exciting story they heard, or a worker sharing a meaningful event or personal achievement.

LozierLink has been so successful as a communications tool that the company has worked it into its collective bargaining agreements—and it's a selling point that workers appreciate.

SPOTLIGHT:

# Renewal by Andersen's community works



Similarly, The Link gets all members of One Network at Renewal by Andersen rallying behind common goals. To start, the intranet allows the creation of other sites within the network. These sites can be publicly available to all members or restricted by specific criteria.

For instance, there are sites created by different departments, such as operations, sales, marketing, and IT, with content targeted to specific groups of people. This helps workers have a personalized experience with information that's relevant to them.

Additionally, they have sites for councils where they share best practices, again tailored to the specific crowds or shared with everyone when they apply.

Beyond that, The Link is a place to share and celebrate each other as well as give back to the community. This builds a strong sense of connection to coworkers and the organization, proving that good deeds are a priority. It feels good to work for a place that prioritizes caring acts.

For instance, when marking Women's History Month and Women in Construction Week in March, the company published content to raise awareness around the events and encourage participants. And they also partnered with USA Cares for a fundraising drive for 9/11 veterans and worked with the American Cancer Society to raise awareness and support research programs.



# Creating a successful employee experience program that engages everyone

Bringing your frontline workforce into the fold is a purpose-led initiative. It is more complex than merely adopting digital technologies and practices. It requires you to go the extra step of ensuring that you're using those tools and techniques to create a work environment that facilitates your goal.

This might sound vague in theory, but in practice, it's a matter of creating a sound plan and following it step by step. First, think about how you will get buy-in from your employees. Show them that this new system is designed for their benefit.

Coming from a norm of being barely recognized, never mind appreciated, most employees crave a sense of belonging. But most frontline employees have become accustomed to the exact opposite, which accounts for the massive resurgence of quiet quitting and career changes.

So, how do you prove to them that things will be different once they adapt to a new and inclusive employee experience? You do this by degrees.

You recognize them individually and set goals to help them achieve those targets. Then, you give them the needed resources, connect them to other colleagues, and inspire them through regular and direct communication. And you closely monitor how it all goes as you learn and improve.

And as they see your commitment to them and their development as a member of your team and as an individual, their commitment to your company will also grow

Implementing successfully will require a long-term commitment, but success is inevitable with the right drive and tools.

# Success best practices

**When it comes to the day-to-day running of the program, some tips to keep in mind are:**

- ✎ Map out the messaging. Decide from the start what content will be shared through the program. This will also help you design a suitable platform with all the features you need and without unnecessary add-ons.
- ✎ Give leaders a channel to communicate with employees, as two-way communication fuels engagement and belonging.
- ✎ Limit alerts. The frequency and timing of alerts are essential. Refrain from over communicating or over-alerting and note the timing of alerts. For example, avoid making people feel like they are on overtime by sending messages in the middle of the night or during the holidays.
- ✎ Personalize communications. Segment the messaging to provide a personalized employee experience for everyone.
- ✎ Tell people their own stories. Employees are connected to the company when they are connected to each other. Be flexible and reactionary; some of the best content comes from stories you didn't plan by monitoring feeds where employees share stories.

# Success outcomes

## The effort to engage your frontline employees will pay off quickly and in many ways:

- ✎ All employees have an easy-to-access platform that centralizes company communications, knowledge, and people.
- ✎ Internal communications (IC) can target and personalize communications to respective audiences, leading to further engagement.
- ✎ Management, office staff, and production workers are connected and engaging on the same platform, heading off disconnects.
- ✎ Through a mobile-first approach, all employees are alerted via SMS and can respond and react swiftly as one unit, boosting overall productivity.
- ✎ With a platform designed to be operated by clicks, not code, IC can govern and manage employee experience platforms without IT dependencies.
- ✎ The employee experience is personalized and frictionless to improve engagement and collaboration.
- ✎ Greater agility, faster employee reaction times, and better decision-making from open lines of communication.
- ✎ Improved worker productivity by accessing company resources, updates, and critical communications.
- ✎ Increased employee attraction and retention by aligning workplace culture, employee recognition, and providing better support.
- ✎ Purpose-led digital adoption to drive organizational transformation and change initiatives toward success.

CONCLUSION:

# Getting ahead—connect and develop engagement with all your employees

The call to engage the frontline employees is a call for organizations to engage all their employees, whether at the office, in the field, in the plant, or elsewhere. You can gain inspiration and be better prepared to roll out your employee experience program by studying what others are doing through webinars, events, podcasts, and other resources.

Then when you finally launch, you can learn from your platform through sentiment analysis, [employee engagement surveys](#), and other feedback channels.

Simplr is constantly learning from how companies are using their intranets. So, we stay curious, watch for employees' adoption of our program, and use the insights to bridge the remaining gaps, ever innovating as we keep a ahead of the technology curve!

There's always more work to do, and Simplr keeps customers on the cutting edge. [Connect for a demo](#) if you want to learn more about how we can help you transition.

# About Simpplr

## Who we are

Simpplr is the modern intranet that transforms the work experience for all employees — wherever and however they work. Simpplr is the only platform that unifies employee engagement, enablement and services, leveraging state-of-the-art AI models to deliver a seamless, cohesive and personalized employee experience.

Trusted by over 700 global brands, including Moderna, Snowflake, Splunk, Penske, Eurostar and AAA, Simpplr customers achieve significant improvement in their employees' productivity, retention and overall satisfaction. Headquartered in Silicon Valley, CA, Simpplr is backed by Norwest Venture Partners, Sapphire Ventures, Salesforce Ventures, Tola Capital and Still Venture Capital. Learn more at [simpplr.com](https://simpplr.com)

## Benefits

- ↘ Designed for the way you work
- ↘ Ready to use in weeks, not months
- ↘ Built for business users
- ↘ Unified, engaging experience across mobile and the web
- ↘ Powerful integration
- ↘ Secure and scalable platform

## Trusted By



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