YESIM NAZLAR:	Good morning, good afternoon, and good evening to everyone. Welcome to the APRALO Mentorship Program call taking place on Thursday, 11th of August, 2016 at 06:00 UTC.
	On the [call] we have Siranush Vardanyan, Ali AlMeshal, Maureen Hilyard, Holly Raiche, Cheryl Langdon-Orr, and Satish Babu. We don't have any apologies noted for this call. And from Staff we have Silvia Vivanco and myself, Yesim Nazlar.
	Finally, I would like to remind everyone to state their names before speaking for transcript purposes. Thank you very much. Over to you, Ali.
ALI ALMESHAL:	Thank you very much, Yesim. And thank you for Silvia as well from staff to be with us on this call. And thank you for the team for joining.
	As you all know that we have start our initiative for the Mentorship Program. And just to give you a brief update and then we'll go through the steps. After we initiated the program and we get the volunteers from the mentee who want to be part of the mentorship, we requested their profile. This was on the 18th of July, and we have given a period of until end of July. With that end, people who have volunteered was exactly 14, and people who have sent their profiles were 11.
	So if you can see now on the Adobe, I managed to put them in one table just to show you the four of their information. And out of these 11 we have two from Pakistan, one from India, one from Bangladesh, Nepal, Philippines, Palestine, and Yemen, Armenia, and [Barbuda].

Note: The following is the output resulting from transcribing an audio file into a word/text document. Although the transcription is largely accurate, in some cases may be incomplete or inaccurate due to inaudible passages and grammatical corrections. It is posted as an aid to the original audio file, but should not be treated as an authoritative record.

So with that, as we have a promise to our volunteers now that we'll be kicking off this Mentorship Program which will take as [inaudible] around six months. Having said that, now we want to start plugging things together part of the mentors, how we will take up that Mentorship Program and the evaluation as well as the Super-Mentor.

I would now leave the floor open for the discussions. A just final update, sorry for that. As for mentors, now we have three: Maureen, Holly, and Cheryl, while we have 11 mentees. So we want to see if we would need to get more mentors or how we can coordinate these together.

The floor is open, please, if anyone has any discussions, any points, to see if there is any recommendation for additional mentors. And then we'll discuss the Super-Mentor and the [descript] for work for that.

Yes, Holly. Please.

HOLLY RAICHE: I'm probably always the first one to raise my hand. Maybe not. I think with just three of us as mentors I'm really excited about the program. I think probably the discussion should be really twofold. Number one, how do we get a couple more people on board to mentor, because three of us will have a lot of work mentoring about two or three people each or more? So that's the first question.

My second question I think is, what do we want to mentor them about? And I would suggest there probably a few areas. There are just familiarization with ICANN processes and probably walking them through working groups, not only our own but working through other

working groups, what they are, introducing them around, getting them up to speed on how we actually develop policies – maybe Ariel can walk them through a day on how to actually use our website – are just some of the things I think they need to know.

But maybe my first question is, have these people all gone through Fellowship Programs because that will mean that they already have a certain body of knowledge. So maybe the first question I think we have is, how much do they already know and do we know why they put their hand up? Because that may really help us develop a program.

Thank you.

ALI ALMESHAL: Thanks, Holly. Yes, answering to both of your questions, yes, part of their profile they have sent they have mentioned what are they expecting out of this program and why they are doing it. So they want to understand, they specifically mentioned that. And if I'm not mistaken, if it's not all of them, most of them have attended the Fellowship Program.

HOLLY RAICHE: Okay.

ALI ALMESHAL: Thank you. Cheryl, please go ahead.

CHERYL LANGDON-ORR:	Thanks, Ali. My reading of all of their profiles is that they fit into two rather distinct camps in response to Holly's question. The first one is indeed – probably only three I would suggest – who could be classified as highly experienced, extensive ICANN Fellowship and indeed leadership roles in terms of Fellowship leading and mentoring within that Fellowship community and who have expressed clear and unambiguous desire to step up to leadership.

The rest are much more into the wishing to expand their understanding, become more involved, improve their skillset. They have less of the formal indoctrination that we can rely on from Fellowship and similar sorts of experiences at the smaller group outline, and their indications are either they're interested in sort of generically understanding and being involved more in APRALO and our activities and managing our regional work, or taking this as part of an increasing in knowledge and confidence building and skillset development and working in the region but predominately from interest of a home base.

I think we can probably layer our approach into a two track if not three track, with the larger track probably having those that are more experienced and those with somewhat less experience, the ones that need the 101 stuff. Now, those who need the 101 stuff and a little bit more guiding through material and assistance in getting their more basic skillsets up – in other words, those that aren't ready to step up to leadership yet – they can be handled in a larger proportion to mentor than the ones that need the more intensive, more purely mentoring interaction and management.

And Holly, to get back to your first question, how do we get more people involved in the mentoring – I don't think it should be discretionary. I believe that each and every one of the APRALO leaders take on part of the role. And I'm here to take icing classes and window dressing courses that I don't think that you should be thinking that you have three mentors including me, Ali. I think you should be stating you have six and you've got a bonus with me if you want to use it.

Thank you.

ALI ALMESHAL: Yes, that's what Maureen is also [siding] there. Holly, is this an old hand or it's a new hand?

HOLLY RAICHE: Oh, yes. Sorry.

ALI ALMESHAL: Okay. Satish, you may go ahead.

SATISH BABU: Thank you, Ali. Satish here from Seoul, South Korea. I had hesitated to put forward my name as a mentor mostly because I was not clear what the responsibilities would be and what would be the kind of content that I had to share with the mentee. I'll be very happy to take on this role if we have some clarity on what are the subjects or topics that we are supposed to take up with the mentees. I presume this is going to be

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tailor-made for the background of each person, each of the mentees and we don't go for a general kind of a coach [inaudible] on which we will proceed. So depending on what their background is, what their prior exposure has been, we probably will have to tailor the approach to each of them. Which brings us back to the question of the Super-Mentor. I certainly can use Super-Mentor whenever I have a question on some of these areas.

So to summarize, I'm fully ready to take it up, but I would need some more clarity on what are the things to be done. Thank you.

ALI ALMESHAL: Thank you, Satish. I totally agree with you and I agree with Cheryl as well. As an APRALO leader we need all to be there. And just to agree more on what Satish says, we need exactly some help from the Super-Mentor that we are coming to and to have something, sort of a guideline, that we all [go to] when we are starting our Mentorship Program.

Maureen, please go ahead.

MAUREEN HILYARD: Thank you, Ali. I agree. I think one of the first things I think we were actually going to have to talk about was first of all who the mentors were going to be, and I think we've already established who they are going to be. And the next thing was, what is that basic checklist that we may need to go through that some people may need more help than others. I'm talking probably the 101 list. And I agree, I think we've

definitely got different levels of capabilities within this group depending on the amount of contact they've actually had with ICANN already. Some of them are very involved already and some of them, I know personally, that they'd really like to get more involved.

We've definitely got a really good bunch of people here to work with. But yes, you're right, I think we do need to have some clarity on what is it when we do get assigned the mentor/mentee partnership that we've got something that we can talk to them about like what it is that we want to achieve over the short term and over the long term.

Thank you.

ALI ALMESHAL: Thank you, Maureen. Yes, Holly?

HOLLY RAICHE: I'm looking down at what Siranush is saying and I totally agree. I think some sessions can be for several people to bring everybody up to the same level. Maybe the few with real good skills can have another stream, but for those not familiar I don't see why we couldn't have a session or two with maybe two or three of us and seven or eight of them and just go through the basics and at that stage go into different streams. The people who are interested in various aspects of ICANN, then going with the most appropriate person so that instead of always maybe having a one-on-one connection so that people, each one of them, feels they've got one person they can go to.

But in terms of bringing people up to speed, I just think we all have separate skills and I'd like to think that we can share them around so that each of us can talk about one aspect of ICANN or the aspects of ICANN they're most familiar with. So maybe to answer Satish's question, what are we going to do? I think there are a few aims. One is to bring everybody up to the same level of knowledge about ICANN, two, to give some really basic discussions about the various things we do, and then for those people with particular skills and interests, say, "Okay, this particular person in APRALO has a particular skillset. That's what you want to do." And deal with it that way so that we can actually spread the people around to match our various expertise. Because we all have a different set of skills and it may make a lot of sense to share them. This will require some discussion with the agenda setting for the next meeting or so, but I think that maybe the most productive way – I'd just be interested in what everybody else thinks about that. Thanks.

ALI ALMESHAL: Thank you, Holly. I may suggest this, if it works, and I need your feedback on. I have seen the discussions now in the chat here. If we organize, as I say, is one session by all mentees and mentors to the Adobe Connect here and to be led by the Super-Mentor and we get sort of an introduction and high level about the program and about ICANN and about what we are planning to share with the mentees, and then definitely before we do that, we already arrange ourself that who would be taking who as a mentee, and later on it's one to one. What do you think, Cheryl?

CHERYL LANGDON-ORR: I think that's a good way forward. I think we probably need to flesh out amongst your Leadership Team, Ali, the particular comfort levels and preferences for skillset development that each of you have. Some of you might feel much more comfortable guiding people through the online education packages that ICANN offers.

There are some who are more, as Holly for example, is and Maureen is, more occupied in a number of work groups. We might want to pick up the role of buddying people who are indicating that they have an interest in developing some more skillsets in policy through those work group practices. Others like Maureen, if you have a dab hand with a pencil – and I don't mean drawing here, I do mean her authoring skills. Of course, I can't imagine her penning or penciling it. I'm quite sure she types these things – but she would be an ideal adjunct to develop any of our mentee's writing skills specific for what we have tasked them to do in policy development or even as simple as working on agendas and things.

I think you also need to establish what might be your favorite picks of a program amongst yourselves. Now, some of that will then help you rotate your mentee through that program. You all should have a one or two – perhaps sometimes one of you might have up to three, I guess – particular focused people that you're working with. And I would suggest if anybody takes one of the clear stepping up to leadership people – in other words, those that we should be able to fast track – you probably should take less of the basic skillset requirements people. So some of you might find yourselves more permanently in assistance with some of the people as they come out the other side of this process as well, and you need to make sure that those fits are good ones as Maureen can

attest to. A bad match between mentor and mentee is a very unpleasant thing indeed.

And so if we get some of these less than perfect matches we also need to have the flexibility to shift people around until we find a better match. That's enough from me for now. You'll all get very tired of me talking on this topic. It happens to be one of my favorites.

ALI ALMESHAL: Thank you, Cheryl. Satish, just give me a minute and I'll give you the floor. So if we take an action item for this for our next [inaudible] call or meeting, whenever we'll be calling the mentee to come on board for the first session, then before that we'll be arranging between ourselves that it's like a [chorus]. [We've spoken] that there'll be a rotation. So each of us will be giving them through a specific subject like giving them this type of topics and the other will give them this type of topic.

After doing that or organizing this, we'll be calling them for the first session with all of us and all of them will be available. And then the Super-Mentor will take us through this together. [Inaudible].

Satish, please go ahead.

SATISH BABU: Thank you, Ali. A couple observations. One is that I would invite some caution because the entire Leadership Team of APRALO is committing into this program, and we need clear measurements and exit strategies. We do not want a situation where we all get bogged down. I am mentioning this partly because of the whole issue of expectations

management. What are the mentees really looking for? At least some of them may be looking at this process as a short cut to a leadership position. I'm not saying all. We have to be sensitive to this kind of issues and we have to have a closure which is satisfactory.

I have no idea what has been the previous experience with Mentoring Programs within the At-Large community, but in other contexts we have been cases where the mismatch that Cheryl was talking about had actually caused bitterness in the system leaving the system in a worse shape than prior to the mentoring process when it started.

So I would advise some – I don't know how to put it – some safety valves, some mechanisms to this switching mentors if required that Cheryl mentioned I think is important. I would say this should be a kind of unfolding, evolving, process with flexibility built in to either move people out of them for premature exits if people don't fit or if they are looking for the wrong things to understand that and it should not be a kind of something that is kind of cast in concrete right in the beginning. So the flexibility is what I would advise then.

Thank you.

ALI ALMESHAL: Sorry, Satish. You said the flexibility in term of moving the mentors from one to another, are you referring to? Maybe I didn't [get it].

SATISH BABU: That included, but also the fact that now what Holly mentioned about some of us having specialized skills which we have to share. So I think

we should have some interim goals and interim evaluation. Maybe an end of month or couple of months between [inaudible]. Because otherwise the entire Leadership Team, it is not that the Leadership Team is running a program of mentoring. We are actually personally ourselves involved. So if something negative happens here, the Leadership Team itself gets too kind of too closely identified with the program. As opposed to in such a way that we are running the program. We choose mentor that the mentees volunteer, and we match them one to one. There, the Leadership Team is outside the system, although some of us may be mentors. Right now, when all of us are mentors, we have to be cautious about this. I'm not saying it is impossible, but it is a factor to be probably considered.

ALI ALMESHAL: Thank you, Satish. Maureen, please.

MAUREEN HILYARD: Thank you, Ali. I suppose I can appreciate some of Satish's concerns, but for example, to start off with I think that we need to actually have a group call.

UNIDENTIFIED FEMALE: Hello?

MAUREEN HILYARD: [inaudible].

ALI ALMESHAL: Maureen? We lost [inaudible].

MAUREEN HILYARD: Can you hear me?

ALI ALMESHAL: Yes, we can hear you now.

MAUREEN HILYARD: Sorry. I think it's important that we have a teleconference call involving both mentors and mentees at the outset of this program and that the whole objective of our program is actually pretty clearly stated to the mentees. The procedure and the sorts of things that they need to know to clarify for themselves what our expectations are, and how we propose to do it. Because I was going through the list, and I may know half of those people, but there are people that I don't know. How are we matching people up? They need to know how we're matching people up, as well.

There are things that we need to clarify for ourselves first and then make it known to the mentees so that we don't have the sorts of situations that Satish may be concerned about occurring. We also want to make sure that we develop a comfort zone for the people that we're working with so that if there are any issues, that they will raise them with us, rather than with anyone else. That's the whole point, that we

must make sure that we are confident. This is our program, and we're all behind it. Our mentees have to feel that confidence, as well.

Thank you.

ALI ALMESHAL: Thank you, Maureen. I can see there is a requirement for evaluation from both sides, like how we evaluate that mentees are doing and getting engaged on what we are trying to do for them, like getting involved in the working groups, getting active in the policy, as most of them have mentioned that they want to understand more and be more active in the policy development. Maybe you need to design some, as already we mentioned that in our strategy life and evaluation feedback. That will be a very short one, but we should have something much more bigger than that.

Yes, Holly.

HOLLY RAICHE: Just thinking on how we progress this. There are two streams that I'm thinking of. One stream is the content. What are we actually telling people? The other is the admin. How are going to organize ourselves and how are we going to manage expectations?

On the content thing, as I was saying, I think we've got webinars and I think we've got a lot of material so that our first couple of webinars, we can do two things. We can, number one, make sure everybody's at the same level or bring people up to the level, but use the opportunity for feedback and so forth to start to work through who's going to mentor

whom and so forth, so that we can start to set expectations there but also work through who's going to be appropriate. I think the first couple of meetings are going to be really critical in terms of getting everybody on the same page, managing expectations, but then working out the sort of combinations of people that are going to be successful or not.

Thank you.

ALI ALMESHAL: Thank you, Holly. I think we are again on the same subject. We are just trying to figure out how to take the actions for them. We have, as you said, Holly, the content and the admin. We need to agree among ourselves first of all if we will have a group call, and then we'll distribute these mentees on the mentors. What will be the role of each of mentor? What is the training the mentee on what type of subject? Then we have the evaluation and the process for both. I think this is what we need all to agree on as the steps, one by one.

Yes, Cheryl.

CHERYL LANGDON-ORR: Thank you, Ali. I just wanted to pick up on one thing Holly just said that sounded like an objective that makes me feel somewhat uncomfortable. I don't think it should be an objective to ensure that all your mentees come up to the same level of anything. You're not running a coursework [sausage] factory here. It's perfectly all right to have several levels of outcome, providing that those levels of outcome meet the expectations of the mentee and the mentor, then that is a good thing. Some people

will want to be a leader in ICANN, and they're just passing through APRALO as a way to get there. That's okay. Some people will want to focus on their subregional work or even perhaps just in country work with their own At-Large Structure and some others. That's okay, too.

There is a basic level, the 101 stuff, that is uniform that you then allow, encourage, and perhaps, at some points, cajole people to build their own structure and framework from. You can actually do these sorts of things in a measured and measurable way. The difference between doing this and doing a more coursework type system is that if someone signs up for a coursework, everyone has already agreed on what the end game will be. They expect to pass that course, and there is a known degree of knowledge at the end of that process. That's not mentoring. In fact, to some extent, it's not even coaching. Otherwise, everyone would be the same level of champion. Here, you're part talent scouts, part coach, part enthusiastic supporter.

To answer some of Silvia's questions, not everyone will be able to stick to it at the end of this. Some people may learn very quickly through this process that their energies may very well be best put somewhere else. That's okay, too, but what we should be able to assure out of this group and with some, I think, relatively confidence, have at least 50% of them showing a real potential for leadership within our region, whether that's short term or long term. Some of them will probably just take it as a step along a number of pathways that they're looking at, and that's okay, too.

What you might also find is that one or two of these people will end up being part of your members of your future leadership teams. We also

need to allow them to have real hands-on experiences. Having real hands-on experiences working with you as the Leadership Team on some projects, be they simple, running a meeting or managing an agenda or getting some policy commentary put together – or whether they're the bigger picture stuff in other parts of ICANN. It doesn't really matter, but you find that if you get a good and positive experience in that, that is what makes it sticky for people to stay around in ICANN.

Of course, the other thing is we should always be making sure that what we're imparting in this exercise also benefits them in their day-to-day life. If that's anything more than just improving their self-esteem, then it's a very good thing, indeed. It may indeed be something that assists them in their day-to-day work, and it may be something that you will find as mentors you benefit and grow from, as well, because mentoring can be an extraordinarily rewarding and very exciting experience.

Can I make a suggestion on a couple of action items, one of which is we need to do a bit more sifting and sorting? Your table is a good start, but you should probably start allocating into the bands of those that already have a high level and those who don't have such a high level of ICANN understanding. We should establish for all of them what their ICANN-specific, as well as non-ICANN skillsets and experiences are a little bit more deeply. That's with the sorts of homework assignments that I suggest we should do.

We also need to make sure that this program – and that can come a little bit later on as we [roll] some of our group meetings – but one thing that we can get them to do early on is to ensure that each and every one of our mentees, just like I trust each and every one of the mentors,

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have an active and up-to-date ICANN wiki page, has their Statement of Interest form for At-Large fully and completely filled out, and has a, as human possible, completed LinkedIn page. If we get everybody to do those three things in the near future, we will learn an awful lot about them, and that's going to help making your matchmaking of people with each other a whole lot easier.

Thanks.

ALI ALMESHAL: Thank you, Cheryl. That's very much useful, but we need to set a date now to start with the program. I think we need to start by September in order to achieve our target by March. We have to get back to the mentees to start the program.

Most of the information about the mentees are in their profiles that we can match them here. That's not an issue. Statement of Interest was not there. That's a good point that we need to get that one. Other than this, do you recommend that we start having what our mentors, we all as a Leadership Team, what type of topics that we want to cover? Do you think this is a good start to do that?

CHERYL LANGDON-ORR: Ali, can you just repeat exactly what you just said then? It was a bit funny on my line.

ALI ALMESHAL: Yeah. The last statement which I have stated is about matching the mentors with the mentees.

CHERYL LANGDON-ORR: I wouldn't match them too early, particularly because you're also going to do some sharing and rotation. I think we need to have a little bit more information on them. Then I'm happy to help you try and match them up as best as possible. I could make a well-educated guess just on the material I've got in front of me and with what experience I have with looking across them. I believe all but one of them, I could state a reasonable amount of knowledge of, but that's probably a little early to do now. I'd get them onto those homework assignments. I'd set a date for your first group meeting and make sure those homework assignments are done prior to that.

By make sure, you request. If they don't do it, then it's telling you something about them. That in itself starts to give you some information on how much effort and energy you are going to be expecting out of some of these people. As a mentor, you put in what you get out of them. You make the first move with the encouragement and the guidance, but if they don't perform, you don't make them. You just let nature take its course. Otherwise, it's too costly on you.

I'm hoping that at the end of this, we'll have at least five if not six leaders within APRALO who feel a lot more comfortable about being effective mentors, and that that will be something that they will then continue on in whatever role they take in ICANN.

ALI ALMESHAL: Thanks, Cheryl. Is there any comment from any other [inaudible]?

CHERYL LANGDON-ORR: Actually, I've still got my hand up. I'm going to put it down now, but I wouldn't mind asking. Is it possible – and this is probably a question for staff as much as you, Ali – for us to have a repository on the wiki which only you as mentors have access to? I'm all for openness and transparency. Don't get me wrong. I've got an enormous amount of material, but I'm not going to give it all away to you. Otherwise, where would my distinct advantage be over you all? But I have enough material to pop up and share from time to time, and if I find a particular article that I think might resonate with the work you're doing, it would be good to put it up there and allow everyone to have access and some comments and some Q&As on it. Just a thought. I think we need our own spaces, as well as the public ones.

SILVIA VIVANCO: [inaudible].

ALI ALMESHAL: Thanks, Cheryl.

SILVIA VIVANCO: Sorry.

ALI ALMESHAL: Yes, Silvia. Go ahead.

SILVIA VIVANCO: Definitely, we can create as many child pages, wiki pages as you would need. They can be locked with a password. It's just about the structure, how many wiki pages you need: one for all of you or one for each of the mentors, with a password. It's only for you to put all the information you need. Just let us know how would you like to structure the wiki.

ALI ALMESHAL: Thanks, Silvia. I think it's one for all the mentors.

SILVIA VIVANCO: Okay.

ALI ALMESHAL: All of us as the mentors will have one child wiki page.

SILVIA VIVANCO: Okay, so we will do that. We'll create a child page, like a resources for the mentors wiki page, locked with a password so all the mentors have access. Only you have access to that, and the staff, of course, so we can start populating with all these resources and material. Thank you.

ALI ALMESHAL: Thank you, Silvia. Great. Now this is as an actions, I'll be working on this table to fine tune it with some of the information that has been requested so far, and we'll take it from there. I think as one of the

objectives or strategy that we have put in our mentorship strategy is the Super-Mentor, and Cheryl has been appointed immediately on that, and she accepted that, as well. We will be [lifting] up that as an extra step. I'll be updating the team on the e-mail because there are some other things to look after, like the evaluation and so on and so forth. We take it step by step, and we'll do that.

Any suggestions? Any points to be discussed? I feel sorry because-

SILVIA VIVANCO: Ali?

ALI ALMESHAL: Yeah, tell me.

SILVIA VIVANCO: Ali, just one more question to schedule the conference calls in advance. Would you like us to schedule a conference call in the next few weeks for the mentors?

ALI ALMESHAL: Let me get back to you by e-mail once we adjust the tables, and I'll get back to you.

SILVIA VIVANCO: All righty. Thank you.

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ALI ALMESHAL: I was looking to have Amir and [inaudible] with that, but I don't know what's their situation. It would be good to be if they were with us on this call.

Good. Any Other Business? Any other steps to go for? I don't see any hands up [inaudible].

HOLLY RAICHE: I agree with Maureen. A couple of weeks?

CHERYL LANGDON-ORR: Yeah, I think the beginning of September is probably smart. We could look at the very beginning of September, but we still need to be working in their own space before that.

SATISH BABU: Thanks, Ali. I was curious to know whether Yemen is really part of APRALO, because it is clearly in Africa. I understand it's part of Middle East definition of ICANN. Not that I have any issues, but it's quite curious that a country which is properly in the whole of Africa is part of APRALO.

UNIDENTIFIED FEMALE: We're taking over, Satish.

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CHERYL LANGDON-ORR: I would suggest that we don't be too tight on things this time around, but in future, I think one of the criteria would be to be a member of an APRALO At-Large Structure. That doesn't actually mean that we may not have people living in Europe. We may. That's okay, but I do think in future, rather than just everybody putting up their hands, we probably should set some minimum criteria. That's for next steps.

SATISH BABU: But Yemen is part of the APRALO ALSes, so they are with us.

CHERYL LANGDON-ORR: We spread from one end to the other.

UNIDENTIFIED FEMALE: Exactly. Everyone wants to join us.

CHERYL LANGDON-ORR: I'm not sure about LACRALO [inaudible]. If you don't mind, once this private space is put up, I might put up some small paragraphs that should get you thinking. It might help you as mentors and as coaches to decide where your interests and your particular passions and skillsets might lie because that's the other thing. Each of you may very well not be equally comfortable with doing equivalent things, so we do need to make the right fits on both sides of this model. I'll pick up whatever slack is left. Don't worry about it.

ALI ALMESHAL: That would be great, Cheryl. Great. If no more things, I think we will end up here. Thank you very much for all joining this call, and we'll be circulating and updating through the e-mails.

HOLLY RAICHE: Yes, thank you for your work on this, Ali.

ALI ALMESHAL: Thanks a lot, Holly. With your support, definitely.

UNIDENTIFIED FEMALE: Thank you, Ali. Thank you, everyone.

UNIDENTIFIED MALE: Thank you. Bye-bye.

UNIDENTIFIED FEMALE: Thanks everybody. Bye.

UNIDENTIFIED MALE: Bye.

YESIM NAZLAR: The meeting is now adjourned, so you will not be disconnected. Thank you very much for your participation. Have a lovely rest of the day. Bye-bye.

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[END OF TRANSCRIPTION]