

# JO FAIR: FUTURE OF WORK ENTREPRENEUR AND GLOBAL HR DIRECTOR



**Anna:** I'm really looking forward today to speaking with Joanne Fair and hearing more about her career journey which has taken her around the world and from the corporate world into entrepreneurship. A little bit more about Jo before we get started. Jo is the co-founder of FutureWork Studio, a technology and consulting company which was established in 2019 to support organizations to adapt in a rapidly changing world. And I can imagine that's particularly relevant at the moment.

Jo brings over 20 years of experience and expertise in leadership, having helped P&L accountability for multiple businesses both B2B and FMCG including as managing director for Fonterra's ingredients business across Southeast Asia. Jo has also held numerous senior HR roles including most recently as global head of HR for Fonterra which has over 22,000 employees. Over her career, Jo's lived and worked in Europe, Southeast Asia, Latin America and Australia as well as New Zealand. And I'm really looking forward to hearing more about Jo's career journey today. Kia ora Jo and thank you very much for joining.

**Jo:** Kia ora Anna. Thank you very much for the opportunity to have the conversation today.

**Anna:** You're welcome. So, I'd like to start with a question which might take you back a little way, but one of the things that I tend to find is that careers are often shaped by some of our thoughts and aspirations even right back into our childhood. And I'd love to hear from you when you were a kid or a teenager, what did you want to be or do when you grew up?

**Jo:** That's a great question. I might be the exception, I'm not one of those people that sort of knew right from very early days what I wanted to be. So, my earliest memory of what I wanted to be was a farmer and then a librarian which is a bit random in both cases, then reflected my love of books and reading and probably a very pragmatic streak too. Later on, I was very inspired by marine biology and really looked very closely at being a marine biologist and then a doctor. I went through a stage where I was very passionate and I think that really reflected that I've always had a lifelong desire to want to contribute in some way to make the world a little bit better for the people around me and so medicine seemed the way to go. And then ultimately ended up doing a law degree. So, I have certainly had a wide ranging start, which in a way I guess has played out in terms of my longer term career. I was always very curious and interested to learn new things and done quite a range of things over the last 20 odd years.

**Anna:** And so, from considering marine biology and being a librarian, what then brought you to do... I think you did a law degree and then also studied French and Spanish...what brought you to that?

**Jo:** So, I think law I fell into, I was always very strong at history and English and languages and as I came through school in that era. It was sort of an expectation if you were bright and did well academically in those subjects, law was sort of a natural progression. Although I very much wanted to, to be involved in community law and that shaped a lot of my early thinking. Languages came about because I had gone to Switzerland on a student exchange and studied Spanish. And, at that time in New Zealand very few people spoke Spanish and it wasn't widely taught in the schools and in fact that's what brought me to Auckland. Because at that stage Auckland University was the only university in New Zealand where you can major in Spanish. You could do first year at Victoria and Wellington where I grew up, but you couldn't major so the desire to continue the exposure I had to Spanish is really what brought me to Auckland.

**Anna:** And I wonder if it then influenced that sort of interest in languages as a new exchange student to Switzerland in a sort of perhaps more global nature of your career?

**Jo:** Yes, I was exposed in that year in Switzerland I think. I was a fairly naive relatively sheltered person who'd grown up in Wellington all my life. What Switzerland gave me was just this incredible insight into different cultures, different world views, different perspectives. There was a whole range of students from around the world. My closest friend was from Ecuador so it was my first exposure really to Latin America. So, it excited in me a lifelong passion for learning in cultures and differently languages.

**Anna:** And tell me then after you'd done your degrees, tell me I guess perhaps the highlights and some of the challenges of the first few years of your career.

**Jo:** Sure. Well despite doing a law degree I realized about halfway through that what really made me passionate was people and leading teams. I had been working part time in the call center for PepsiCo as it was then that service Pizza Hut and KFC. And had the opportunity as a shift supervisor to lead a team of around 70 odd people on a shift and really, really loved the experience of being part of a team, of leading a team, of customer engagement. So, I shifted gears and ended up starting in Air New Zealand on the graduate program, so into more of a general business track. And then, in my first sort of full year posting as part of that program landed in HR. And HR, human resources had never been on my agenda at all, I had never considered it as a career but it just fitted and I loved it. I was lucky to have a manager that gave me huge opportunities, I was given a huge remit to range far and wide and do really interesting things and I just loved HR.

So I came off the graduate program and stayed with HR and stayed Air New Zealand and in fact after three or four years moved into Ansett Australia and probably had one of or what is definitely one of the most formative experiences of my career. Because I was with Ansett when Ansett went into voluntary administration which meant there to essentially literally overnight 15,000 people lost their jobs. So, as a New Zealander in Melbourne the same week as 9/11, so I think it was on the Wednesday 9/11 hit the global airline industry and hurt obviously the global world. Changed everything we knew. Two days later Ansett closed its doors so an incredibly hard week. And being New Zealander in an environment where a New Zealand company was being blamed for the collapse was really tough and very humbling. But I stayed on, I stayed on for three months under

administration. We almost got the airline back up and running and I just learned so much through that period around cashflow, we were selling planes to fund the payroll. I learned about the incredible impact on people's lives, of losing jobs and finding new jobs and in a very real way. I learned about leadership and strategy because of the decisions that lead up and culminated in the collapse of Ansett. So, as an early career experience it was very, very profound for me.

**Anna:** Oh, I think they often say that sometimes the toughest times are the parts in fact where you learn the most.

**Jo:** Absolutely. It's always hard to hang on to that while you're living through it, but in the hindsight you certainly those kinds of experiences really shape so much about the way you think and the way you act.

**Anna:** I started my career in HR as well and I think I often experienced this sort of the mixed bag of actually HR and the people side are so fundamentally important. But HR as a function itself, is not always held in as a high regard as maybe it could be. How have you experienced that through your career?

**Jo:** Yeah, I think that's a great insight. And certainly is the case that HR done well is an absolute game changer for an organization because the fundamental premise of HR, which is around creating the environment for success is so important, but HR as a function as often maligned as you say. For me what HR has given as a career is the opportunity to really learn about all aspects of the business, to be involved in the fundamental key drivers of the business. But I've certainly experienced, when I shifted from HR to a line role, exactly the same person but walking into a room saying I run a business, I run a P&L elicits a very different reaction from I'm an HR leader. And I think that's a real shame, but I would love to see HR functions or HR leaders really being perceived in a different light. But part of that is up to us as an HR function to really make sure that we are commercially savvy, we do understand the business, that we are unlocking the culture, that we are driving the talent and that we're staying contemporary and informed. And not all HR functions unfortunately are in that space.

**Anna:** Great point. And then tell me a bit more about where your career went from there. And I know it took you around the world and took you into a variety of roles I'd love to hear a bit more about that.

**Jo:** I was incredibly lucky once I left Air New Zealand Ansett, I came back to Fonterra which at that stage was just six months old, had formerly been the New Zealand Dairy Board and a number of manufacturing companies. So newly formed a very young organization, very aspirational and a very exciting time to be there and a time where some really great leaders were very open to opportunities. So I came in, had my first offshore experience I think within two weeks. I went up to the Philippines to... we were developing an induction program for the sales and marketing teams globally in FMCG. So I had my very first experience of what it was really like to be supporting a New Zealand brand but working in a different market. And that was really just the start of an amazing career with Fonterra where I was given so many opportunities.

A few months after that, my leader at the time came to me and said, "Jo, you speak Spanish?" And I said, "Yes." And she said, "You've done quite a bit of change." And I said, "Well yes, through Ansett Australia." And she said, "Well look we've got a vacancy for three or four months running

our Latin American communications and change strategy." Because Fonterra was forming a joint venture with Nestle at the time who are the dairy partners for the Americas. "Would I be keen?" And so, had a conversation with the local and market manager and in a matter of weeks I was off to Florida. Actually it was where I was based for three or four months that then led to a role running regional HR for Latin America, for Fonterra's consumer business based out of Mexico City. Then back to do some global roles that gave me a rematch.

And then I actually left Fonterra for a period because at that stage of my career I have been advising managers on how to lead teams for a very long time but I had never actually led my own team. And I had the opportunity to leave and be leader of a team, which was actually with Bank of New Zealand. So, I went to run the organization's development function and had my first real exposure with a team of 15 at that stage. So yes, my early years of my career were very dynamic, lots of change, lots of transformation and lots of opportunities. I was very lucky.

**Anna:** And alongside I see you already talked about Australia, Florida and Mexico City, I think you've also worked in Europe as well. What has that global exposure and kind of living and working overseas what has that given to your career?

**Jo:** I think it's made it for me personally just incredibly interesting and dynamic the opportunity to learn. I'm absolutely passionate about learning and the exposure you get from different ways of thinking, different cultures, different languages and different ways of doing business. What it's like to be a New Zealand company out in the global world, very well respected in the dairy industry globally was just phenomenal. So just continually opened up my mind I guess to different ways of being and also brought its own challenges. Managing time zones, managing virtual teams, so learning to lead when your team are spread all over the world. Learning to lead when your team come from a different culture and background and you need to adjust your style. Learning that New Zealanders have cultural attributes that are really positive but not always perceived positively, so needing to adapt. So, a huge learning opportunity and I think it's meant that I've been able to, to continue to learn and grow personally and professionally over a long period of time.

**Anna:** And you made then an interesting shift back to Fonterra again. It's not always that common to leave an organization and then to come back again so what brought you back?

**Jo:** I was a little bit homesick to tell you the truth. I grew up in many ways professionally in Fonterra and I really missed the people, I missed the dynamic nature of the organization, it's an incredibly dynamic and diverse organization. And I had the opportunity to work with a leader that I had worked with earlier in my career, so he came back to lead HR from tip top. He was a fabulous and really enjoyed that period and then from there went on to the leadership team for HR. So, my first HR lead team role which was running the global ingredients, HR for the global ingredients business. And that's when I made the shift to P&L, so probably another big milestone in my career in terms of that shift.

So, by that stage I had been in HR leadership roles for around 15 years and I was still learning because you still learn every day, and there's always something interesting happening in HR. But I really felt that the pace of my learning was slowing and there was an opportunity to do something different. So I, talked to my leader at the time and said. "Look I'm considering a cross-functional move. Do you think I'm crazy?" Sort of what I felt like at that time was sort of the peak of my

career, why would I walk away from something that I was good at and was enjoying? But she didn't laugh and she was very supportive and in fact she said, "Look we're recruiting for a global key account manager role for what was Fonterra's largest external customer at the time. And I sort of laughed, I did the classic stereotypical women's thing I thought, "Goodness me that's a huge role, I could never be considered. If the recruiting manager doesn't laugh when they see my application then it would be great to have a conversation." And that conversation led to the interview process and then I ended up given the role, which was fantastic and moved to Amsterdam with that role and took on my first major P&L accountability. So a huge, huge change and really daunting.

I was reflecting ahead of this conversation this morning and I remember so clearly sitting in my office, in the days where we had offices and the announcement was going out that I had been appointed to this role. And I was absolutely terrified because it felt like such a big move from human resources to this major, major business leadership role. And what would the reaction be? How would people respond? And I felt this huge, huge weight of needing to be successful because I was representing HR and I was representing women in HR moving into a line role. It was a very, very reflective and poignant moment for me and the most amazing thing was that the announcement went out and almost immediately someone who was on that team that I was moving to lead sent me a note and said, "Hey Jo, fantastic. You're exactly what we need can't wait until you start." I still remember the, Oh it's going to be okay. And it was, it was an amazing experience. Hard, very hard but really amazing.

**Anna:** And I can imagine probably quite a steep learning curve, particularly coming from an area where you were an expert and an established leader with a strong reputation already to an area where you're having to learn quite a lot very quickly. What were the tough parts of making that shift?

**Jo:** I think that's exactly as you say, it was starting all over again and in an area that I knew so little about but at the same time needed to have credibility and because it was a senior leadership role. So, I felt a lot of pressure to make sure that I made the right decisions and that I did HR proud so to speak. But I have this hunger to learn which stood me in good stead, which was I just asked questions. I had to learn everything. I had been in the organization I guess, I must've been 10 years by then and as HR had seen right across the organization but all of a sudden I realized how little I knew. So, really needing to understand manufacturing and supply chain and how product moves within New Zealand and then globally and then the global export markets. Leading a team of sales people and later on that expanded into marketing and other functions where I have no functional expertise. So for the first time in my life really having to trust my team and it actually made me a much better leader because I couldn't lead by doing or telling. I had to lead by unlocking the ability for them to do their best, so huge leadership lessons. I surrounded myself with support, I focused on the strengths I brought across.

People often ask me how hard was the transition from a functional perspective? And the advantage that I brought with me is there are many, many skills in HR that have a much wider application. So, I had really strong networks within the organization. I had lead teams by then, so I had leadership experience. I was good at managing complexity and ambiguity because that had been my entire career. I had a change orientation and at that stage that account was in a position where it was a huge transformation opportunity. And then I just used a whole bunch of common sense and I think that's the message that's often not told enough, and particularly to women. I

think we often have there's this mistake of being a general manager or a CEO or being in sort of P&L roles. But the reality is, the huge part of business is making common sense decisions based on the information you have and looking forward and applying that. There's no magic rule book that everyone knows the answers, everyone is doing the best they can. So, you surround yourself with the best information, you surround yourself with people who will give you good advice and support you and then you make the best decisions you can. And that's what business is, there's no more mystique to it than that and I think often we build it up to be something much bigger.

**Anna:** I think you're right, or look to others as more the expert so feel we need to do just that one more course or read that extra book or something to know. When actually it's sometimes trusting your experience, your strengths, your skills, your instinctual parts sometimes can be great. Yeah, great lesson.

**Jo:** One of the funniest experiences I had very early on that really helped me learn that was I was in a meeting and I was sitting there, I was the only woman in the room. And I was sitting there and thinking I don't understand what the person who was presenting is saying but it's obviously me because I just don't understand it, I don't get it. And I turned to the person next to me and I said, "What does that mean?" And they say to me, "I've got absolutely no idea." And I realized that so often all of us sit there and we don't ask the questions because we think we're the only one that doesn't know so I really learned, ask the questions and prepare. Go in prepared, do my research and then trust my judgment of learnings through that period.

**Anna:** Wonderful. And then talk me through the next steps in your career and then through to starting up your own business.

**Jo:** Yeah, sure. Well from that role in Amsterdam, loved the role, found that I loved leading a P&L accountability, loved the customer engagement, led to running the ingredients business across South and Southeast Asia. So another fabulous experience, relocated to Singapore and I had my first exposure to Southeast Asian markets. And went from one huge global customer to 100 small and regional customers so a very different experience again. I had three years there which I absolutely loved. And then the opportunity came up to lead HR for Fonterra and moved back into that functional role and it actually coincided with some personal reasons for wanting to move back to New Zealand. A close family member was terminally ill and it made sense. So I came back to New Zealand, led the HR function for just under two years. And then, was at a point where I looked at my career and I looked at my age and said I'm ready to do something different but I didn't know what that was. And, very genuinely I was in this huge exciting dynamic role in this organization, often tough but very rewarding. And it filled my head and I really felt like I couldn't get clarity on what I wanted to do next until I put some space between myself and the role. So, I spoke to my manager at the time, the CEO and said, "Look I'm going to leave Fonterra. I don't know what I'm going to do but I want to do it properly."

At that time I'd actually moved across to lead the consumer business for New Zealand as there was a leadership transition happening. So I said, "Look I'll see this through, we'll bring in the managing director and the replacement for me and at that point I'll leave." And I used that time and that space to really reflect on what was important to me and what I wanted to do.

And what I had been very passionate about was the future of work. When I came back into that HR role for Fonterra, what I really recognized was that we talk a lot about the future of work but certainly within the context I was working we didn't really understand exactly what that meant. In terms of the capabilities we needed, the culture we would need and we were one of the first organizations actually to start grappling because this is three or four years ago now. To really start grappling with these questions. So, I had created a strategic capabilities function, I brought in an amazing individual to lead that function who is now my business partner with the work we do now. And we really grappled with that and as we had been working through that, what we recognized was that this was an opportunity for New Zealand as a whole. So, he made the decision to start a company to look at how could we support New Zealand businesses to better transition. And the timing was perfect in the area where I'm really passionate about as well and we made the call to start this company together. So, I stepped out of 22,000 people globally all the stuff that goes with being in a large corporate to the two of us which has just been really exciting and surreal journey the last 18 months.

**Anna:** And, how was that to step from large corporate which has that sort of range of resources and support and people to lean on and particularly I guess less risk. To actually then running your own business where you have to do a lot of the stuff yourself and feels much more risky, how was that?

**Jo:** Yeah, it was really hard actually. I had underestimated how much of my identity was really tied up in being this senior executive global, walking into a room I had underestimated how much I brought my experience, my relationships, my networks. When I walked into a room people had a sense of who I was and what I was there for and I felt very clear and focused on what I was doing. And all of a sudden in this business and we were literally moving from conversations that we had over coffee to how do we contribute? How do we develop this? How do we build everything completely unknown? And I'd be walking into a room with other entrepreneurs or investors and I wasn't bringing any of that history or that backing with me. And that was really hard, that was quite a big thing to adapt to.

As a woman I found it different, there is a much stronger presence, male presence within the entrepreneur world and much younger too so I really felt my age. I had gone through my entire career being the youngest in the room and all of a sudden as an entrepreneur often I'm the oldest and that's quite a shift. So, a lot of reflection over the last 18 months over who I am and what's important to me, but the flip side of that is that it's just been this incredible experience with alongside my business partner Vincent. To take an idea, create it, grow it, see it come to life. It's an incredible experience to see something go from an idea to actual reality in organizations.

So we have a software platform we've created which is all about enabling people, leveraging projects to up skill through experiential learning on the job, create rebalancing of workloads, breakdown some of those organizational silos. I have the opportunity to take tangible steps towards a different way of working and that started as an idea and has become something that we're seeing every day in our customers. That's an incredible feeling because as you say, that sense of risk and ownership really heightens the highs and the lows.

**Anna:** Definitely makes a much more of a roller coaster I can imagine.

**Jo:** It is. It's an absolute roller coaster and it's so great to be able to experience that and learn from it and see where it goes.

**Anna:** You've talked too about some of your tougher career moments. So, whether it's kind of a steep learning curve, a functional change or managing an organization going into administration. Talk to me then about what are one or two of your proudest career moments?

**Jo:** That's a good question, my proudest. Funnily enough that role when I was running the global account, one of the proudest moments I had was at the end of the year when I got my performance feedback. And I received very, very positive feedback and for me that was almost like a sigh of relief. I had invested so much into this change, I had felt the weight of needing to make sure that for the benefit of everyone who came after me who wanted to move from HR to a line role, making sure it was a success. And I had really invested so much of myself into that year, into understanding the business, understanding the customer, recreating the team, getting effect based starting point for the data. And to reach the end of the year and really see our customer engagement scores went up, our team engagement scores went up, our overall value we were bringing through the business increased. The strategy was clear. I was incredibly proud, not so much of me personally but just proud that as a team we had been able to deliver this. And enormously relieved that I had gone through the year to do this. And I think my real learning from that, that I often share with people looking to make that kind of changes is we are all capable of so much more than what we think we are. And sometimes our own worst enemy in our careers is ourselves, putting artificial barriers and saying we can't do this or we won't succeed or someone would be better. But actually, really taking that leap it's an incredible feeling when you see that you can actually do more than what you thought. That's probably one of the proudest.

One of the others... This is a little moment, probably more of a personal one but it really stands out for me is driving in the car with my daughter one day. And she heard me having a conversation with our communications person and talking about an interview I was going to be doing on diversity and inclusion. And she said to me, "Is that what you do?" You talk about diversity and you help people?" And I felt so proud in that moment, I think my daughter was probably about nine or 10 at the time to be able to talk about the amazing impact that HR can have on an organization in a positive sense. And, it felt really good to be doing something that was making things better for people, for teams. And ultimately, I'm a huge believer that by creating a more inclusive and tolerant society that's the only way New Zealand will continue to succeed. So, that was a really proud moment where I felt like yes, the choices I've made enable me to be proud about what I'm doing so my daughter and my son as well can be proud as well.

**Anna:** It's sometimes those moments, isn't it, when our kids suddenly realize what we do for work, where we do something more than just being their parent and then suddenly they go, "Oh that's quite cool." And they're quite proud of us. I've had a couple of them and it's such a magical moment.

**Jo:** It is.

**Anna:** And Jo, you have a busy life, I can tell from speaking with you. You love your work and so you are very invested in that. How do you find some sort of balance between your working life and their life outside of work?

**Jo:** Yeah. Balance is always an interesting concept, isn't it? And I think that it means different things for different people. So for me, I've always integrated completely my work and my home life. As you can hear I love what I do, I love my work but I also I love my family and finding ways. So, I've always made sure that I don't miss the really important thing, so leaving work to go and attend the school functions that are important or making sure that when I'm with family, I'm with family. So, what I did when the kids were younger for example was every now and then I would take maybe a half day off work and do something really one on one, really focused so it was creating special moments and special memories but also integrating.

So, when the kids were younger and I would travel for work, I would take pictures that they'd drawn for me and I'd put it up in the hotel room. And so then, when I FaceTimed I could show them, here's the picture that you drew that's in my hotel room. So I've always tried to make them feel very involved and actually that's one of the amazing things now about running my own business. You can bring your family even more into that because you're making real time decisions and my kids now and the ages they are can really contribute. I have so much respect for this generation that is coming through, the world that they're coming into and you look at the environment and sustainability and they've grown up with platforms and technology. And yet we have these articulate, passionate young people who are so well informed and have so much to contribute and I'm really enjoying that about this time with my family.

But I probably also need to say I've been very lucky to have my husband who has been the primary caregiver if you like. He's been the at home person for most of my career and that has really enabled me to have huge flexibility in my work. And I think that that's really important, having that kind of support makes an enormous difference.

**Anna:** Absolutely. Yeah, it definitely does and I've spoken to another couple of women who've shared their similar circumstances. And I think it's something that's maybe not talked about all that much but is an important one to talk about and this concept of whether it's dual careers or how do you manage broader life by having some of those tough conversations about who steps into the family, who steps more into work or do you both go? Do you not? Really great, great conversations and important ones to have.

**Jo:** The only other thing I'd add to that, for me personally was accepting that it's okay not to be superwoman. There are always these amazing women and I have so much respect for them who run marathons, and run businesses, and bring up amazing children, and contribute to not for profits, and sit on boards and do all these things. And that's phenomenal, but I also think that it's really important that we're kind to ourselves and recognize that for every exceptional person who can do all that, actually for most of us it's about a different picture and it's about accepting what we want to prioritize on, what's important to us. And that it's okay, it's okay not to be on the parents' committee at school because actually you put in your time and your energy into your children at home or whatever decisions or choices people make. I think it's really important that we are kind to ourselves. And what's enabled me to have balance is I kind of recognized through this period and the age... having children that there were two really, really important things to me and that was my work and my family. And then any spare time I have around that is about trying to do some exercise, take time out to have a glass of wine with a friend and keep those connections.

But for me right now, running a marathon is not something that I can fit in and stay sane. So, choosing that balance and that sanity for me has really been what has helped as well.

**Anna:** And that, none of us are super woman and often we kind of compare ourselves to the most amazing mum at school who's baked an amazing cake for the bake sale. And then to the amazing person at work who's done all these other things as you say. The person who's done the marathon or makes these beautiful home cooked dinners or something else but actually recognizing what's important to you and trying to just focus on that. Yeah, great.

We're coming to the end of our time together Jo. You've already given lots of wonderful advice but I wondered if you had any other career advice that you wanted to share.

**Jo:** Probably the biggest, if I share in terms of my own learnings it would be to really take the opportunities when they come up. It's so easy to think of 10 reasons why you might not be good enough or you might not be ready or you might not have the qualifications or next year would be better than last year or that actually just say yes and then figure it out. And I've done that sometimes by accident, I've said yes and then I'd say, "Oh my goodness! Why on earth did I say yes?" And all the self-doubt creeps in and then there's always a way through. So, my advice is always say yes and then just figure it out. You'll always know someone who can help you or support you or help you prepare or whatever the case is. So, say yes and then see what comes.

For women and men in early career, I would say the most important decision you make is not about what you do or the job title, it's about who you work for. An amazing leader will unlock opportunities for you whereas the best job on paper in the world with a leader that holds you back is the exact opposite of that obviously.

The other thing would be not to be afraid to try. And then one of the biggest unlocks for me in running a P&L was I had this mental block around P&L and then I just realized that numbers are the language of the business. And once I realized that numbers just tell a story and I learnt the language and then I could tell the story myself or understand the story. So, don't hold back because something is unknown or looks like it's hard or different, lean into it and figure it out because there's always a way to figure it out.

And then, I guess the last one would be surround yourself with people who really believe in you and support you. In this business journey I've been on over the last 18 months, my business partner is also my biggest supporter and one of my closest friends. It's so important to have people who are there right alongside you in your journey and that's been the case for me at all stages of my career. There's been a person who said I believe and now I try to be that person for other people because we all need people who believe in us.

**Anna:** We do, absolutely. And Jo that was wonderful, thank you so much. I thoroughly enjoyed the conversation, I've taken some good tips for myself about my own career as well so thank you so much for your time and perspective and advice.