

00;00;06;07 - 00;00;12;24

Valerie Jackman

Welcome to the CDN Women in Leadership podcast. My name is Valerie Jackman, the leadership lead at CDN.

00;00;13;22 - 00;00;18;22

Joanna Campbell

And my name is Joanna Campbell, Principal and Chief Exec of Dumfries and Galloway College.

00;00;19;27 - 00;00;35;03

Valerie Jackman

So the podcast is designed for women who are working in education and aspire to progress their career to the next level. The podcast focuses on what women can do and how they can leverage their strengths to advance and thrive in their career.

00;00;35;21 - 00;00;50;14

Joanna Campbell

Today, we'll be exploring the topic of breaking the glass ceiling and tackling gender bias. And I'm delighted to welcome our guest, Sara Thiam who is the chief exec for SCDI. Welcome, Sara. It's a pleasure to have you with us today.

00;00;50;27 - 00;00;53;19

Sara Thiam

Thank you very much for inviting me along. Delighted to be here.

00;00;54;07 - 00;01;01;01

Joanna Campbell

So, Sarah, could you perhaps start by telling us about your own leadership journey to where you are now and your current role?

00;01;01;18 - 00;01;35;11

Sara Thiam

Thank you and delighted. Delighted to be here, as I've said so. In reflecting on this. I've been working for 40 years. It's occurred to me today, so it's a very long journey. But I think that our some common threads and some lessons from having worked across different sectors, I'm very much a generalist and so I've worked across different sectors public, private, not for profit and with educational, though not directly in educational institutions as I am.

00;01;35;20 - 00;01;56;10

Sara Thiam

And so I think there's a number of things probably that I want to pick up on and telling you my my story. But I think the first of those is purpose and actually believing in what you do, I think, is something that's always been really important to me. I really need to believe in what I do and care about what the organisation is doing.

00;01;56;23 - 00;02;25;03

Sara Thiam

And I talked about being a generalist, but I think for me there's also a real value in bringing different sectors and different people together. You know, you can see that working in teams, can't you? But that diversity of people in sectors is really important. If you're going to get any kind of innovation or new thinking and having people that aren't just, you know, thinking like you or a new role model.

00;02;25;19 - 00;02;48;06

Sara Thiam

So that sort of whole being better than the sum of the parts. And the other thing I would say is the incurious learning throughout your life. You learn in every single job when you're whether you're working in a pub or, you know, in a frontline service or there's things that you learn. If we are listening then about people and about organisations.

00;02;49;03 - 00;03;29;07

Sara Thiam

And then I think the final thing for me is really about being, about being lucky. You get old Scots mother, you sort world would freeze the 44 year old not go past you. So that is, that is a degree of luck and but actually you can you can shape your own lot can be in there start learning about you know the harder you work luckier you get a but I think also you know in terms of luck I do need to check my privilege as well I've I've been lucky to work with some great forces and great people who I've learnt a lot for from and people give me a chance and taken a punt

00;03;29;13 - 00;03;55;27

Sara Thiam

on me. So I think there's a lesson for for us as leaders in that. And then finally, that authenticity, the importance of identity, of who you are, where you come from and what that actually means. And so but I think also in terms of of being lucky, you know, I come back to check in my privilege and to the best start in life, which is your home life.

00;03;55;27 - 00;04;14;25

Sara Thiam

I think your working life starts in the home doesn't. So the importance of home and family is is my first kind of thing that I would talk about. So I had two periods. So, you know, again, in the rest of life, you're starting in a good place and having two adults that care about you and that extended family both worked.

00;04;14;25 - 00;04;37;12

Sara Thiam

My mother was a working mother and I think that had an impact as well. And my father was a small businessman and my mum was a primary school teacher. But that importance of work was impressed on me from an early age. And in terms of my values about working hard, trying your best, turning up and sticking at things old, old fashioned.

00;04;37;12 - 00;04;58;10

Sara Thiam

But you know, I think those two that that those things stick with you through life. And then the importance of one and your social life. And I was from a fairly big family family of four busy house folk were all was in and out. There was always something going on. And so that kind of that sort of wider societal peace.

00;04;58;10 - 00;05;28;19

Sara Thiam

And I think actually in terms of your how you behave as a leader, I think actually having those social skills and part of that support your family and home life and so and having things that matter outside of your work and passions as connect from Cleveland Hills, reading books, going to the theatre, whatever it is, hang on to those things because you really need them and, and my goodness before to be resilient hopefully in the last few years.

00;05;29;01 - 00;05;41;15

Sara Thiam

So actually that hinterland matters. And still I'm happy to keep talking if you like but so just totally through all the different things I've done in before two years.

00;05;41;27 - 00;06;03;12

Joanna Campbell

That's been fabulous. Sarah And actually you spoke about part parts, you spoke about luck and also similar to one of your other case, she spoke about the importance your upbringing had on developing that leadership mindset and the role models that you had and in your parents as well. And that's a theme that's come through with other kids as well.

00;06;03;12 - 00;06;35;10

Sara Thiam

Great. So so in terms of terms of the jobs offered, a first thing was Saturday job. I started at 15 in the local baker shop it cook shift Saturday morning. You know I've worked in pubs, I've done all of that stuff. I worked all the way through university restaurants, pubs, retail, you name it. And I tell you actually when not everybody did, but I like spending money so often the I'm afraid.

00;06;35;25 - 00;07;11;02

Sara Thiam

And so I think that the the value of a work can before you start a kind of on a formal career process, you learn a lot of transferable skills from that. So those jobs matter and they're just as important. And I was my brother and I were the first generation in our family to go to university. I did the languages degree and which probably automatically meant that I had an interest in travelling and so that international blue can get me out of Scotland.

00;07;11;02 - 00;07;35;02

Sara Thiam

Was there early on really important for me. What was it about a small town girl, 17 year old that made me take the train to protest and I was 17 being appeared for three months before I went to university. Who knows? The fact that was I was sent off to do. I still can't quite believe today, but there was there was something about maybe it's about being a small town girl that actually you want to explore the world out there.

00;07;35;18 - 00;08;00;29

Sara Thiam

And so after university. And so I had a year abroad as a language assistant in France, but I also then taught in Quebec for a year after graduating. So I did have a gap year, but I wasn't I wasn't around. I

was actually working and I was working, teaching English. But just you just learn so much from that, all that life experience.

00;08;00;29 - 00;08;23;29

Sara Thiam

I think this is what our young people, of course, had such a tough, tough time during the pandemic. You know, three years of your life at those critical stages of, you know, having a horrible landlord, dealing with a difficult boss, finding somewhere to live, getting on with your flatmates, all that life experience is just so valuable when lots of very young folk have missed out on that.

00;08;23;29 - 00;08;56;17

Sara Thiam

So we need to cut them a bit of slack, you know? And I was a member of ours yesterday. Deloitte, you're talking about their young workers being lonely and feeling isolated. And so I think, you know, there's something to be thinking about earlier. So thereafter I went to London, um, I worked in market research for a couple of years, then in the private sector doing because I was a languages graduate doing market studies in Europe and France primarily, which was my language, French.

00;08;56;29 - 00;09;31;02

Sara Thiam

So if looking at mergers and acquisitions, doing market studies, so a bit of industrial espionage really, and working for industrial clients, actually looking to start exporting, you know, trade associations, you know, anything from guarded doors to plus build to plasterboard to, you know, very much that kind of stuff. So really, really interesting. And I then went into Quango land for ten years I worked because again, my language is background in the private sector background.

00;09;31;14 - 00;10;07;16

Sara Thiam

I joined the British Council who were running all the European exchange programmes and worked on the UK lingua programme, which was about encouraging language learning and probably more important for young people in the UK than anywhere else in Europe. And then from that came back to Scotland pretty early on in my twenties and came back to Community Learning Scotland, which was a non-departmental public body but staffed by the most extraordinary and brilliant people in the sort of non-formal education sector.

00;10;08;03 - 00;10;49;12

Sara Thiam

So youth work, adult education, community learning and development. And I learned so much from people there. I worked on Europe Desk and International, um, and Louise McDonald, who is now the DG economy in Scottish Government run the youth work side of things. But Louise and I both benefited from having phenomenal leaders and I think because it was about community learning and development, that empowerment of young people because they were youth workers, we as young women were given real opportunities to take projects and run with them.

00;10;49;23 - 00;11;23;07

Sara Thiam

So I was there. That's where the look comes in. And I then went to local government for ten years. I joined Edinburgh Council and I did all the I did lots of European knowledge transfer people projects. All of these projects were about Scotland being the best it could be. It was about learning from other European countries, whether that be about developing our waterfronts, whether it be about thinking about citizen participation in government.

00;11;24;01 - 00;11;56;07

Sara Thiam

It was always about connecting local authority staff with their opposite numbers in the EU and learning from the different approaches they'd taken to similar challenges participation and elections, getting the public involved and in local government. The seat of government closest to them. Whether it was about looking at regeneration or infrastructure or place, there was lots to be learned from our from our European partners.

00;11;56;07 - 00;12;32;15

Sara Thiam

I then moved into a professional body, which was about civil engineers and infrastructure and professional qualification, and that brought public private third sector together. So ten years roughly in non-departmental public bodies, ten years in local government, ten years in the professional body. And then my most recent job, which brought me to Scottish Council for Development and Industry, which is brings all of those together public, private academia, public public benefit, not for profit organisations come in.

00;12;32;18 - 00;12;38;26

Joanna Campbell

So you put a penny in theory to career state and that's really interesting.

00;12;39;28 - 00;13;20;02

Sara Thiam

Three and one one. We're as I say, as a generalist, I have the opportunity to kind of look over the wall and learn about different sectors and different cultures and how people do things differently. So from that kind of youth work, community development, community education, beginning to business and leadership and also, you know, interestingly, working in a professional body, this was the professional body for civil engineers, people that design, build and maintain, you know, the most vital infrastructure from your water supply to your motorways to bridges, to those connections.

00;13;20;12 - 00;13;49;20

Sara Thiam

And actually often the the the professional body I worked for, there had been a series of director generals who'd come in from army backgrounds, a huge amount to learn from Army people as well. Phenomenal at getting things done, but actually also empowering and and empowering their staff. And I was the regional director for Scotland and my DG was very much about, Well, that's your pitch.

00;13;50;06 - 00;14;09;19

Sara Thiam

You tell me what the key issues are. Come to me if you need help, but I'll give you air comfort. That's your patch, I'll support you, I'll develop you where you need developed. But I want you to I want you to run the show there and I trust your judgement and that's very empowering, I think. Lots to learn from that to.

00;14;10;05 - 00;14;42;23

Joanna Campbell

Be still in say about as we mentioned, the topic today is breaking the glass ceiling. And as women we're very familiar with the term, which of course refers to the way some groups of women or people, not just women, are held back in their careers. And our discussion today in this podcast, we're focusing in on women. And so therefore, what I was going to ask you, because do you think enough has been done on organisations today to tackle this from a female perspective?

00;14;43;29 - 00;15;08;15

Sara Thiam

Well, in reflecting on this, I probably want to quote Mark, Luke and Mark work and put a great post on link to the other day. Mark Lucan as you're a shall. Nor is the chief entrepreneur for Scotland has been leading some really interesting work in tech but also is a terrific ally. And I think so his quote is women don't need fixed, they aren't broken.

00;15;09;08 - 00;15;39;11

Sara Thiam

Society organisations, on the other hand, have work to do and I've worked in very male dominated sectors. So infrastructure, construction, built environment, engineering and place. When I was at the institution of civil engineers, very male dominated industry. And to this day some of the sectors I work with oil and gas and still pretty blokey. And so I think my first take we Keita's men was Ilyce and Mark is indeed one of those allies.

00;15;39;25 - 00;16;10;18

Sara Thiam

But I'm also very mindful about questions of intersectionality. Um, my husband is from West Africa and my daughters are mixed race, mixed heritage and so I'm much more aware, I'm aware of some of the challenges and barriers facing them. Um, and facing some of our sisters. So actually I think we in turn must be allies. So men as allies, but women need to be allies as well.

00;16;10;18 - 00;16;56;07

Sara Thiam

So I've, I've had, you know, I talked about being lucky. I talked about having a good start in life. So actually I need to be an ally to women who face even more barriers than I have done. And so that that's my first kind of take away. And Mark was using that call in in connection with a new report, which is a review about a new approach for women in entrepreneurship by Alastair and Mark Logan, which really is kind of, you know, lifted the veil on only one in five of today's entrepreneurs being women, which is of course a huge, huge removal of talent from our our entrepreneurial ecosystem and an industrial scale denial of

00;16;56;07 - 00;17;19;18

Sara Thiam

individual opportunity. But I think it kind of I think the lessons that are coming out of that actually apply to business and society more generally. And so my second teacher, we would be about start early, start in the cradle. So one of the points this report is making about relative to men, women are often more logistically constrained. I think that's a wonderful expression.

00;17;19;18 - 00;17;53;01

Sara Thiam

And, you know, you know, talking about really our kind of caring responsibilities being the primary care role and so on, and the whole manager role in many cases, but society not providing sufficient balancing support. So, you know, we've been reflecting on our first minister and some of the really positive things she's done. And I think the, you know, that childcare provision, the baby books, you



know, all of those kind of things, which brings me onto my next kind of takeaway, which is about, you know, starting in the cradle.

00;17;53;16 - 00;18;16;26

Sara Thiam

And with all of this stuff, I think it's, you know, start, start not right from birth. The next thing is getting over our imposter syndrome. The other thing this report seeing is that women not a sense of not belonging and entrepreneurship, which affects their confidence and self-belief. Um, we have to get over that you that fear and do, and we all have it.

00;18;17;13 - 00;18;57;16

Sara Thiam

Um, yeah. At build your network would be my other take away. Because the other point in this report is about the, you know, informal pathways and networking, but quite often under serving women, something I perceive in my working life, I have lots of opportunities given the sort of job by men and to to go along to corporate events, whether that be rugby or football or go, I am very struck at the extent to which those those those sporting events are still very male dominated I'm afraid, and the golf and football stuff.

00;18;57;22 - 00;19;20;19

Sara Thiam

Yeah. Have I have a bit of a bit of a problem with obviously. And so women women really have to kind of build build their own networks, but not exclusively, you know, not women only, but finding that allies and having those broader networking and I think organisations like ours are organisations that can help with that kind of networking.

00;19;20;19 - 00;19;28;07

Sara Thiam

And actually if I have any kind of network at all, it's because of SETI, which I was a member of for many years before I came to work there.

00;19;28;28 - 00;19;49;18

Valerie Jackman

And it's really it's really interesting listening to your journey and some of the things you've spoken about. Just know in terms of allyship and network being they've come up in the previous podcasts, you know how important they are for women and not just to have a sisterhood, but to have that wider as you say, and allyship and those wider networks.

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Valerie Jackman

And I've also been in the in the workplace for many decades, and I had an experience when I was thinking and preparing for this podcast. I had an experience where I worked with one of the large banks in Scotland, and I went on maternity leave to have my first son and I had been progressing and sort of on a on a trajectory and a high performer of perceived to be one.

00;20;15;00 - 00;20;35;04

Valerie Jackman

But when I came back, one of the managers said to me, Well, we know where your priorities lie. No, I remember being so shocked. You know, And I said, What do you mean? And you said, Well, you know, clearly, you know, you need to give a lot of your time and attention to and to your your family and to your child.

00;20;35;04 - 00;21;05;22

Valerie Jackman

So, you know, you really need to think about, you know, what what does your career now mean for you? And I was really shocked at that, thankfully. I think if anybody did that now and there's legislation that would that would protect you against that because, you know, I could I could go into more detail on the conversation, but I would but it really was I mean, it was as if his mind had been made up that, you know, I had chosen to have family and rather than, you know, really vigorously pursue a career.

00;21;06;19 - 00;21;12;21

Valerie Jackman

But have you yourself have very experience or even yourself, Joanna, have you ever come to that glass ceiling place?

00;21;13;22 - 00;21;43;08

Joanna Campbell

But, I mean, there have been occasions where, you know, certainly I find myself in situations where perhaps I have been capable of doing that role, but it has been, you know, given to man for a whole variety of reasons because perhaps the organisation wanted to preserve the status quo. And, you know, that would be my perception on that.

00;21;43;08 - 00;22;05;01

Joanna Campbell

But early on in my career, and I'm always ashamed to admit this, but early on in my career, nobody asked if I had family and I wouldn't volunteer that information because I did not want to be judged. Yeah, I am so. And that's quite shameful to see that we I not know nor definitely know. I think society's moved on it.

00;22;05;06 - 00;22;06;26

Joanna Campbell

I mean and I know I'm not.

00;22;07;05 - 00;22;07;23

Sara Thiam

Old.

00;22;08;06 - 00;22;15;14

Joanna Campbell

As such, so I'm not talking about a very long time ago here, I'm talking quite recently. You know what that is.

00;22;15;16 - 00;22;40;20

Sara Thiam

So yeah, it's, you know, it's actually one of my takeaways because I was, you know, things things have changed. And fortunately, you know, we know have, you know, a young woman who's thrown her hat in the ring to be first minister with a young baby, you know, So that's really made me reflect about things, things have really changed, you know, in terms of aspiring future female leaders to navigate their way around gender bias or or discrimination.

00;22;41;11 - 00;23;06;03

Sara Thiam

You know, in my early career, like you, Joanna, you know, she didn't that I felt the need to hide or suppress marketing commitments. I turn to myself and say, do not find strategies to form alliances with friends. Other mums, other dads are old school pickups around. You know who's doing that this week? And oh, I've got a work thing.

00;23;06;03 - 00;23;31;02

Sara Thiam

I have to be out then can we? Because because really when you start felt you wouldn't be taken seriously. And I'm also kind of remembered as a young woman, an older woman talking a lot and quite openly about a menopausal long before the days where we were encouraged to do so. And as a young woman, me kind of thinking, oh, you know, really, if I was her, I'd be keeping quiet about that, you know?

00;23;31;03 - 00;24;05;21

Sara Thiam

So, you know, thinking has evolved and I thankfully. But I would encourage young women to think about it as a superpower. You know, that kind of those strategies that we've got for managing our working and caring commitments, it's a superpower. It's a transferable skill. Bringing up kids teaches you a lot about people and personalities, and it gives you wisdom and it also gives you strategies for dealing with difficult individuals actually dealing with toddlers and recalcitrant middle aged men.

00;24;05;28 - 00;24;49;15

Sara Thiam

It's not wildly different in terms of your skills. So I would argue still pick your battles and work around the difficult individuals. Learn to disagree. Well, keep your eye on the longer term. When be strategic and try not to let them get to you. There are still some of them around, but let's let's just work through them because some sometimes we we're not going to come out of it, but it depends, you know, at the same time, if you're in a position where you have the power to do something about it and call out a bad behaviour or, you know, something that's that's you know, if you if, if you're managing people that are exhibiting

00;24;49;15 - 00;24;58;11

Sara Thiam

these contingencies, you're a bit more of a careful situation to do something about it. But yeah, that would be my kind of take on that one. Yeah.

00;24;58;26 - 00;25;19;01

Valerie Jackman

And you've given quite a few tips for how people might sort of navigate their way around, whether it's gender bias or discrimination generally in terms of, you know, you've suggested people build in allyship and and and create a network, What else would you suggest for people or what else would you recommend that people do.

00;25;20;05 - 00;26;05;26

Sara Thiam

And keep yourself informed, Take an interest in what's going on around you and take a broader view and a longer view. See the bigger picture? Um, one of the things that one of the kind of threads that's really run through my career, I'm really passionate about Scotland. I love my own country, but I think we have to be honest with ourselves and hold amateur up to ourselves and recognise where we are genuinely world leading and where there is work to be done and where we need to be better and keep our eyes open and our ears open and learn about who are the smart people who are doing the exciting things, where's the competition at?

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Sara Thiam

And so yes, I'm passionate about about our country, but that doesn't make us blind to what our weaknesses are and how we need to get better. And so retaining that outward focus would be my first takeaway. I think the second one and you know, we've picked up on that earlier, but build your network. But to extend on that, I would say surround yourself with positive people who are interested in doing things and getting things done and the glass half full people rather than the glass half empty people.

00;26;37;22 - 00;26;57;17

Sara Thiam

And there's a brilliant book that's just been brought out actually about you kind of teaching yourself to be an optimist. Actually, I think Chris Stark is one of those people who the chief exec of the Committee on Climate Change, the Scot, you know, working it out in a broader, you know, in a wider UK role, in a really vital role for all of us.

00;26;58;01 - 00;27;27;06

Sara Thiam

And you know, Chris is Chris is great in terms of taking that. Yes, things are really bad in terms of net zero, but we have the solutions we can do this. You know, I think it's that, you know, let's, let's recognise what we can do because actually there's, there's a lot of evidence that people that are optimistic or try to be optimistic will actually try and do something about things.

00;27;27;15 - 00;27;37;12

Sara Thiam

So do your best, keep trying. And then the final thing would just be straight to stay true to your values, to what you believe in.

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Joanna Campbell

And to actually see it in. You touched on a couple of really good points that I just want to add to some. We've an actually, if you've not watched, I'm sure you have. But Sheryl Sandberg's TED Talk in 2010, which was obviously 13 years ago now. But a lot of what you're saying, she actually emphasises and that TED Talk actually features in a very famous book Leanne as well.

00;28;04;07 - 00;28;26;16

Joanna Campbell

So a lot resonates with thought. So moving on in what I was going to ask you then, Sarah, was what advice would you have given your 16 year old self knowing all this, knowing all of this and all the vast experience that you've had in the workplace, what would you tell your 16 year old self if you could pull back?

00;28;26;16 - 00;29;08;09

Sara Thiam

Gosh, well, because I have daughters, a daughter, Sarah. So fairly stages of career ladders, a believe in yourself. I think the really the thing that really saddens me most is that, you know, when you're a young person, you don't necessarily believe in yourself or do your work. And so actually knowing, knowing your own values and being bold enough to actually question those further up the hierarchy from you and, you know, in a positive and constructive way, but also try always try to engage positively.

00;29;08;09 - 00;29;35;06

Sara Thiam

If you don't, it's one of the wonderful things that's one of the things I really love about our members of SETI. And I think that sport, the differentiators and the difference between our members is actually they are the organisations, they are the people that are building a better Scotland. They do want to do something about the perceived challenges that we face as a society and we'll get on with it.

00;29;35;06 - 00;29;53;21

Sara Thiam

But they also engage constructively. So it isn't just about calling out what's wrong or what's bad, but it's also about seeing what can be done better and walking the walk. But yeah, I'd probably give my advice myself to believe in myself a bit more.

00;29;55;04 - 00;30;24;20

Joanna Campbell

That's great. And actually that self-belief, a aspect that you spoke of it, you know, that's what time and time again and again. Fan Back to Sheryl Sandberg. She talks about sitting at the table and actually women lack confidence, whereas men inherently, I think am have or I'm making a sweeping statement here and I don't mean it to apply to everybody, but in general they have a lot of confidence, a lot of self-confidence.

00;30;24;20 - 00;30;27;21

Joanna Campbell

So there's something in the self-belief it.

00;30;28;13 - 00;31;09;08

Sara Thiam

Prompted, some don't. And I think, you know, I was I was talking earlier about how our young people have suffered, and I think our young men have suffered in a way, actually. And things are getting better about people talking about their mental health. But I think our young men are having a tough time. I don't have boys, but but, you know, I see my nephews and and I suppose that that informs how I think about these things, because actually, I can see the young men and in my own family maybe not believe in themselves as much as they should.

00;31;09;08 - 00;31;40;26

Sara Thiam

But yeah, I think that the network things are important, but but positive networks. I think, again, you know, SETI has been a lifelong friend to me in many ways before I came to work here. And what I really loved about it was coming along to that first forum was that I was welcomed in and I was welcomed in by older, much more important, much cleverer, much more senior people than me.

00;31;41;02 - 00;32;01;01

Sara Thiam

But what I loved about it was that these were people that cared about Scotland, and as long as I was, I was coming along on the basis that I shared their value about want to make Scotland a better

place, their attitude was, well, come and join the party. We'd like to know what you think. You're younger than us.

00;32;01;01 - 00;32;20;13

Sara Thiam

You have a different perspective. You're just a fourth tier local government officer. But you know, even if I'm a senior person in the bank or a local authority. Chief Executive Officer Kenneth Coleman I mean, that was the wonderful thing about Forum one. You know, I was sitting next to Sir Kenneth Coleman, and I was like, just this we, you know, fourth tier.

00;32;20;28 - 00;32;35;11

Sara Thiam

But he was so delightful and so welcoming and actually really good leaders, perhaps what they're like, they they value everybody equally from the bottom of their organisation to their most senior people because everybody's got something to bring.

00;32;36;06 - 00;33;01;10

Joanna Campbell

And it's about that creating that culture, isn't it? A nasty as a wonderful networking opportunity. And I would encourage anybody, whether they're male female, who in any walk of life to get involved in a city. And certainly from my own personal experience, I have benefited hugely from connecting with some of the people that I've met by being involved in SETI.

00;33;02;09 - 00;33;03;27

Joanna Campbell

So yeah, brilliant.

00;33;04;20 - 00;33;30;26

Valerie Jackman

So that brings us to the end of today's episode and a big thank you to Sara team for joining us and sharing your really interesting journey that you know, incorporates so many different roles in so many different sectors and also for for sharing your your and your wisdom and the tips that you have to encourage people so that they can build their networks, so that they can they can thrive better in the workplace.

00;33;31;04 - 00;33;32;08



Valerie Jackman

Thank you very much, Sarah.

00;33;32;27 - 00;33;35;16

Sara Thiam

Thank you for having me.