



BUSINESS FIGHTS POVERTY ONLINE 2020: REBUILD BETTER

TRANSCRIPTION: WHAT ARE THE OPPORTUNITIES FOR RESKILLING AND UPSKILLING TO HELP US REBUILD BETTER?

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SPEAKERS

■ **Dr Anuj Dhariwal**, Director, Global Head of Scouting & Venturing, **Novozymes**

■ **Patrick Hull**, Strategy Director to the CHRO, **Unilever**

■ **Zlatina Loudjeva**, Director, International Development, **PwC**

■ **Siân Owen**, Director of Stakeholder & Portfolio Management, BTEC & Apprenticeships, **Pearson UK**

Moderator: Zahid Torres-Rahman, CEO and Co-Founder, **Business Fights Poverty**

IN THIS SESSION, OUR PANELLISTS DISCUSSED THE THEME OF THE DAY, SKILLS, IN RELATION TO OPPORTUNITIES THAT BUSINESSES AND WORKERS HAVE FOR RESKILLING AND UPSKILLING IN A CONTEXT OF ACCELERATED CHANGES TO LABOUR MARKETS. OUR SPEAKERS TOUCHED ON TOPICS RELATED TO COVID-19 AND ITS IMPACT ON EXISTING TRENDS IN THE WORLD OF WORK, WHAT IT MEANS TO REBUILD BETTER IN TERMS OF LEARNING AS WE START TO GET OUT OF THIS CRISIS, AND THE LATEST THINKING AND GOOD EXAMPLES OF BUSINESS ENGAGING WITH RESKILLING AND UPSKILLING.

Zahid Torres-Rahman - Business Fights Poverty (00:00:26):

Hello and welcome to this webinar, Exploring Opportunities for Reskilling and Upskilling as we Rebuild Better. COVID-19 has been hugely disruptive to the world of work and learning, accelerating a number of trends that were already underway. Hundreds and millions of people are at risk of losing their jobs and for many more, the physical distancing requirements of COVID-19 mean that many of us are having to work from home. All of this suggests an urgent need for up-skilling and re-skilling of workers, both with technical skills, but also maybe especially with the soft skills that workers need and that employees will demand in the future.

Zahid Torres-Rahman - Business Fights Poverty (00:01:06):

To help us explore these issues, I'm joined

by a great panel. First of all, Siân Owen is the director and stakeholder of portfolio management new tech and apprenticeships at Pearson UK. Zlatina Loudjeva is director of international development at PwC. I'm also joined by Dr. Anuj Dhariwal who's the director and global head of scouting and venturing at Novozymes, and also by Patrick Hull, who is strategy director to the chief human resources officer at Unilever.

Zahid Torres-Rahman - Business Fights Poverty (00:01:39):

Siân, let me tend to you first. In terms of the latest thinking on up-skilling and re-skilling, previously you've been speaking to us about this shift towards lifelong learning. This idea that people need to learn continuously throughout their lives. Tell us what else you're seeing.

Siân Owen - Pearson UK (00:01:56):

It's great to be here at Business Fights

Poverty 2020. Also, we're seeing that people expect each topic to become the new normal, and they're really recognising the value of how flexible that can be, so you can learn at home or at times in work when you have the time. So, small bits that are suitable for where you are and when you are. And then, just to certify from that report was that we can recognise more and more the importance of soft skills. As the world is changing and automation is perhaps replacing the more day-to-day jobs that actually, it's the soft skills that allows you to work with other people, those human skills are becoming more valuable.

Siân Owen - Pearson UK (00:02:32):

And that really leads me to my second broad area which is another report that we worked on with Oxford University in NASDAQ and what we want to do is work on further develop the work that Oxford University have already done around the future of jobs, but also what we want to do from that is then understand, "Okay, what the implications have for the future of skills." And just to pull out two areas of that, what it showed is that it highlighted a number of the areas of knowledge associated with occupations predicted to increase and also... Apologies, I'm just starting my video. [crosstalk 00:03:13].

Siân Owen - Pearson UK (00:03:13):

And, it also highlights, again, the human skills that are going to be in greater demand as we go forward and it's almost as if that were brought out with things like social skills, decision making and judgment. Inter-personal skills, the very human skills that automation won't bring. And that study was done across the US and UK so that [inaudible 00:03:37] insights [inaudible 00:03:40].

Siân Owen - Pearson UK (00:03:39):

Clearly, I just want to highlight something that Pearson has launched recently. We've launched something called UK Learns, in the UK, clearly from the name. We launched in May this year and what it is it's a dynamic online platform and it's hosting hundreds of mainly short-course programs. It's focused on those short, sharp flexible programs. Some from well established vocational tests, but we've worked across Pearson and also

included a lot of other educational partners to develop it. And the concept and planning for this site was underway before the crisis, it was something that we could see already, and it compliments a number of additional resources that we have to help people in school or move on into work such as something that we call Learning Hub which helps people develop work related skills.

Siân Owen - Pearson UK (00:04:29):

But we accelerated development particularly because of COVID and the partners came together to work, really a speedy project to get it ready for May, and we've been able to work, with partners, we've invested five million to make sure that most of the courses there, we've been able to make most of the courses there free, available for this period, to allow people to help kick-start careers that are, obviously affected by the crisis. So we've been really pleased to be able to support that kind of learning and the platform itself will be continuously developed as we find out what's working, what's not working, what the demand is out there from employers moving forward.

Siân Owen - Pearson UK (00:05:09):

So, that's a brief overview. I hope that's a good start.

Zahid Torres-Rahman - Business Fights Poverty (00:05:13):

That's great. Thank you so much Sian. And if you're watching this webinar, if you could please, in the chat, just introduce yourself, say where you're [inaudible 00:05:21] are in there as well. So, that's a really great context setting. Thank you so much Sian.

Zahid Torres-Rahman - Business Fights Poverty (00:05:28):

So, in terms of, I suppose what's really changed, I know we both made the point about this has accelerated a trend that was happening already, but just let's get a little bit more concrete around what's changed in the last six months. Perhaps, Zlatina, your perspective from PwC, you've been working on these issues. Just tell us a little bit about, paint us a picture of what's been happening.

Zlatina Loudjeva - PwC (00:05:51):

Yeah. I'm really happy to... And just

to say, I'll start first with some of the feedback we're getting from CEOs and CFOs. You may be aware that we run-

Zahid Torres-Rahman - Business Fights Poverty (00:06:03):

Zlatina, can you increase your volume a bit, please?

Zlatina Loudjeva - PwC (00:06:04):

Can you hear me now?

Zahid Torres-Rahman - Business Fights Poverty (00:06:05):

Yeah, if you could hold it closer, that's great.

Zlatina Loudjeva - PwC (00:06:07):

Yes, okay great.

Zahid Torres-Rahman - Business Fights Poverty (00:06:09):

Okay.

Zlatina Loudjeva - PwC (00:06:10):

So, at PwC, we do see a regular CEO and CFO survey. We do it every year and we did a recent COVID pulse survey as well. Just to check what are the trends among CEOs and CFOs following the COVID pandemic. And, it was very interesting because what we have been seeing in the past two years, is that skills are increasingly one of the major concerns for employers, and particularly having a sufficient skill pool for the kind of innovation, technological and other that is happening at the workplace.

Zlatina Loudjeva - PwC (00:06:42):

What we saw in the past six months is that this concern has accelerated to the point where CEOs are thinking of taking skills into their own hands. And they're basically starting to say that they can no longer rely on either the education system or the existing skills programs out there and so on. And companies are starting to actively plan how to train and retrain people in the workplace, which has fundamental impact if you think about it.

Zlatina Loudjeva - PwC (00:07:09):

For example for us, what it means is that we have started increasing our apprenticeship skills. Because if you start thinking of

skills as something you're building in the workplace, and something that is only for six months, one year or two years, as we are thinking now, then you don't want to fixed degrees of five years, and in fact, I just wanted to give you an anecdote where I was speaking to one of the first female mechanical engineers in Ghana, and she said she learned for two years mechanical engineering based on books. But the books she used were printed in the '80s. So when she actually got to open a real car, in a real car shop, that car was an electrical car with super technology automation and so on, and of course, she didn't have the right skills from these books.

Zlatina Loudjeva - PwC (00:07:53):

If you think of the innovation we're seeing. If you think of how COVID single-handedly has destroyed certain sectors and created completely different sectors in the economy, this kind of fast, rapid changes skills is asking for a completely different intervention in [inaudible 00:08:09] education, apprenticeship schemes, what you would see maybe more in Italy or Germany where you have technical education of short loops, and then you go back for certification every two, three years and so on. Very much the trends we're seeing.

Zlatina Loudjeva - PwC (00:08:23):

What does this mean for the soft skills that the previous speaker was talking about? We're definitely looking now more and more at soft skills, but also particularly at resilience and entrepreneurship, right? You have to come to the workplace thinking, and it doesn't matter if your workplace is in Kenya or in London. You have to come thinking that you are not just an economy sort of lawyer or something. You will be changing what you are doing very rapidly. So, we need open mind, we need resilience, we need to be able to step back and start something again. We start something now around Digital academies where you see people in their 50s, in their 60s starting to re-school in the digital space.

Zlatina Loudjeva - PwC (00:09:04):

And so, we are starting to really invest, as I said in modern more of these

apprenticeship skills and more and more about our own academies where we train our own people and we know from our CEO survey, that this is a trend across countries. And, we also know that this is consistent between [inaudible 00:09:21] countries and middle income and low income countries. I'll stop here.

Zahid Torres-Rahman - Business Fights Poverty (00:09:27):

I could see that. So, clearly some of the big impact, it's not just in what we're having to learn, but also in how we potentially can learn it. And the whole mindset, possibly, of learning needs to shift.

Zahid Torres-Rahman - Business Fights Poverty (00:09:38):

Anuj, from a business perspective, specifically from Novozymes perspective. Tell us a little bit about the challenges that you're seeing around up-skilling and re-skilling.

Dr. Anuj Dhariwal - Novozymes (00:09:48):

Sure. Thank you Zahid for inviting me here and giving me this opportunity to actually learn from this esteemed panel. And, just a few words about Novozymes. Novozymes is a biotechnology leader and we provide biological solutions for our day-to-day needs. Which also means that sustainability is a big factor in whatever we do as well as for the employees or the new workforce that want to join Novozymes.

Dr. Anuj Dhariwal - Novozymes (00:10:13):

They have the new generation. The new MBAs. The new engineers. They have the sustainability at the top of their mind. They want to work for a company which has a very clear purpose and clear alignment with sustainability. So, my team which is called scouting adventuring. We have got the responsibility to find new business opportunities, new markets, new challenges for Novozymes, but had a very integral part of what we do, we also have to explore about new ways of working. And this is a continuous exercise. This is like a fitness program. You cannot have a one month membership. It is a continuous thing. And, I'm talking on behalf of a company which is world leader. Where we can purchase any

sort of consulting or any sort of training.

Dr. Anuj Dhariwal - Novozymes (00:10:57):

So, when you were asking about the challenges, I think we all have heard this joke in different ways. The communication between the HR head and the CEO, where the HR head says that, "Yes, this training is very important, and it's also very expensive. What if we train our employees and they leave the company?" And to this, the CEO says, "Okay, but what if we do not train them and they stay?" And this conflict will always continue because there is always a cost element, there is always a retention element, and also the prioritisation element.

Dr. Anuj Dhariwal - Novozymes (00:11:28):

Maybe what we are seeing through this urgency as Zlatina mentioned that this is accelerated. That everything has to be now more online. We have to learn how to work online, work remotely, how to work from home more effectively. Maybe this was anyway coming, the COVID crisis has actually accelerated it. So what was bound to come in the five to six years time, has actually come in the six months time and we are, like it or not, forced to learn those online etiquette's. Exactly as we are doing here. This was otherwise happening in Oxford and maybe one of us were actually joining online.

Dr. Anuj Dhariwal - Novozymes (00:12:02):

So, that actually demands a lot of un-learning. Also, for leaders, to un-learn that this is not anymore about how to maximise the leverage of your workforce at the workplace, because the workplace is changing in a way and we have to learn how to make the best use of this new workplace, which is a kind of going out of this boundaries of work permits, or borders, of availabilities in physical form of traveling, and then it will be more about the connectivity and online etiquette that we have to have, but also the security of the information, the servers, and those kind of things.

Dr. Anuj Dhariwal - Novozymes (00:12:42):

And then, coming from the employee side or the individual side, it is about where I should invest my next available hours in training? What should I prioritise? If you

just check on LinkedIn Learning, there are hundreds of courses that have just popped up in the last two months. If I really want to keep my CV relevant, or up to date, which of these courses should I enrol for? And, who will actually guide me?

Dr. Anuj Dhariwal - Novozymes (00:13:06):

So there is a demand, or a need for both business as well as individuals that requires a little bit more of communication. Already it was happening with a schedule calendar of HR training, so an employee orientation program in trainings. Now maybe both sides need to be a little bit more proactive. Which of the trainings are must have versus nice to have? What is that we want you to do, but why we want you to do? Is this only to save the travel cost? Or is it only because of the COVID crisis we cannot travel? No, this is actually going to be the norm. Not only for the cost reason, but also for the sustainability for the efficiency. You can still complete the same work with colleagues in US and still go home for dinner. So that kind of alignment is very necessary and that's a good challenge to have, actually.

Zahid Torres-Rahman - Business Fights Poverty (00:13:53):

That's great, thank you so much. I think it was yesterday Amanda in our coaching session ran an exercise and we were asked to think about the future and he made this point that post COVID-19 is not a destination. It's going to be a journey for a while and one of the participants made a point that the key skill is learning to live with ambiguity. I think we're all finding our way through all of this and have to get better at that un-learning, as you mentioned it and new ways of learning.

Zahid Torres-Rahman - Business Fights Poverty (00:14:22):

One of the things, I suppose, you made this point around the tension, maybe between the HR and the CEO around learning. So, Paddy, from your perspective working at Unilever, as strategy director II, the lead person HR organisation. Tell us a little bit more about that tension in practice, and actually, with the added pressures that we're

under now, how is that going to play out?

Patrick Hull - Unilever (00:14:52):

Thanks Zahid, and we often tell that story the other way around in HR. So we're trying to convince the CEO to train people rather than not. Yeah, I think I'll speak a bit about that tension in a moment, Zahid. I just wanted to pick up on one of the things mentioned here. This ability to handle ambiguity and this bringing together of the business and the individual. At Unilever, we're a strong believer in the power of purpose. In helping people understand what makes them unique, what their own strengths and capabilities are and what they bring to the party. We've always believed that if we focus on purpose first with people, we then get the will that then informs them around what skill they then want to re-skill, up-skill into.

Patrick Hull - Unilever (00:15:53):

So we're strong believers that it's will and skill and we think actually that the will piece has not been emphasised enough and all the rhetoric on re-skilling and up-skilling. We just assume people are like widgets and we're just going to change them. Do some re-skilling thing and they'll do something else. But obviously people are far more fascinating and multi-faceted than that, and so we think that real deep understanding of the person is important and then help them craft and curate the right kind of path that they want to go on.

Patrick Hull - Unilever (00:16:28):

Fortunately for us we've got a CEO who is a strong believer in the same things. So the tension is not that rigid in the organisation. In fact, what's interesting is more taking our own people on that journey to really realise the power of purpose and how this can help them. And I'll just share one quick story. A lady on our marketing team, she went off on maternity leave, and she's quite high up in marketing in Unilever. While she was on maternity leave, a friend of hers said, "You know, I'm starting a new online business. Can you really help me with the marketing and figuring this all out?" So she said, "Sure." And her friend came over and said, "Right, can you tell me about search engine optimisation, how to market online and all of

this?” And she suddenly realised, our Zara, that she had no idea, because we normally give all that to an agency to do. Marketing is kind of glorified project managers in Unilever. Making sure the process works.

Patrick Hull - Unilever (00:17:27):

So she suddenly realised, “Wow, I need to re-skill if I’m going to be relevant in this new world.” And so while she was on maternity leave, she took a few courses, attended a few conferences and things and then came back into Unilever and realised that e-commerce is the place of where it’s at. And so she took on a flex experience as we call it. We give people the chance to do projects in other departments 20% of their time. So she took on a flex experience in e-commerce, did that for a while, proved herself there, now she’s moved on into e-commerce, into that team.

Patrick Hull - Unilever (00:18:01):

I guess we want to create a lot more Zara’s within Unilever. Who really do something that’s in line with their purpose, what they’re interested in and combine that will with this desire, then to learn new skills and all of that. I think that’s the inherent tension is that HR teams and all that can shove a whole lot of training out there, but it can sit quite dormant unless you’ve got people really grasping it. And unless you’ve got that enabling business environment, which is where sometimes the tension is, that may be the business is also not talking about the fact that we need to re-skill our own people. Instead they often talk about we need to hire in digital skills. We need to get the best digital talent in the market and then neglect this wonderful resource that we’ve got within the organisation. Because as humans we can re-learn and un-learn and all that sort of thing. It’s really possible. So, I’ll leave it there for now.

Zahid Torres-Rahman - Business Fights Poverty (00:18:56):

Thank you Paddy and thanks for making that connection to purpose. That was the topic of Monday, but I remember I was in a webinar presentation by your CEO and a number of other of the leaders across Unilever talking about where you’re going next post sustainable living plan. I think it’s

on its 10 year anniversary, if I remember correctly. I was struck by how purpose was being used as a framing right across the business, including on the idea of, if I get it right, people with purpose thrive?

Patrick Hull - Unilever (00:19:28):

Yeah, you got it.

Zahid Torres-Rahman - Business Fights Poverty (00:19:29):

Okay, I got it.

Patrick Hull - Unilever (00:19:30):

Yeah. That belief.

Zahid Torres-Rahman - Business Fights Poverty (00:19:32):

Okay, great. So just tell us a bit more about how you got to that point. Because I think that’s, as far as I can see, is quite unusual in how a business brings up purpose to feel right across the business including into HR. How did you get to that point and how has that been received within the business from a people and skills perspective? Interested to hear a bit more about that.

Patrick Hull - Unilever (00:19:51):

Wow, okay I’ll try to condense a long story into a short one. So really, when Paul Polman joined Unilever, I think that he helped re-ignite our purpose. He made us remember that Lord Lever, when he started Unilever, had a mission to make cleanliness common place. And Paul helped us reframe that for the 21st century to make sustainable living common place as our purpose. So, he really ignited, and I say ignited a fire amongst Unilever employees when he came in because we all thought, “Wow, that’s something that I want to be a part of. That’s an organisation I want to be a part of.” So he helped us fuel the power of a meaningful purpose.

Patrick Hull - Unilever (00:20:34):

He then did a very clever thing which is he took our top senior leaders, top 400 leaders through their own personal purpose journey. They didn’t have to link it to their corporate purpose or anything, they just needed to discover the power of their own purpose. I think he was very clever in doing

that because too often, you hear about how you do a purpose program to link it to your corporate purpose, but that wasn't about it. He just wanted to show people the power of purpose. So when you have purpose in your own life, you can then recognise the power of having a purpose for business as well.

Patrick Hull - Unilever (00:21:05):

So they went through this program, all raved about it, had this amazing transformative experience and then we were thinking about, "Well, it's quite hard to take something that was a five day program for senior execs and then get that right through the organisation." So that's where there was some tension. Some people were saying, "Well, you'll ruin the quality of the product if you try and do it across 150,000 people." So we ran a few experiments a few years back to see if we could do something like this at scale, and in fact interestingly, I've just come off one of our first virtual purpose workshops that we're now running in the organisation. We previously thought you could only do it face-to-face, but we've had a great day together with a small group.

Patrick Hull - Unilever (00:21:45):

We now run those across the organisation. We're closing in on 60,000 people have been through those purpose workshops now and when someone new joins Unilever, they always comment about how when someone who's been in Unilever a while introduces themselves, they'll talk about their purpose and who they are and why they're in the organisation. So it really has become part of the DNA going right through the organisation. I think that whole... When you're inspired by your own purpose, you're inspired working for an organisation with purpose, we know that it really generates a lot more energy in people, that willingness to go the extra mile.

Patrick Hull - Unilever (00:22:23):

We're doing a longterm study with LSC at the moment to really define the exact impact these workshops have been having. Doing a lot of randomised control trials across the organisation to check that. But yeah, I've tried to keep a long story short. So that's some

of how it's permeated everything.

Zahid Torres-Rahman - Business Fights Poverty (00:22:43):

Thank you for sharing that, Paddy. And we've had some comments in the chat. If any of our panelists can share some links to what we've been talking about in the chat, that would be very helpful for people.

Zahid Torres-Rahman - Business Fights Poverty (00:22:53):

Just to your point there, Paddy, we've been running a series of coaching sessions with Marcus Drew in every afternoon as part of this conference and he made this point that if you can clarify your purpose, then actually a lot of the skills that you then need, follow and flow out of that.

Patrick Hull - Unilever (00:23:10):

Fully agree. And it also helps you navigate the ambiguity, sorry, to your point Sian.

Zahid Torres-Rahman - Business Fights Poverty (00:23:14):

Right, exactly. Yes, yeah. So I'm going to take some of the questions that are coming in as well, but one of them, I suppose, relates to some of the challenges. We've talked a lot about, I suppose, if you like, the positive side of what we're trying to do, but one of the issues that has been surfaced a number of times and by a couple of people in our chat here is around the issues of once we go digital with learning, how do we deal with the privacy issues that come with that? When we move online, like we're all doing now, that comes potentially with a range of issues around digital privacy, and also, actually, digital access which I'll add onto that as an issue. How do we deal with those sorts of issues? Who'd like to jump into that question? Sian? Oh, Anuj.

Dr. Anuj Dhariwal - Novozymes (00:24:10):

If I can, so basically we have to be very clear about what exactly is the issue. Is it that I want to hide what I am learning these days to either upgrade my CV or to become better for my next job? Isn't it actually better that if my company and my network knows that I'm trying to improve my... Let's say for example, opportunity skills. And if there are people, senior people like Paddy

who can actually help me more coaching, more mentorship on that, whereas the other side is if it is about some of my private information. So, I'm actually not sure. Is this more about hiding it from the rest of the world what I'm learning? And then, why? Why can't we create an atmosphere or eco system where actually people feel good about showing to other people what I'm currently learning? It does not mean that I'm lacking it, but it means that I actually want to improve on that aspect. And can we have that kind of open system somehow?

Dr. Anuj Dhariwal - Novozymes (00:25:07):

Depending on what you would like to share and how somebody else can actually exploit that information? I am not sure if that can be exploited. So that will actually be my question, is what is the concern around safety here? It's not about your project documents or your other documents, confidential MNA type of information which you are putting in your learning system. This is more about which tools you are learning. We learn a lot from each other, so can we not find those small digital communities whether LinkedIn or something else? Where we actually help each other from what we are learning. Even if it is about finishing a book and can we divide the chapters and actually update each other? That's an example.

Zahid Torres-Rahman - Business Fights Poverty (00:25:46):

That's great, thank you. And if anyone in the audience would like to add a follow up question to that, please post that in the chat or try to put that out.

Zlatina Loudjeva - PwC (00:25:52):

I think maybe just plan addition from me to say, I agree with everything that was said, and also I think the only answer to all these concerns about safety and so on is more knowledge and more education. Unfortunately, I don't think that we can reverse where we are, and especially in the midst of the COVID pandemic it's likely that we will accelerate and we would rely more and more on the digital. We are expecting a second wave and so on. So again, we introduced, for example, two things in PwC. One is called digital academy and

the other, digital accelerator. And we are training people on all the benefits as well as all the risks and then they are specific, the accelerators are helping communities to understand better and on day-to-day basis if you have concerns and so on.

Zlatina Loudjeva - PwC (00:26:37):

So to me, the only answer really is knowledge, support, and investing in people skills to protect themselves. And I do think that the more we are in this world, the more savvy we become.

Dr. Anuj Dhariwal - Novozymes (00:26:48):

Yeah, and also maybe it's a responsibility of leaders. So we have a very good example within Novozymes where our CEO, himself announce one of our intranet, which we call Zymernet, I have finished this particular course through LinkedIn or through the online program that I have. That also generates not just more curiosity, but also trust in that kind of program and then you have a role model to follow. So definitely knowledge and I think the leadership examples can actually drive it that much further.

Zahid Torres-Rahman - Business Fights Poverty (00:27:18):

That's great, thank you. I've got a question here I'd like to take from Harral who says, "Being a recent graduate, I hear it's growing career options is essential to decide what I want to get into in the longterm. So, how do you make decisions like that in such times?" So, what advice do you have for somebody who's just starting out on that skill journey post graduating? But maybe broaden that to more generally. How do we, as individuals who listens to this, think about our own learning journeys in a different way? So, any thoughts on that? And maybe any examples that you might have that could help people.

Zlatina Loudjeva - PwC (00:27:55):

Okay, maybe I try, have a first go just because my mic is on. So this is actually the big issue you flagged earlier. The issue of ambiguity, the comfort with ambiguity and comfort with change, right? We can no longer think of our career paths and the skills and so on in a longterm perspective. It's going to become even more and more

dynamic, the change that we are going to experience. I have a seven year old daughter and she asks me from time to time, "What do you think I should be when I grow up?" And I tell her, "I actually think that you should be thinking about six, seven, eight potentially more careers and different things that you can do and so on." Because that question is old-fashioned. Let's face it. I think we all need to wake up to this.

Zlatina Loudjeva - PwC (00:28:45):

There was actually a question about diversity which is linked in that. Diversity is very important at the moment because if we are all linear thinkers, or if we are all thinking of models of careers that is now disrupted, we will not succeed as businesses and as a community. We need to help each other through this disruption and comfort with disruption. So, going back to the question, what do you do? I will give you the answer I give to the junior people in our company whom I coach and to my own daughters, and that is you have to find the things you are passionate about and the excuse that you have right now, at this moment, and find something that, as we talked about, purpose. Something where the passion and the skills meet.

Zlatina Loudjeva - PwC (00:29:24):

And think about it as a first step in a very long journey. It's a marathon, not a sprint. And you don't have to decide now, but what is really fulfilling and really motivating is if you can always sit on that cross section. Whatever skill you have now and whatever passion you have now, and do something that fits with your own ethical ambitions and your own purpose and so on. And that is honestly the best advice I can give right now, because I see the change will just accelerate. And we would not be able to plan even in two year cycles what we do next.

Zahid Torres-Rahman - Business Fights Poverty (00:29:57):

Great advice. Anyone else like to jump in there?

Patrick Hull - Unilever (00:30:00):

Yeah, I'll just jump in. So obviously having spoken about purpose and passion, that's

exactly what Zlatina is saying. So, yeah. Really work to understand what fulfills you, what you enjoy doing the most and then try and link that to any potential other skill or areas that you can look at. I think the other phrase that we echo a lot here in Unilever is that the learning curve is the earning curve now. So actually, the more you are continuously investing in your own learning, the more likely you are to find the careers and skillsets and all that, that you want to continue doing and that it is continuous.

Patrick Hull - Unilever (00:30:38):

As Zlatina said, "We need to be looking at multi careers and building them." The resilience, building those core soft skills that Sian was talking about that are going to enable you to make shifts between different areas like Zara did in Unilever. Moving from marketing to e-coms. Having that motivation to do that.

Zahid Torres-Rahman - Business Fights Poverty (00:30:59):

Thank you so much. And I just want to be a crack of advice I'd give to you, actually is to join our coaching session at 5:30 UK time today with our coach and we'll be talking exactly around purpose and skills. So if you join, tune in, in the lounge, let yourself in.

Zahid Torres-Rahman - Business Fights Poverty (00:31:17):

Anyone else like to jump in on that before we move onto our next question? Great. Well, there's a couple of questions that have come in around an issue I have, actually and obviously a lot of people listen to this. Their work is all about fixing the most vulnerable. Those who may not have digital access or may be pushed out of jobs at the [inaudible 00:31:40] end of supply chain. Global supply chains. And so there's a real question around this conversation being or recognising that certain people systemically are facing constraints whether it's through their poverty or race or gender.

Zahid Torres-Rahman - Business Fights Poverty (00:31:58):

How do we deal with some of those tricky or systemic issues to ensure that the people who need access to these sorts of skills have them? Especially as you move

into this world of automation, potentially, and other effects that we're seeing? Who would like to take that question?

Patrick Hull - Unilever (00:32:22):

I can jump in quickly just to get the conversation started. That is also something, as you said, that's been accelerated with COVID. One of the things we are trying to be proactive about is making sure that all of our people, no matter where they are at in our Unilever eco system or what we call a future fit plan, which they've constructed based on an understanding of their strengths and passions with coaching support to then figure out whether they want to re-skill into a new job, up-skill in their current job or move beyond Unilever into some other form of employment or entrepreneurship.

Patrick Hull - Unilever (00:33:09):

We said we wanted to do this with everyone. This is not just when someone gets affected by a restructuring or something like that. Every single person is going to be equipped with this plan, bring it around with them whenever they're having conversations within Unilever and particularly, for our vulnerable groups. So we're starting actually with those groups in Unilever to make sure that they early on... Because it's also a challenge around making sure that everyone, like I said, gets the will to focus on this. It's also very easy if you've been in a factory or that sort of environment your whole life that you think, "That's it." But actually what we're trying to do is open people's minds to other opportunities.

Patrick Hull - Unilever (00:33:55):

One thing that LSC shared with us that really helps is bringing in the positive deviants to talk to these groups, so people who've been working in factories, but then have now shifted into healthcare or some other sector and getting them to talk to our people about that and about the possibilities. So it just opens people's minds. So, just a couple of things there. I think the main thing is all organisations really need to be committed to making sure everyone is focusing on putting together a plan that is going to help them.

Zahid Torres-Rahman - Business Fights Poverty (00:34:30):

Thanks Paddy. Any other?

Zlatina Loudjeva - PwC (00:34:32):

Yes, a couple of comments from me. So just going back to some of the earlier discussions, for example how we recruit in PwC. We have apprentices, we have graduates and we have former military personnel who are moving into civilian life, right? And these people come from very different backgrounds in terms of the schooling they have had, if English is their first language or not, how good is their literacy, numeracy and so on. What we see is that with automation, actually, it is much easier to train and up-skill people especially in certain professions. Of course, we are an accountancy firm, right? That's not a secret, that's not a surprise. Professions like accounting are becoming more and more automated.

Zlatina Loudjeva - PwC (00:35:16):

We actually did a study that shows that in some aspects of these professions, there is almost 80% automation now. You have certain options, they're very regulated, there isn't a lot of creativity at the very basic levels. So, one I think I would say is that automation has actually helped to up-skill people who may not have the same level of education or the same level of academic preparation as others. Just because it makes it easier, the information is all available at the tip of a finger, you don't have to remember that there are complex calculator models, everything is regulated.

Zlatina Loudjeva - PwC (00:35:50):

Of course, we cannot say that inequality and differences have disappeared, I'm just saying that automation does provide a lot of opportunities to increase diversity and to start recruiting and bringing into the workforce in a very different way to the more traditional methods of academic preparation.

Dr. Anuj Dhariwal - Novozymes (00:36:12):

Also, one idea is that it could be that if I go back to my past, coming from India from a small town and at that time, India was still

the lower side of the emerging market. One way could be that I list down all the lacking that I have. Or the other way could be that how I can communicate the value that I can bring to a company whether it was Bain or Bayer or now, Novozymes. What they can actually get from me, which they cannot get from someone else, and then if possible, now as she said, it is much more easily possible because of the access to those new training tools as well as the information. I can find a mentor or a role model through LinkedIn which was otherwise not accessible maybe 15 years back. I have to have a good contact in Harvard or somewhere else, but now maybe it is becoming more accessible.

Dr. Anuj Dhariwal - Novozymes (00:37:02):

So to challenge myself that either I can think about what all that I am lacking, whether due to my geography or race or something, or what are my strengths because of those limitations? Plus, who could be my role model or mentor? Because there must be some who have actually gone through those crisis, achieved it, proven themselves and they will not be looking for anything in return except pride. That's the good thing about mentorship. People like to mentor because they want their mentee to be actually more successful than themselves, but it's just the right mesh that has to happen. So, maybe some extra effort has to go to really seek that mentor, but once you are there, maybe half the level is one.

Zahid Torres-Rahman - Business Fights Poverty (00:37:44):

Thank you.

Siân Owen - Pearson UK (00:37:48):

Sorry. I was just going to add in there something around some of the courses that we offer. So we started recently to look at something that we call explorer courses where people start to look at a new sector that they might want to work in and it brings those two things that we've been talking about already. The will and the interest so it kind of says to you, "What kind of things do you want to do, and does it match this sector?" So you can try all sorts.

Siân Owen - Pearson UK (00:38:15):

So you might think that you want to do

health and social care, but after a few weeks of looking at it thinking actually, "I am probably not a fit for that sector." So it tries to kind of get underneath the skin of what kind of thing inspires you and excites you, and then also then introduce them to the sector as a whole.

Siân Owen - Pearson UK (00:38:31):

So, looking at a vocation in order to get people excited about that and bring their own enthusiasm into it, and we just about, for example, got a qualification in e-sports, which again, is something that in growing before the pandemic, but has obviously kicked off much more since, and it has grown. We've been working with the British e-sports association and we talk to them about the fact that people bring to this a real passion for it. It just brings what they want to do and then they start sort of get roles in the industry whether it be marketing, e-commerce or all the other different roles.

Siân Owen - Pearson UK (00:39:10):

You start with one passion, and then it broadens out. So you might start thinking I really do this or I can only do this, but once you get into that learning, the options are just become far wider.

Zahid Torres-Rahman - Business Fights Poverty (00:39:28):

Yeah, I think a key thing that's coming out, Sian and from your remarks. [inaudible 00:39:32] said this morning, or earlier today that it's almost that we have to take more ownership as individuals over our learning journey. And I think the fact that there are providers like you out there, make that easier for us.

Zahid Torres-Rahman - Business Fights Poverty (00:39:46):

One of the questions that's coming up, actually which is something that struck me about UK Learns is they... So this is Monroe asking, "How can we make the online courses recognised as the same numbers off line?" And I think the way you've plugged into certification, I think speak to some of that. Or maybe just talk a bit more about that. How do we ensure the quality of what we're accessing as

individuals on that learning journey?

Siân Owen - Pearson UK (00:40:12):

I think there's two things there. I think one is quality and then one is the recognition and I think with quality, at Pearson, we've been very aware of the Pearson brands. As we work with partners, we've made sure that everything we put on there is a quality program. Now, sometimes within the qualification world is regulated and people are used to regulated qualifications in certain areas, but that's not needed for everything. So it's almost we certificate it with a well known name, whether that is Pearson or an employer. That I think brings the brand with it so people can trust it.

Siân Owen - Pearson UK (00:40:48):

And I think the other side of it is there's a lot of thinking at the moment about digital badging where you build up all the skills that you've done online and you start to have your digital badge for this, so you can show, and more employers are recognising that. I've dealt with people that run the table where you've done your course in coding or you've done your course in digital resilience and that is something where somebody can show what they've learned.

Siân Owen - Pearson UK (00:41:22):

So I think there are two issues there around the learner trusting, or the person trusting what they're accessing because there's a plethora of learning materials out there at the moment. Especially with COVID. There's huge amounts out there. It's making sure they can trust what they're accessing is of fine quality and then getting that recognition that they need from having done that.

Zahid Torres-Rahman - Business Fights Poverty (00:41:43):

That's great. Thank you. Thank you. And I will say, just to mention on that note, on the website for this event, we've pulled together with Pearson, nine modules from UK Learns that we thought would be particularly relevant to this audience. So please, [inaudible 00:42:00] completely free.

Siân Owen - Pearson UK (00:42:01):

And there are so many that are relevant to

what we're saying today, like resilience. And there's also one around figuring out the career for you, probably for the people who are a bit younger, but talking about their motivations and their passions to try and say, "Look, this area might work for you."

Zahid Torres-Rahman - Business Fights Poverty (00:42:16):

Yes, and actually there's a link on there to a quiz that you can take to help you think through what [inaudible 00:42:22] might be turning up.

Siân Owen - Pearson UK (00:42:23):

It's quite sophisticated.

Zahid Torres-Rahman - Business Fights Poverty (00:42:25):

Yeah. Very good. So, to the audience, if there's any other questions that you'd like to post, please put them in now and I'll try and get them up, but I had one additional question that I've seen coming through in other subjects and topics and other conversations we'll be doing this week, and that was around partnership and this idea that especially if we're going to have a system that will change, we'll deal with these issues at the scale that we need to. We need to work together. I wonder if you might be able to share some examples of how you're working with others, whether it's other companies or government or NGOs to do what you're doing at scale? Who would like to jump into that, some examples?

Dr. Anuj Dhariwal - Novozymes (00:43:04):

Maybe I can start the...

Zahid Torres-Rahman - Business Fights Poverty (00:43:06):

Yeah.

Dr. Anuj Dhariwal - Novozymes (00:43:07):

So here I would like to showcase our open innovation platform called HelloScience, and the whole idea, three years back when Novozymes started, it was to connect this with our purpose. Around sustainability, around our pledge for sustainable development goals. And we wanted to learn from the outside world what other problems can be solved with our

biological solutions. But soon we realised that Novozymes alone cannot solve all the problems. So we got companies like Grundfos, companies like Nilfisk who are into cleaning, who are into water systems. Novo Nordisk, our sister concern who is into health and then we are still open up for other companies so maybe soon you will see Evonic there or maybe ISS and so on.

Dr. Anuj Dhariwal - Novozymes (00:43:48):

And then, we also realised that the start ups, when they will come on the platform, they might have a fear that these are big corporates. They can exploit us. They can steal our idea. They needed some kind of assurance that there is somebody who can help them how to protect your IP, and that somebody has to be a law firm or an IP firm so we also got [inaudible 00:44:08] and the reason for having [inaudible 00:44:10], of course they are the biggest from Nordisk, but coincidentally they were not working for any of the partners. So they are not the legal or IP partner for Novozymes or for Grundfos.

Dr. Anuj Dhariwal - Novozymes (00:44:19):

And in this way we can already, very transparently on our platform show to the entrepreneurs, to the start ups that you don't have to worry about it because everything will be done in a very proper manner and other issues like GDPR and all, you will have enough free counselling, in the first place, that's very important for entrepreneurs who are otherwise worried about a hundred other things. I mean, the last thing on their plate will be to pay a lawyer to get advice.

Dr. Anuj Dhariwal - Novozymes (00:44:44):

So this eco system benefit that Novozymes alone maybe can drive HelloScience, but with partners, we can drive it much better. We can scale it much faster, but also this trust element comes in. Because then it is not a hidden scouting platform for a corporate, but it's a real open innovation platform where now we have asked our management to allow user for inspire ours. So that's a one person pledge that Novozymes scientists and we have more than 3,500 PhDs working across Novozymes. They have a place that they will help the community with

their scientific mentorship or advice or even some co-working space 1% of their time in the year and that has been now allocated to the HelloScience platform.

Dr. Anuj Dhariwal - Novozymes (00:45:29):

So if a start-up comes in and they are very clear on what kind of problems they want to solve or what kind of mentors they are looking, the match making function can actually connect them directly with not only the scientist from Novozymes, but also scientists in genius, counsellors, consultants, attorneys from our partners. So this partnership element is actually the key here.

Zahid Torres-Rahman - Business Fights Poverty (00:45:53):

In fact, one of the questions that came in was around more of a systems level approach, given all the different sets of skills we need to bring together. So I think that speaks to that very well. In fact, if you could share the link to HelloScience, I think people would appreciate that.

Dr. Anuj Dhariwal - Novozymes (00:46:04):

Sure.

Zahid Torres-Rahman - Business Fights Poverty (00:46:07):

Any other thoughts on that point about partnerships?

Patrick Hull - Unilever (00:46:14):

I'll just add a quick thing. Lovely example, Anuj. I think it's a muscle also that we all need to grow more. I think we're seeing that in Unilever as well. That it's the only way forward to take the system level approach, partnership approach. Just recently in HR, what we've started doing far more assertively is working with other organisations in the industrial parks in areas in which we operate to set up agreements to share workers. So we found during COVID we've had parts of our business accelerating and parts of our business declining as have others, and we just saw an opportunity to really help one another where we are in a co-located sort of area that for example, General Motors in Argentina was experiencing a downturn. We've taken a whole bunch of their engineers and people that cross into our business which

is flying at that time, just so that we can keep people employed, look after them during specific periods of downturn.

Patrick Hull - Unilever (00:47:25):

And so we were working to start establishing more of those alliances now, so it's not just for when there's a crisis on bet, also just to see opportunities where we can both learn from one another. For example with Delta Airlines in the US, we took a whole lot of their customer service agents, and it's been a real boon for our business, actually, because we've learned a whole lot about doing customer service really well. So that kind of alliance that I think as well is an opportunity to keep growing in the future.

Zahid Torres-Rahman - Business Fights Poverty (00:47:57):

That's a great example. Is there any more information we can find online about that, that you can share?

Patrick Hull - Unilever (00:48:03):

There is some, yeah. I'll try and find a link. I think it's only kind of news articles that are online at the moment besides actual content behind it, but I'll see what I can get.

Zahid Torres-Rahman - Business Fights Poverty (00:48:14):

Yeah, in fact there's an open invitation to anyone listening. If you've got examples of what you're doing in this space and your partnerships, share them in the chat and then when we do the write-up of this session, we'll try and pull all those together.

Zahid Torres-Rahman - Business Fights Poverty (00:48:26):

Any other examples or points the panel would like to make on that?

Siân Owen - Pearson UK (00:48:30):

I just wanted to come and say because of what we do is a lot of developing qualifications for vocations. And I'll share this later in the chat. We have a number of partnerships with employers, whether that be on a formal, informal level, where we make sure that we work really closely with them to develop the skills that are right and then also, getting back to the apprenticeship

point, we work with big employers to help them develop their apprenticeship program to the end point where their assessment organisation. And then that will lead to conversations about broader skills needs. We work with NHS and BT on apprenticeships really closely. So we're always making sure that we are articulating the right skills that the businesses are telling us that are actually needed on the ground.

Zahid Torres-Rahman - Business Fights Poverty (00:49:20):

That's great. Thanks for sharing that. Any other thoughts on this partnerships point?

Zlatina Loudjeva - PwC (00:49:32):

Yes, I just wanted to bring in this issue of the topic of diversity and there were quite a few comments on the chat on diversity. As crisis or no crisis, it is always very difficult to achieve diversity in the workplace and this is across countries. In some cases it is about ethnicity and in other cases it is about socioeconomic diversity and so on. We have one of our views in terms of these turbulent times and so on is that diversity needs to increase and it is the right thing to do, but it is also a business fundamental. The more diverse the workforce, the more resilient your organisation, the more we can cope with change and ambiguity and so on as you were saying earlier.

Zlatina Loudjeva - PwC (00:50:15):

And so we have started partnering with community organisations and local foundations in the UK as well as abroad that help us to identify people, including from... Literally from slum areas. For example in India and so on, but those that help them with the transition to the workplace. If you see on the chat here how people are saying, "How do I make choices about my career?" Think about if you are a slum, you are in India and you have to show up for an interview. Be it physical or digital. It doesn't matter. And how much confidence that needs and the skill set you need and so on.

Zlatina Loudjeva - PwC (00:50:50):

And someone was saying in the chat, "Oh, employers ask about your previous experience and what if you have none?" And so there is also that transition at the

employers to start asking different questions like, “What can you do? What are your skills? What is your passion as opposed to what was your previous experience.” And so we have found that partnering with local organisation and in each country we have different partners. Mostly either foundations or NGOs or a mixture of both, has helped us to do this at scale, and it’s a journey. We are not there yet in terms of what we have achieved, but we have a strategy and a diversity plan and we are trying very hard and we have found that only through these partnerships, we have been able to start increasing the numbers and also achieving certain successes across our network across the world.

Zahid Torres-Rahman - Business Fights Poverty (00:51:41):

That’s great. Thank you. And I know that obviously is involved in a range of other programs that are complimentary, like the work for [inaudible 00:51:49] women program, for example with the UK’s department of international development.

Zlatina Loudjeva - PwC (00:51:51):

Yes.

Zahid Torres-Rahman - Business Fights Poverty (00:51:54):

And I think a number of comments coming in around that diversity point, around especially low income populations that may not have access to your [crosstalk 00:52:03].

Zlatina Loudjeva - PwC (00:52:02):

Yes. The low income, but also women. Let’s face it. This pandemic, and I know we shouldn’t talk just about the crisis, but this pandemic has been a very unequal pandemic. It has affected women across the world more than men. And this is true in overseas countries as well as in American markets or the middle income countries, low income countries. It has affected those with lower skill sets than the professionals like ourselves who could keep their jobs and work from home.

Zlatina Loudjeva - PwC (00:52:28):

So a lot of these inequalities have been exacerbated and we have to remain very mindful as employers that we

don’t end up now with a less diverse workforce after all the investments we have made in the opposite.

Zahid Torres-Rahman - Business Fights Poverty (00:52:40):

Yes. Very, very good point. A couple of points I’ve made just to add to that. So tomorrow we’re focusing specifically on equity, racial and gender equity. So, do come back tomorrow when we look at these issues in more detail. The other point I just want to make is, my colleague who’s in the chat Katie Hyson who’s director of thought leadership, did a podcast which is just out actually with Alexa Rosco at the IFC, who was talking about the importance of transports to get women to work and how lack of access to those sorts of transit options has a huge impact. So I think there’s a whole sort of system of issues that maybe inhibit people’s learning and access to opportunities which really are these partnerships that you’ve been talking about are quite critical to.

Zahid Torres-Rahman - Business Fights Poverty (00:53:24):

We’ve got about five minutes left and just to warn our panelists, I’m going to come back to you to ask you to make a pledge about something you’ll do after this webinar. So I hope it’s not too much of a surprise for you, but I will come back to you in a second.

Zahid Torres-Rahman - Business Fights Poverty (00:53:40):

So we’ve got just a few minutes left. Any other last questions that I can put to our panel? You feel I’ve not covered, now is your chance. And while you’re thinking about it, just one point I would make, and this has really been quite a key driver for why we created Business Fights Poverty in the first place, is that in our view, a lot of what we need to learn will be learnt from each other. In the sense, this peer community, as we navigate this ambiguity, we’re only going to get through if we really bring together the best minds that we can find. And for me, this community is in a way like a social brain that we can tap into going forward. So please, continue to engage in that spirit.

Zahid Torres-Rahman - Business Fights Poverty (00:54:23):

So, any other questions? I'm just seeing one here. Yeah, so just as a final question before I come back to you for your pledges, this is actually sent to Zlatina. Somebody is asking about skills needed to tackle social challenges specifically. So to me that's kind of a good place to sort of bring this conversation to a close. But for the people listening, we're in a sense broadly all thinking about social impact issues or environmental issues. And there are certain skills that we need that maybe are specific to dealing with those sorts of issues. Of course, we need personal resilience and all that, but actually there are some very specific skills to deal with those challenges that the world faces.

Zahid Torres-Rahman - Business Fights Poverty (00:55:08):

COVID-19 clearly has accelerated a number of the trends as we've spoken about, but it's the first sort of wave of big issues that are going to come to hit us. Climate change probably being the next big one, but inequality is right up there as well. So, how do we get the right skills for sustainability into people's broader skill set? Who would like to... It's directed at you Zlatina, but maybe there's other people that would like to jump in there around creating skills for sustainability.

Dr. Anuj Dhariwal - Novozymes (00:55:39):

If I can start. Let's say if this COVID crisis whether it was happening now or not, sustainability was on the agenda for businesses, for individuals. But a lot of time we see that individuals want to do a lot about sustainability, but if you ask them, "What have you done so far?" They don't have very, very strong answers. They all know how to tell a good story now, so this generation is actually much better than my generation or myself in telling or selling a story. Can they also think about very, very concrete examples, even during their studies or during the first job or the intention of what they did? What exactly they did on that aspect. Whether it was just about saving fuel or saving energy or doing something

with the food supply or food wastage.

Dr. Anuj Dhariwal - Novozymes (00:56:23):

Different examples can be there. It could be something very small or something with a bigger impact, but some real example has to be there rather than... I mean, I'm not discouraging that we should not read the Harvard articles and all that, but that is all still a lot of theory and case examples from other people. What is your own story? And what is your own example? If we can challenge ourselves on that, that will in one way make us more confident about the story we are selling or telling, plus it will be more connecting to the hiring manager, let's say, if that is the requirement here.

Zahid Torres-Rahman - Business Fights Poverty (00:56:56):

That's a great point. Thank you.

Zlatina Loudjeva - PwC (00:57:00):

It's a good thing. Just the skews for sustainability. Sorry, I missed the exact question on the chat. I was trying to find it, but I haven't and so I will just answer with what I interpreted it to be. And I do think that there is the sustainability in a personal perspective, and a sustainability from a business and societal perspective, right? From a personal perspective, I honestly have one answer in terms of what makes our approach sustainable in this world, and I think that is confidence. We have to be confident to say, "I can do this. I can change. I can learn. I can do new things."

Zlatina Loudjeva - PwC (00:57:36):

I'm specifically saying confidence because I see things that often times in our education system and training systems and so on, we don't build confidence. We teach our children multiplication tables and so on, we forget that all of this can be automated. There's so many questions about how, and so on. And of course I'm all for mathematics and so on, but if you have the confidence as an individual to know that you can go through change, through crisis, through difficult times. Through unemployment maybe even. Through periods of complete change around you. I honestly think that you are more likely to succeed than not. And the rest is something that you can

acquire as you go along. If you need more skills in media or if you need to know more about mathematics and so on, you can always train and re-train yourself over time.

Zlatina Loudjeva - PwC (00:58:23):

In terms of the business and the role of business in society, I think the sustainability aspect is exactly what we talked about in terms of linking business with purpose. And we have gone through a very similar journey to what was the example from Unilever, and so on. We have linked our business more and more to purpose because of the issue of retention, because of the issue of creating the passion and that extra factor in our employees and so on. But also because in ambiguity, in change and so on, unless you have that purpose and passion, there is very little to hold you together.

Zlatina Loudjeva - PwC (00:58:57):

I mean, our business as much as it might look unchanged from the outside, has changed a lot over the past 10 years. It will change more in the next 10 years and it's that purpose that drives us to change. And I also think that that purpose helps us with the sustainability question in society, in that the more business contributes to societal values, the more we link with governments or partners, UNICEF. Somebody, he posted the example of us partnering with UNICEF or foundations and so on, the more we contribute to the overall sustainability of our society.

Zahid Torres-Rahman - Business Fights Poverty (00:59:33):

Great. Thank you. We are actually unfortunately at the end of our time here, but I'm not going to let you go away without making your pledge. After this session, we're going to go into the peer discussion in the lounge and you'll see a link to that in the chat, hopefully. And then, if you've got additional examples in the comments you end up bringing, then please do come over to that.

Zahid Torres-Rahman - Business Fights Poverty (00:59:56):

And then you must definitely come back, well it will be in the lounge as well. We've got a great session coming

up with lead entrepreneurs around the skills, around driving sustainability within your business. So, that will also be in the lounge after this session. And then finally we'll come back to the coaching.

Zahid Torres-Rahman - Business Fights Poverty (01:00:13):

Let's go, quick fire. Pledges please. So Sian, you can go first. You're on mute, but you can't get a way with it by being on mute.

Siân Owen - Pearson UK (01:00:31):

We had some, and they were just given to us and I was happy to sign up to all three which was reach out to the other panelists to pursue partnership, and promote the activities you're already doing and share the insights of the webinar with our network. So, I'm quite happy to those three, but I'm also going to take back a lot of the learning from this around sustainability and around that what you were saying from Unilever, around the purpose. I think that's a really special way to try and bring people's automation for learning.

Zahid Torres-Rahman - Business Fights Poverty (01:01:07):

Thank you. Paddy?

Patrick Hull - Unilever (01:01:10):

Well, I guess I would love to share more on our purpose journey. So I pledge to do that for anyone who's keen to know more. Sian, you can be first. But that would be one of the main things. And then also just to obviously driving future fit plans for all our people. I'll continue to pledge to do that.

Zahid Torres-Rahman - Business Fights Poverty (01:01:28):

Well, now that you said that, I told Katie Hyson to be in touch with you to do a podcast for that.

Patrick Hull - Unilever (01:01:31):

Great. Fantastic.

Zahid Torres-Rahman - Business Fights Poverty (01:01:31):

Anuj.

Dr. Anuj Dhariwal - Novozymes (01:01:35):

Yeah, sure. I was going through the comments in the chat from individuals and they say that maybe in the initial stage, the discussion was at the upper level of the pyramid, head level. How can we help, or this discussion help individuals in the emerging markets or in Africa or Asia in local communities to basically up-skill. So, given whatever experience I have from start up to consulting to now with Novozymes, I would actually like to pledge that I'm happy to personally provide business coaching to at least 10 individuals. So you can reach me through LinkedIn and I will be very happy. If I can do more, I'm very happy with at least 10. This I can pledge.

Zahid Torres-Rahman - Business Fights Poverty (01:02:10):

Wonderful. Thank you.

Zlatina Loudjeva - PwC (01:02:12):

I'm also very happy to sign up to the three common pledges about sharing and all, but I would also like to make a personal pledge. We talked about diversity about women and about the importance of role models and mentors. So similarly, I would like to pledge to do more mentoring and I'm very happy to either do it in an organised way through Business Fight Poverty or if people connect [with] me directly.

Zahid Torres-Rahman - Business Fights Poverty (01:02:37):

Great. Thank you so much. Thanks everyone, we'll see you in the lounge. So please continue the conversation. Thank you to our panelists and thanks for joining us.