

## Transcript - Darshita Gillies - Is sustainability just about saving the trees?

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Ross G 00:07

Hello, you're listening to the Future Talent Learning podcast developed to help you build your leadership and management skills. I'm Ross Garner

Ross D 00:12

and I'm Ross Dickey. This week we're asking is sustainability just about saving trees?

Ross D 00:19

What do we even mean by sustainability? And what can you do to make your organisation more sustainable from the ground up? To answer these questions, we're speaking to Darshita Gillies. Darshita is the CEO of Manch, an impact platform for philanthropy, impact investors and corporates that helps those stakeholders reallocate capital and resources towards achieving the UN sustainable development goals.

Ross D 00:40

She's also a director of Blue Dot Advisory and regularly appears in the press talking about impact of investing and sustainability. How are you doing, Darshita?

Darshita 00:49

I'm very well today, comparing to the state of the world and where things are, I'm very grateful that I am where I am.

Ross D 00:58

Absolutely. This, I think this podcast will be released much later in the year, but we are recording this during the height of the Ukraine-Russia crisis. And I hope that's resolved by the time that this goes out.

Ross D 01:11

So, find out what the future has in store for us all. It's very scary. Darshita, let's get started by talking about the term sustainability itself. Is it just about being eco-friendly and saving trees?

Ross D 01:24

Or does it mean something more broad than that?

Darshita 01:27

When we speak about sustainability, I always like to bring to the forefront the definition set out by the Brundtland Commission. It's really a point on and the way it describes sustainability is to meet the needs of the present without compromising the ability of future generations to meet their needs.

Darshita 01:51

And this is something that I hold as my north star when I talk about sustainability, whether it's to investors or companies. And it's a great one for, I think, for the whole world to align on because that's the way regulation is moving as well.

Ross D 02:07

Do you find that, I mean, with that definition, are you talking about the world as a whole ecosystem or companies themselves? Because it's kind of, I'm not thinking, if I run a business, then certainly, if I extract too much just now, then I am stealing from my future self, and I'm creating business crisis for myself.

Ross D 02:28

But maybe I'm not gonna be around in 100 years, so that might be a-okay. Or do you think we should all be thinking holistically? I guess what's the responsibility of business in that context?

Darshita 02:39

Yeah, I think this definition, what I like is it can be applied for individuals, can be applied for businesses and can be applied as a macro like governments and global systems as well. And when we speak about businesses in particular, I think just as you pointed out, if you're in the business of extraction or consumption of natural resources, this becomes even more relevant because what you don't want is the classic goose and the egg situation where you end up killing the goose in

pursuit of profit.

Darshita 03:16

I'm an accountant by background, so I always say at the moment what we're doing is we are destroying the asset or expensing the asset and calling it profit.

Ross G 03:30

Well, what does sustainability look like to use you as an example? What does sustainability mean for accountants? Because I think often we talk about sustainability. I think many people immediately think of extracting natural resources, producing plastics, these kinds of things, and not sort of digital or what are mostly digital services now, like accountancy or learning design, which is what Ross and I do.

Ross G 03:52

So, so where does, what does sustainability look like in, in that context?

Darshita 03:57

Let me actually distill that because it's a very good question. When we think of services, there are two aspects. One is the digital services and data centers, and we know what that looks like, because again, they're not extracting, but the heat and the processing power they use, the energy consumption, etc.

Darshita 04:22

And also, our use of technology and the digital pollution we are creating is a separate thing. It's not going the word digital pollution yet, but soon it will be because we're going to have so much data that we won't know what to do with it.

Darshita 04:38

So there is one set of services which directly can be computed with regards to energy consumption and processing power and leads to greenhouse gases. When it comes to services, like professional services or any other service, even if it's not professional, I feel they are what the society will move towards.

Darshita 05:03

When we're looking at a greener society, there will be more humans doing or delivering services rather than extracting from resources. And I see the service-based economy as a more greener version of how we're going to live and work together.

Ross G 05:21

In what way is that greener though? Because I don't know how the maths shakes out here, but you alluded to data centers. And I think you kind of phrased it as if everyone knows that a data center is just an absolute energy consumption vehicle.

Ross G 05:37

Because for most people, I'll count myself among them. The internet and tech is basically magic. I do not know how this works. And if you look at things like, you know, cryptocurrencies, how are cryptocurrencies created?

Ross G 05:52

I don't really understand the process, but my understanding is it's super bad for the environment, which seems weird because we think of, you know, electricity is like a green fuel. We want to have more electricity and less fossil fuels.

Ross G 06:05

So how does that work?

Darshita 06:08

Super. So again, I'll break that into two parts. So I'll take the crypto question separately because there are new answers to that. But in general, when we are consuming, how we consuming energy, one is by plugging our devices and using our devices.

Darshita 06:25

Second is the storage. So all of what we are generating, whether it's pictures, selfies, videos, podcasts, all of this is going somewhere and being stored somewhere. And this whole storage and processing, it happens in what we call data centers or cloud-based solutions.

Darshita 06:46

But these are basically systems that store all this information. And at the moment, to keep that storage alive, a lot of energy is needed. So that's what I mean by storage, data centers and the energy consumption.

Darshita 07:03

So the more we have information that's stored on the cloud forever and forever, and as more human beings have access to more technology, more data will get generated and more of that is going to be stored.

Darshita 07:17

To give you an example, I think in the West, it's still not a thing. But in Asian economies, I come from an Indian family. In my family, we have about in a family chat, so the joint family system, we have about 40, 50 members.

Darshita 07:35

Every morning, each member sends a good morning graphic. And all of this data, all of these images get stored on their devices, into the cloud, et cetera. And that's just me counting one family. In India, we have 1.3 billion people.

Darshita 07:53

So think about how much data is getting stored every single day onto these data centers and a lot of it. And that's why I go in the word digital pollution, because there's a lot of information that does not need to be using the kind of energy it is using.

Darshita 08:12

And we haven't computed the cost of that yet. So that's one. Second part, which is the digital currency and or crypto and Bitcoin and mining, et cetera, without going into too much detail. The essences, these are digital currencies.

Darshita 08:31

And for them to work in the way that they are set out to work, certain currencies follow a protocol, which requires a lot of processing. So it requires everyone on the network to validate that a certain transaction has occurred for the currency and the whole system or the architecture to maintain its ongoing integrity.

Darshita 08:58

And that is called mining or, and that's what causes sort of the processing and the whole idea that Bitcoin is bad for the environment where it comes from. That said, not all cryptocurrencies follow the same protocol.

Darshita 09:19

Many of them are now evolving to newer protocols that don't require as much processing power. So we're going to see a lot of innovation in that space where we're going to decouple the digital currency from kind of energy, energy intensive approaches to keeping the system validated.

Ross D 09:41

Sure. So I mean, I think I'll briefly summarize it. And I think you agree with this. There is no such thing as the cloud in the sense of data swirling around. What we mean is lots of interconnected computers that are all drawing energy at the same time.

Ross D 09:53

They're all using energy to do various different tasks. And so it doesn't matter what your organisation, what your company does. You could be extracting minerals from the ground. That's an obvious one.

Ross D 10:05

Cutting down trees is an obvious one. But you could be like an education provider. Something like that. Everything you're doing has a cost. Nothing is free. Is that fair to say?

Darshita 10:18

Yup.

Ross D 10:20

Excellent. So then with that in mind, how should companies be thinking holistically about sustainability?

Darshita 10:27

The first thing we are seeing as market practice, especially as regulations come in, is companies are becoming aware of their environmental and social footprint. So what they are doing as a first step is the right thing, is what are we doing about these

non-financial indicators that we as a business have an impact on?

Darshita 10:47

The way I and we at Maanch work with businesses is actually extending that a little bit more to going into, so let's scan what are all the impact touch points of your business, and let's get a view on where you're having a positive impact and where you are potentially having a negative impact, and this could be intended or unintended.

Darshita 11:10

But the idea is to get businesses to become aware fast of where that positive negative balance lies and what is their net impact as a business. This then allows them to set long-term and short-term strategies for how they need to start looking at business in a more sort of intrinsic way, in which allows them to take full ownership and control of activities that they have direct influence on.

Ross D 11:39

You are an accountant, aren't you? Because I was thinking of sustainability as purely one of the things you should stop doing. But of course, you framed that in the profit and loss language of some of the things that you're doing might be having a positive impact.

Ross D 11:53

And then if you stop doing that, then there's a cost associated with that as well. That's quite interesting.

Darshita 12:00

Yeah. And to give a, you know, sort of a more practical example, you know, generally people say, oh, fossil fuel is bad. So we shouldn't be supporting Shell, et cetera. But the point is, yes, the fossil fuel industry does cause a challenge, but they also employ over 100,000 people, some of these big companies.

Darshita 12:20

And just not investing in fossil fuel now means the livelihood of 100,000 and the related economies will have a very direct significant impact. So it's not a simple thing as keep things in the ground.

Darshita 12:38

I think for some of the fossil fuel industries and other sectors as well, what we have to figure out is a longer term transition. So what does it look like now? How do we ensure that we can keep livelihood and or transition livelihood and still deliver the kind of returns that the business, you know, sort of the business requires to return to keep going?

Ross G 13:05

Could you give an example of sort of what this looks like in the sort of professional services context? So rather than thinking about like fossil fuels, like, so part of the reason I'm asking, I don't want to drag us down a COVID route, I feel like every conversation, it ultimately turns to COVID.

Ross G 13:20

But I was thinking about the fact that, you know, a lot of people have switched to remote working. And so there's often talk about, you know, in the past of offices running and your lights being left on through the night, these kinds of things.

Ross G 13:32

I don't think the office is going away and that problem isn't going to disappear. But it does feel there's been at least some transition to people working from home, which is something that organisations can't control.

Ross G 13:43

I guess, you know, how power is being used for work, but in somebody else's environment. So I guess I'm curious, well, firstly, I guess why you see the impact of COVID being on all these things. And then also if you could give an example of what sort of like good practice would look like, or what sort of the considerations might be in a professional services context.

Darshita 14:03

Yeah. I think professional services especially don't have as much negative impact on climate anyways, just by virtue of that there is the whole equation of manufacturing, processing, distribution that's out of the equation.

Darshita 14:22

Some of the large professional services have struggled for a long time with their carbon emission through flights and travel and transition. So, COVID definitely has helped in reducing some of that and also demonstrating that a lot of the work can be done without needing to physically be in other places.

Darshita 14:44

But that said, it impacts on the airline economy because they are also listed organisations needing to generate returns. So, the point is we live in an interconnected society and if we take one big slice of revenue out from one business's balance sheet, it still impacts us as a global economy.

Darshita 15:12

So, that's by the by, but coming back to professional services, I think for professional services the best way they can demonstrate positive impact on society is through being more attention and precision to how they are calculating their social impact.

Darshita 15:33

Many professional services organisation do a lot for their employees, for their stakeholders and a lot of this sits uncaptured or captured but not really reported or recorded as creating an impact. For example, we know the world, one of the biggest global risk is mental health and COVID has also highlighted that.

Darshita 16:00

And just during the time of COVID, we came across so many organisations that did podcasts and had yoga sessions and wellbeing online sessions for their employees just to keep a check on ensuring that there was some way of early flags to keep for employees to know that they had more support than if they knew they would while they were offline.

Darshita 16:31

So, I think in environmental terms, we've come to almost like a scientific precision on how to measure carbon emission, scope one, scope two, scope three and how to measure offsets, et cetera. There's a whole market around offsets but when it comes to social, these are still undefined territories and this is where I think the next three to five years professional services firms will be a big role in being able to record and log all the things and activities and inputs that they put in that really have a positive, significant impact on their communities.

Darshita 17:19

For example, Future Talent, you're recording this podcast and it may not look like a direct sort of revenue generating activity but even if one sentence from one of your podcast speakers has an impact on ten other businesses, there is no way yet that we're capturing this kind of impact and it is happening.

Darshita 17:44

So, that's where I feel the social impact side will develop with the help of professional services organisations.

Ross G 17:54

But there in lies the problem, doesn't it? Or is there, I foresee a risk, because I think that a lot of organisations find it, and people, very difficult to know what to do. So I give a couple of different examples.

Ross G 18:07

So one is malaria nets. So big push for malaria nets to keep people safe from mosquitoes, but you send them out to communities and then they don't get used as malaria nets, they get used as fishing nets, because they're super strong and really effective at catching fish, which addresses the immediate need of the people who need food, but doesn't solve the malaria problem they were designed to address and also causes ecological damage to the underwater ecosystem.

Ross G 18:36

Or on the personal level, there's the shoot-eye by the cucumber with plastic wrapping, or not, because the one with the plastic wrapping, that looks like a waste of plastic. But if I buy the one that doesn't have plastic wrapping, then it rots a lot faster, and then that's food wastage.

Ross G 18:53

And I think both of these speak to the feeling that everyone has, that there's nothing that you can do, there's no right answer. And I worry that if I look up as an organisation, my huge amount of carbon that I'm generating, and go, oh, that's

problematic.

Ross G 19:08

But maybe one line in this podcast might affect 10 companies and make them all perform better, and that's a social good. And maybe that I've now talked myself into doing absolutely nothing, because I've convinced myself that my podcast is saving the world, and I don't need to do anything about carbon.

Ross G 19:23

So how do organisations decide what to do when these things are difficult to measure, it's difficult to know what the pros and cons of each are going to be, and you have the sense of paralysis?

Darshita 19:34

Let's break this down into a few things.

Ross G 19:39

Sorry we ask really complicated questions, you have to keep interpreting them for us.

Darshita 19:43

I'll try my best. So let's come to, maybe I'll actually simplify or start with a simple example and then let's apply it to all the examples you set out. So when it comes to sustainability, I think one is, I said right at the front, there is positive and negative and then there is intended and unintended consequences to actions.

Darshita 20:12

So wherever there is a very clear sense of, okay, this is negative impact, it's not positive. So when we're talking about, let's say supply chain or plastic, then this is where the business needs to think about what can I do right now?

Darshita 20:30

And if I can't fix it right now, then what am I going to do about it in the next three to five years, because we all know that that practice itself is not sustainable and we need to find alternatives.

Darshita 20:44

So for now, maybe your business can make revenue, can generate profits, but it's all coming because you have externalised a cost to society. And so when we're thinking about plastics, there are now many innovations that take the need for plastic away.

Darshita 21:04

There is bio options, there are paper wrappings, there are many other ways in which plastic can be replaced. When we're thinking about social negative practices, we know supply chain transparency is becoming a big thing.

Darshita 21:21

So any exploitation of labour that's existing in your business supply chain, if you're not aware of it, you should start to get aware of it and start to take action. A lot of suppliers have lost their contracts already because they have not been able to prove that they are taking sufficient measures to either pay equal wage or sufficient wage or minimum wage to their contractees, etc.

Darshita 21:51

So that's on the positive negative. The simple statement here is if you're a business and you know you're having a negative impact and you are getting away with it right now, you still need to make sure that in the next two to three years you have an alternative that is a positive version of the negative right now.

Ross D 22:13

I guess that might be that you have no idea if you're having a positive or negative impact. Yeah, then you start to go on the discovery. Exactly.

Darshita 22:22

Start asking your supply chain. So what are you doing about it? So start digging for having the data trail to demonstrate that you have been, you've taken the measures as a business to ensure that anything you perceived as having a negative impact on people or planet, you are starting to take action on it.

Darshita 22:42

So that's one. The second is the unintended and the intended. So when we're talking about malaria nets and things like that, this is where you have an unintended, you have unintended consequence. So you provided a solution or built a solution to address one challenge, but it ends up creating another challenge of itself.

Darshita 23:06

So this is when you need, as businesses, the best thing to do is the moment you become aware of an unintended consequence, then you need to start to take action. Because there are going to be moments, especially in this transition journey as we go along as a business, where we will make mistakes.

Darshita 23:25

And sometimes there won't be solutions to rectify things immediately. And sometimes there will be other businesses we will be able to learn from and adopt best practice from the sector. And we've seen this also in the space industry of the space.

Darshita 23:43

A lot of the innovations have come from sort of space exploration or sort of space innovations have actually resulted in a lot of businesses adopting more greener, more leaner solutions that previously weren't available.

Darshita 24:05

So there are some examples of cross sector innovations as well that we will be able to avail from as we go along this sort of green journey together.

Ross D 24:17

If you wanna try tackling the cucumber question, I'm sure everyone listening is wondering which cucumber to buy.

Darshita 24:22

Um, on that one....

Ross D 24:25

It's okay if the answer is I don't know.

Ross G 24:26

Well, I think maybe for our listeners, I think what we're talking about right now in an organisational context, a lot of the stuff might feel if you're a manager that a lot of these things are out of your hands.

Ross G 24:39

And so to take Ross's cucumber analogy and run with it, what are the sort of small things that managers can do to fight positive change?

Darshita 24:49

Yep. I think on the cucumber example, the question is between plastic and food wastage, which are both real challenges. But if we zoom back up, what is the primary cause of a particular challenge? When we talk about food wastage, food wastage is a challenge because of that distribution process that we have right now, where there is still global hunger and then there is food wastage.

Darshita 25:20

So this doesn't mean it's a problem that can't be solved. It just means we need to invest and innovate around how do we distribute food in a way that enables lack of wastage rather than whether plastic solves that problem or not.

Darshita 25:38

So I would say when you're a manager, the key thing is to be able to empower yourself and your teams to think. When there is a problem in front of you, the question is not to just shoot the symptom, but how can you empower your teams to think about how do we elevate what's really causing this challenge and is this a challenge we as a team, we as a business can solve.

Darshita 26:06

Some of these challenges, it's not in your capacity as an individual business to resolve. This is when as a manager, you can take the lead and the initiative to find or create an industry-wide coalition, because some of these challenges are better

resolved when your whole sector or your competitors come together to solve that challenge because it's not a challenge you as a company face, you face it as a group of companies.

Darshita 26:33

And in this way, your resources are spent better, the resolution is faster and you actually feel the speed of resolution is also faster. So yeah, I would say sometimes it helps going a little bit upstream to find the solution rather than just needing to make a sort of black and white decision as a business.

Ross D 26:58

Are there any examples you can share of companies that you've seen do this well?

Darshita 27:03

We're starting to see a lot of traction in the fashion industry. So we know sort of the material production, consumption and recycling is a big challenge the fashion industry faces. And there are quite a few, I've forgotten all the names of groups, but there are quite a few coalitions that have formed in the fashion industry.

Darshita 27:35

So if you are looking at alternatives to leather, like vegan leather and things like that, you actually instead of needing to find a solution on your own, you're actually working with the coalition of many companies that are pushing for regulation, adoption around vegan leather and where it's sourced from etc etc.

Darshita 27:58

So we're seeing this in fashion. We're seeing this also in the food sector. We've seen it slowly growing as well in terms of the transition from food, just normal fruits and vegetables to organic and labelling.

Darshita 28:14

And all of this has happened not because one company pushed for it, because a group of companies and businesses came together and decided what the benchmark is and what kind of standard they will all agree to.

Darshita 28:30

So we're going to see this in a lot of other sectors and I would say for normal sustainability challenges where you know as a business you're not the only one struggling with it, find a coalition or create one.

Ross D 28:46

Cool, I think it's probably time to wrap up there. I was reflecting on the cucumber situation. I'm aware that we've left that hanging there. Which cucumber should you pick? I think it probably depends how fast you eat the cucumber, right?

Ross D 29:00

If you are going to make a salad for your entire family, because you eat a whole cucumber, probably you don't need the plastic. But if you have one gin and tonic every Friday and you want to get a cucumber in it, maybe you do want it with the plastic round it.

Darshita 29:11

Yeah. The other is, you know, if you're living in a city, question is do you need all the food stored in your freezer when you can actually just walk five minutes down the road to a high street?

Ross G 29:22

Yeah, it's like, are you walking to the grocery store or do you have to drive there? And then are you driving there multiple times to get unwrapped cucumbers versus those ones? Exactly.

Darshita 29:34

We're seeing it also in like, at least in London, Planet Organic or Foods, there's the option of the wrapped and the unwrapped. And then in the end, it's really a personal choice. And I think the best choice for us all at this stage of where we are as a planet is wherever possible, consume less and make sustainable sexy.

Darshita 29:59

Post on Instagram. It's no longer like, I take my shopping bag to the supermarket and therefore I'm sustainable. Maybe five years ago, you could go along with it. Now it's like, I don't buy what I don't need.



Darshita 30:13

And whenever I buy, I try and make sure it's from a sustainable source and making stories out of it to make that the fashionable thing, I think, is where we need to be heading.

Ross D 30:25

Okay, great. Let's wrap up there. Ross, what would you be taking from this conversation and applying in your life this week?

Ross G 30:33

I'm not sure I will be applying it, but I think the big takeaway for me is the social side of sustainability, which is not really something I thought about that much before this conversation today. I think I really thought of sustainability in terms of carbon footprint, consuming energy, and that sort of thing.

Ross G 30:49

I think it's quite nice to think that our podcast, not to absolve ourselves of any responsibility for focusing on the carbon stuff too, but it's nice to think that- Our work is done, Ross. Yeah, exactly.

Ross G 30:59

It's nice to think that there's- I think it's just a different way to think about it. I think more holistically about sustainability will be one takeaway from this conversation.

Ross D 31:11

Yeah, I was reflecting on the point you made, Darshita, about managers. I think the manager role is they're the closest to the operations while still having sufficient clout to make changes and to suggest things.

Ross D 31:26

So I think for the managers out there, I am a manager, so I will be thinking about this, is what are the pros and cons of what I'm doing from a sustainability point of view? And how can I start to tip the scales in a more positive direction?

Ross D 31:43

And Darshita, what one idea would you like our listeners to remember from this conversation?

Darshita 31:48

Consume what you need.

Ross D 31:50

Nice, very succinct. And now let's move on to our regular feature, one thing I've learned this week. Ross, do you want to go first?

Ross G 32:02

Yes, I actually have a very appropriate one thing I've had this week. So I recently switched to Ecosia, which is a search engine, but instead of just sort of pocketing the ads from search revenue, 80% of their search ad revenue goes into planting trees and not just sort of mono cultures, but sort of working with partners on the ground in different parts of the world to identify what trees are appropriate to plant in different contexts.

Ross G 32:37

I actually learned about Ecosia about six months ago on a podcast, How to Save a Planet, and it's taken me six months to change it. So I think another thing that I've realized is inertia is pretty powerful and even making a change as simple as installing a new browser extension and using something other than Google to whenever you do search is more powerful.

Ross G 33:00

I felt, but I really like it. I've had no trouble finding what I need and I can see a little counter. Apparently, I've searched for 35 times using Ecosia since starting. If I get to 45, that will equal a tree.

Ross G 33:12

So almost there.

Ross D 33:14

That's quite quick. It is quite quick.

Ross G 33:18

Yeah, apparently 45. It says on average 45 searches is what it takes for them to plant a tree.

Ross D 33:27

I do 45 searches during watching most TV shows. That's great. Thank you. Darshita, what have you learned this week?

Darshita 33:35

I think this week, obviously, the prescient is the Ukraine-Russia crisis. And one of the things we also do as a business is work with philanthropy and philanthropists to enable transitioning funds to high impact opportunities.

Darshita 33:56

And when it comes to crisis, I think our most common response is to fund the country that has been impacted. Whereas this week, I've learned how Poland, Romania, and so many other countries on the borders of Ukraine are actually housing millions of Ukrainian citizens who've now left the country.

Darshita 34:22

So it's important not just to sort of help where the challenge is, but also to help those who are helping. And yeah, that was one sort of eye-opening and a very rewarding experience this week in being able to help some of the neighboring countries.

Ross D 34:47

So that's, Ross has obviously talked about saving the environment and Darshita you're talking about saving human beings. I have some flippancy and nonsense to end on. So during one of my many searches on Wikipedia, my search engine of choice, I came across the page for Tom Mix, an early American film star who between 1909 and 1935 appeared in 291 films, mostly Westerns.

Ross D 35:14

What interested me about him was that he was born in 1880 and he was good friends with the Wyatt Earp of Gunfight at the OK Corral fame. And then later in life, he got John Wayne his first job in Hollywood.

Ross D 35:28

So he acts as this interesting connective tissue between the actual Old West and the Hollywood versions of the Old West. I thought it was just sort of interesting how the kind of, how the myth I guess of the gunslinger had evolved through these three characters.

Ross D 35:44

And then I've got some bonus learnings. So the Gunfight at the OK Corral did not take place next to the OK Corral. And despite how famous it is, it only lasted 30 seconds. So there we go. Tom Mix, check out his Wikipedia page.

Ross D 35:57

But first donate to charity and start using Ecosia because those things are much more important.

Darshita 36:05

Sometimes I think we underestimate the power of humour as well. How important it is to our well-being, especially sustainability and topics like that can become very heavy and self-righteous but also can make us feel like the whole world is upon us.

Darshita 36:23

So having a blitz of humour makes it much easier and lighter to keep going.

Ross D 36:30

You're very kind. Where can people find out more about you and the work that you do at Darshita.

Darshita 36:37

About the work that I do it's called Maanch M-A-A-N-C-H Maanch.com and at me you can find me on LinkedIn Darshita Gillies D-A-R-S-H-I-T-A-G-I-L-L-I-E-S

Ross G 36:52

Great, we'll put a link to those in the show notes. And that's it, you've been listening to the Future Tunnel Learning podcast with me, Ross Garner and Ross Dickey. The guest this week was the sheet of Gillies of Maanch.

Ross G 37:02

Until next time, bye for now.