



# Susie Hargreaves OBE

Interviewed by

**Ian Symonds**

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*Welcome to the Archives of Information Technology. It's 3<sup>rd</sup> of August 2018 and we're in the offices of the Worshipful Company of Information Technologists in Smithfield, London. I am Ian Symonds and I've been working in information technology and management consultancy for over 40 years. Today I'm talking to Susie Hargreaves.*

*After an illustrious early career in the management in the arts sector, Susie became in 2011 Chief Executive of the Internet Watch Foundation, which strives to achieve the global elimination of child sexual abuse imagery online. We'll be talking about Susie's background and influences, some key events that shaped her career and her views on the industry today.*

[0:00:50]

*So Susie, where and when were you born?*

Okay. Thank you, Ian. I was born in York in 1962. I'm a Yorkshire lass and proud of my Yorkshire roots.

*Good. Tell us a little bit about your parents and what they did and what their occupations were.*

I'm one of nine children and my mum was a stay-at-home mum, but incredibly active in terms of the work she did looking after us. And my dad was an, originally trained as an architect, but then became an educationalist and he was a pioneer for polytechnic education. So he was the Director of Leeds Polytechnic and he was also an architectural historian, so he wrote many books and presented TV programmes about the history of architecture. And I think the thing that's most inspirational about my dad is my dad was disabled, so he had polio when he was twelve and spent two years in hospital. But it never held him back, I mean he was incredibly determined and ambitious and quite a role model for lots of us.

*So what was your family life like?*

Very happy. I mean we have- the great thing is, if you have nine, or eight siblings, I always say you get one of everything. So, you know, we have the most amazingly diverse group of relatives, so you know, one of my brothers is disabled, you know, other, you know, we've got a whole range of people from different backgrounds, they've partners from different backgrounds, and we have a huge extended family, so I have 42 first cousins. And it was quite sort of rambling, but fun, you know. It was a very nice upbringing and, having said that, my parents are Catholic, so it was quite a strong Catholic upbringing as well.

*And where did you, where did you fit in the family?*

Well, I'm sixth, actually. The brother that's immediately older than me is adopted, but the rest are all my natural siblings and I was kind of, what we used to always call like the oldest of the second half of the family, so I was very practical, so I always did cooking and looking after the little ones. So I've got six brothers and two sisters.

[0:03:31]

*Okay. Who were the most important influences on you in your early life?*

I think my, obviously my dad was quite an influence on all of us, because he was so driven. But having said that, probably the main influence on me has always been my mum, actually. I think mum is an amazing person and she just sort of battles on and she's always there for everyone, she's an absolutely lovely person with a great personality and she's always encouraged us and been incredibly loving and affectionate. So I think my mum was definitely the most influence. But then I'm also quite influenced by my older brothers as well.

*So what have they gone on to do, some of- too many to talk about all of them, but maybe one or two?*

They've gone on to do all sorts of things. So, you know, varying from, one of my brothers actually works as a programmer in BT. I've three brothers who work in the movies, so I've got a brother who's a director of photography in big movies, one who teaches screenwriting in a film school. I've got another brother who writes music for

television. A sister who's a teacher, another sister who's doing local television presenting. My, another brother who's a farmer, you know, they do all sorts of different things.

*Okay. You sound like a very talented family.*

Talented and mainly they're all penniless. And that's how it actually works, the reality of it, so yeah.

[0:05:15]

*Okay. Well, can you tell us about your education, right from the beginning actually, through early schooling, secondary schooling, college, higher education, in as much detail as you wish, really.*

Okay. So I went to the local Catholic primary school and then I did pass the eleven-plus and I went to a school called Bar Convent in York as a weekly boarder, and I was so desperately unhappy that after a year my parents took me away and I went to the local comprehensive in Harrogate. And I was the first year of comprehensive education. So everybody above me in the school was- the school had been a secondary modern, and then, or it was grammar school. And I actually, I think probably, I sort of suffered academically as a result of that because the expectations were quite low within the school. But having said that, I wasn't actually a very good pupil anyway, I was consistently bunking off and being badly behaved really. I wasn't, and I wasn't someone that was perceived as being particularly academic, so I kind of scraped through some O levels and then changed and went to a boys' grammar school in Leeds for sixth form where they were taking girls in. And again, I think that was probably in retrospect a mistake, because actually being one of five girls in a boys' school, it sounds like a good idea when you're sixteen, but actually it's pretty, it's pretty alienating actually. So I messed around in sixth form, failed my A levels, and then went and did them again at night school actually in Harrogate, so I got my A levels, I got enough to scrape through and I went to Leeds Polytechnic and did an HND in hotel catering and institutional management. And the reason I did that was that I always liked cooking, so I was always, in our family you were always kind of earmarked and pigeonholed as, so-and-so's academic and so-and-so is not academic

but very practical. And I was always in 'very practical', so, you know, I think that, I often say I think I've been able to achieve quite a lot within my family because the expectations were really low, so I didn't feel there was any pressure on me, really. But having said that, I kind of, I think I've grown up in an age where I've been very, very lucky in that my lack of sort of impressive qualifications has not held me back and I think when I look at my children that would not be the same now. So, you know, I think that I really was lucky in that respect. So I did an HND in hotel management and as part of it I had a placement at Harrogate Hospitals, in the catering department, and then they asked me to come and work for them as their assistant catering manager. So I was offered a job from the placement. Also I did finish my HND before I went and joined them. But I joined them actually before, before the term had ended, in fact in my final year.

[0:08:33]

*Okay. And what, I mean you said, you know, your teachers regarded you as...*

I think it was more my family, actually. I don't think it was the teachers. I mean, I think you had this thing at the time, when I look back on it, you know, they used to have this thing where they used to stream kids and you would- I was in the top group for everything, and I think I was in the top group for everything because I had brighter brothers ahead of me and it was like, almost as if, you're from that family so therefore you'll go in the top group. And to be frank, I was the bottom of the top group of everything and I really struggled and I would have been better having been put in lower groups. So, you know, I always felt like I was struggling at school and I had a very poor work ethic at the time in terms of revising and working, you know, so I just sort of, school was just something you had to get through and I think it's a real shame, because I look at my children and interestingly, of the two, one, you know, he would be ill if he missed school, he loved it so much. And yet my daughter was almost like, you know, had a, you know, is exactly like me, just, you know, sort of had to get through school. And I don't know why that is, really. But having said that, you know, I was very sociable, I had lots of friends. My best friend to this day is someone I went to school with when I was eleven. So, you know, that sort of community side, I was very good at that side.

[0:10:07]

*Was there any, any teacher or tutor that you had during your education that was particularly inspirational for you?*

No and I often hear people say, you know, they can mention different teachers, but I actually can't. There isn't a single teacher that stands out for me that sort of, sort of took me under their wing. And I think I was, I think I was probably just very unimpressive at school and that no- I didn't get noticed, you know, so – by the teachers – so I don't, I don't think that. There was no-one that was horrible to me, there was no kind of bad situation either, it was just, it was just I think I was just one of those kids that no-one really knew was there.

*So who and what were the most important influences on you at that time?*

Well, actually, as a teenager, when I was sixteen I met my first husband, actually, who was a musician. So hanging around with his band and with him and his friends, and he was much older than me, that was the biggest influence. So going to concerts, sort of hanging around doing, you know, skipping school to go and see bands, going out, getting served under age. You know, those were the big influences.

[0:11:31]

*What sort of music was it?*

That he did? Well, he had his own band and he wrote his own music, so it was kind of like sort of rock music and, you know. And, you know, at that time, all I could think was, you know, I'm going to be with him and that's what life's going to be about. And in fact, you know, I moved in with him when I was very young and we got married when I was very young and sadly he died when he was very young. So in terms of most, the biggest influencing factors in my life, actually, of all the influencing factors in my life it was the death of my husband when I was 23. So, you know, that actually shaped everything about me. So, the, you know, and that...

*How did it change you?*

Well, it changed me in the sense that, so even though I'd kind of done, you know, sort of scraped through school, scraped through my HND, I'd always worked because he was kind of, I thought he was a musical genius and, you know, he was doing his band and I'd always, even though I was at poly, had two jobs, and I always had this sense of supporting myself and being self-sufficient and after he died it absolutely made me determined to be totally self-sufficient, to not necessarily a good extent often. So, you know, that I would be absolutely determined that I was going to look after myself, get myself sorted and, you know, so in a way- and also because when you're 23 and you go through something like that, you just don't have anyone else who's gone through it. I'm not saying that other people don't go through it, but I didn't have anyone else who'd gone through it. I was the only person I knew that had had that experience and it's, and it's a really, it's a really tough one to go through. So, you know, so I think it definitely did, it did shape and determine who I became, good and bad.

[0:13:26]

*Did you have any other enthusiasms and interests other than the rock music and musicians?*

Well, I love cooking, I've always loved cooking, so cooking's still a big thing of mine. But what happened when I went into, so my first job at the hospital was, you know, as I was going into work in a, you know, the cooking factor, but actually what was clear to me very early on was that actually I was good at organising and, you know, so I was good at administration, I was good at organising, I was good at, potentially – I was very young then – but potentially very good at managing people. So that sort of, having felt like I didn't have any qualifications or particular skills, I suddenly realised, actually I'm very, you know, I've got common sense and I've got practical skills in that respect. And those are skills and I didn't even really realise they were skills until I, until I put them to use in a work environment.

[0:14:32]

*I mean you've been sort of fairly dismissive about your education, I mean do you think your work later on, I mean to what extent has that helped or hindered you?*

Okay. So I mean I'm dismissive in respect of my own role within it, not to the people who tried to provide it to me. So that I don't actually think that it's their fault, I think I just, I think it's just what I was like at the time. They probably couldn't have helped me, d'you know, at the time. And actually later on, when I got a Clore Leadership Fellowship, I did, part of it was you had to do the equivalent of an MA dissertation, and I did that, I was attached to the University of York and I did that, and I loved the experience. You know, the fact that I could actually apply, you know, approach something sort of quite sort of academically, and I really got so much out of that experience. So I think it was just simply the wrong time, if you know what I mean. In terms of, your question was, how did it hold me back, or how did it... sorry?

*Well no, it wasn't so much, it was just more whether your school experience, to what extent you thought, how that influenced your later career.*

Right, yeah. So I don't think it did, and as I say, I think it's because I've been really lucky. I mean I know now when we interview, you know, when we interview, say, a press officer or something, that the standard and the quality of the applicants in terms of young people, their degrees and, you know, they're so qualified, and I think if someone came in with, when I was that age with my piece of paper, I wouldn't have even got through the first round. And I do think that's changed quite a lot. And I think probably because I was lucky in that the hospital where I did my placement offered me a job based on the work I did with them, you know, that sort of gave me a boost. In a way, I probably wouldn't have got it if I'd applied to them outside of that. So I just think there's been a series of lucky, you know, coincidences or introductions for me. So I think, you know, I mean and when it comes to my own children obviously I'm massively keen that they do have, you know, good careers and they do have good qualifications and that they do have that level of, you know, support. And interestingly, my husband is the same in the sense that he trained as a dentist and then became an actor and a theatre director. And again, you know, we're from an age where you could do that a bit more, so it's just an interesting thing really.

[0:17:32]

*Did you form any friendships during your education days that were to help you later in life?*



Friendships in the sense of, I say, my best friend and I are still in touch, but that's just we're best friends. But no, because, not really, not – again – not because of anything from school, but simply because I kind of, my career has been quite sort of, you know, twist and turn-y and I've kind of, so having started in catering in the Health Service, I then moved into the arts where I was for 20 years. And then I moved from that into another sector. So I think that the, you know, the initial contacts of when I did my HND at Leeds Poly for three years, they don't really come into play in terms of my current work. But having said that, you know, I have had a number of phenomenally influential, almost patron type people who helped me through my career who I would say were major influences, much more than school people.

*Okay. Well, maybe we'll come on, you can tell us a little bit more about those as we come to that later on.*

[0:18:48]

*I mean, okay, I mean, so moving on then, can you, without going into a lot of detail, but can you tell us a little bit about your early or first career, perhaps, in the arts.*

[laughs] Yes. Okay. Yeah.

*And how that helped develop your capabilities?*

Okay. So I worked as an administrator in a number of theatre companies, and then at an arts centre, Watermans Arts Centre in London, and I ended up running as Chief Executive. I was, I ran an audience development agency, working with major theatres and opera companies and various other organisations. And the experience, so I was working in a range of arts organisations, but very much in the admin side. So the kind of experience of organising and managing and each job I went for I kind of moved up a, you know, a rung in the ladder. You know, so they very much did shape the sort of person I was. And actually, one of the things, I would say in terms of the manager that I'm at, I am, the most important job I had was I worked for a theatre company called Red Ladder for six years, I was their general manager. And it was working, touring nationally to youth clubs, focussing on disenfranchised young people, and

actually finding ways to take theatre to them in their own settings. And Red Ladder actually had a, it was famous, it's still famous in theatre terms for being a socialist theatre company, and it was, prior to when I joined it was what's called an agitative propaganda theatre company. They used to take a red ladder round shipyards and do political theatre. By the time I joined it had moved into the youth sector. It had a very strong focus on, it was a feminist company, and I sort of learnt a lot within those six years about different styles of management, so sort of a feminist empowerment style of management, which I think has been much more embraced since then, so actually learning about different ways of empowering and enabling people. And had a sort of very good boss who kind of introduced me to all of that and really sort of- it was my first real experience of actually challenging management styles and looking at different ways to work with people to get the most out of them. And then I also worked in a company called Pilot, which is where I met my husband, and this actually is important because it impacts on why I work in technology, which my husband is an early adopter, so he's very much at the forefront of using technology in creativity. So that's his big thing and he's won lots of awards around the work that he's done. So we've always had a sort of highly, you know, technology's played a huge role within our life at home and, you know, we've always had things before other people had them. So I've had this kind of technology influence round me all the time at home, so it was kind of inevitable that that was going to impact on me in some ways in my career.

*So this was applying technology in the arts, was it?*

Yeah.

[0:22:12]

*Well, say a little bit more about that, that's interesting.*

Okay. So for, I mean Marcus [Romer] does, his whole thing is, you know, he does masses, he's always used multimedia and technology in his shows, he does a lot of live streaming for different companies, he was the first person to do a podcast in the arts, he was one of the first to do live streaming. So he's always testing stuff at home, equipment. I mean, I know it sounds crazy, but he's the first person I ever met who

had (a) an answerphone and (b) a mobile phone. And when he showed me the mobile phone, you know, it was like, who are you going to call, because no-one had one.

*What year was that?*

Oh, so we've been together for 32 years, so 32 years ago and he had, so, you know. And, and he was always at the forefront of that, so our house is full of that. In terms of, you know, he- and that's impacted on the way the children are and the way they use technology and the way it's sort of just impacted on every aspect of our life. And, you know, when he, so he has sort of driven that through his work and he continues to do work on that level as well. So, you know, it's inevitable that that kind of rubs off on you in some way. In terms of my work, you know, obviously I've been sort of influenced in terms of, you know, early adopters in terms of social media, in terms of how we use technology in the organisations that I've worked with, you know, which, you know, just using technology to make life easier within an organisational way. So I had a kind of quite good sense of it anyway, so... And, yeah.

*Okay. That's interesting. So, you know, technology has almost become just part of the way you work.*

Yeah, absolutely. Yeah.

*You take it for granted, yeah.*

[0:24:11]

*You moved on, you also worked in Audiences Yorkshire, which was more of a marketing role, wasn't it?*

Yeah. So it was very much about audience development, so there was a big push from arts organisations to try and develop and diversify and, because they're all publicly funded, their audiences. So I worked there, I built that agency up from an 18-month pilot project into a permanent organisation. And I also took on, it started as a Leeds-wide organisation and ended up as Yorkshire-wide organisation. So one of the things I've been really proud of is that every organisation I've worked for has

grown under my leadership, so – and grown quite substantially – so I think one of the things I do bring is I'm quite sort of good at sort of, you know, I can manage risk really well, but actually I'm really good at sort of seeing where opportunities are and having a sort of, I'm quite decisive so I'm happy to just go for it. And as a result, you know, we never sit still in organisations that I work for. And when I- and towards the end of my time at Audiences Yorkshire I went freelance for a number of years, so I was a consultant, so I did lots of work with lots of different cultural organisations. And then I got a leadership fellowship, the Clore Leadership Fellowship, and I think that again really changed, changed my life.

[0:25:44]

*Can you tell us a little bit more about that?*

So, the Clore Leadership Fellowship is given to 25 people a year, and it's a phenomenal opportunity. It's almost like it's such a good opportunity, you don't know how good it is until you've finished it, you know, really. So, it was, you got a major grant to support yourself for a year, you got £10,000 to spend on personal development, you got to be attached to a university to write a dissertation, you got to be mentored by someone who was very sort of high profile. So my mentor was Sir Ken Robinson who is a world leading, he's a world leader in terms of education and creativity, his TED talk is, I think it's the top or the second top listened to TED talk of all time. He's the most phenomenally inspirational person. So, you kind of got this opportunity to test and try out so many different things. And you also got a placement, which was, my placement was at the Royal Armouries for four months, where I was attached to the senior management team of the Royal Armouries. And again, you know, this whole year just gave me, it massively developed my international work that I was doing. I went to Harvard and did a course called Women in Power, which was again phenomenal. I was with 50 women from all sectors, mainly in the States, you know, from the one, the leader in the US Navy, a woman General - I guess she'd be General – right through to people who ran CBS Television and politicians and, you know, and I was there and part of this amazing group of women. And, you know, those sort of things were such a phenomenal opportunity.

[0:27:36]

*So how, sorry, how did this Clore Fellowship come about?*

So they...

*Were you selected or did you apply?*

No, you apply.

*You applied.*

You apply. So I applied for it. I felt I was in a crossroads, actually. I felt like I kind of was, had been working in the arts for quite a long time and I had this kind of sense of, am I really helping people? You know, we talk a lot about in the arts about empowering people, and I thought, am I really, I'm not sure, and I just felt like I was at a crossroads. So the Clore came along at the perfect time. And I was able to, the most fantastic thing that happened was when I was freelance I'd organised the World Summit on Arts and Culture and a freelancer and when I was on my placement at the Royal Armouries they basically gave me nothing to do. So I was, you know, sitting there doing absolutely nothing, feeling quite frustrated, and I got a call from the Salzburg Global Seminar Programme to say we heard you organised this World Summit, and I said yes, I did. And they were organising a week long international seminar on culture and they said well, you know, can we just talk to you and get some ideas. And I said yes, and put the phone down and then I thought, d'you know, I've got nothing else to do, so I just plotted out the week and I sent it to them and I said, d'you know what, I don't know if this is useful or not. Anyway, they rang me up and said, we want you to co-chair it. And it gave me a gateway into a whole higher level of international people and it just really was a fantastic, it gave me so many great contacts and networks and it was a fantastic boost to my confidence to be able to do that. So I did that with them. And I also realised through doing the Clore that actually I needed to leave the arts. I'd kind of peaked on what I thought I could do within the arts. And I got, actually I got headhunted for a job running the Society of Dyers and Colourists, which again, everyone thinks is a weird route, which is, it's a royal chartered organisation with members around the world on the science of

colouration, but it actually is about good practice in environmental dyeing and finishing. So I'd always worked in charities and this was one working more on a world stage. So it then took me into working more with industry, so in this respect the dyeing and finishing industry, the manufacturing industry, and actually of course, the use of technology is huge within that whole industry. So that kind of took me into a different place. But I was able to, you know, the skills I've learnt, I've always thought I've got transferrable skills, you know, running an organisation actually is quite similar in an arts organisation, in the SDC or in the IWF, you know. Those skills are transferrable and I was just very lucky that people recognised that I could transfer those skills. So I had to learn the industry, but I think in any industry it's quite small and you can learn it quite quickly.

*So, I mean you then after the work at the Society of Dyers...*

Dyers and Colourists, yes.

*The, your move to the Internet Watch Foundation was quite another significant leap, wasn't it, in terms of the nature of the business you were in. You took over from Peter Robbins.*

I did.

[0:31:19]

*As Chief Executive in 2011, as we said. Tell us just how that came about.*

So, I'd been at the, when I went to the Society of Dyers and Colourists, the SDC, it was an organisation that was, needed turning around, had a board of 52 people, and I had a very tough couple of years. We were reworking governance, it had this kind of massively- it had a very strange structure in that it had been started, it was 125 years old, it had been started by, in the UK, and they had an old guard of members who were all the sort of dyers and finishers from the UK who basically resented the fact that industry had moved out to India and Pakistan and Bangladesh and China and yet the growing membership was in India, Pakistan and China. So I loved all the international development side, but actually it was quite a sort of difficult place to

work, a very, you know, it was a place of conflict actually. And after two and a half years and we'd turned it around, I really knew that it had been so difficult turning it around that I needed to kind of move on.

[0:32:36]

*So was the job at IWF advertised, did you apply?*

Yes, it was, yes.

*Or were you headhunted, or how did it work?*

No, absolutely not. So I was looking for another job and I was looking in, you know, sort of recruitment consultants' websites and I saw this job and I thought, I looked at it and the one theme that had always gone through every single organisation I've worked for is I've always had an element of working with young people, so even at the SDC we had a museum for young people and I'd also reached this point where I just thought I just want to make a difference in real terms. And I looked at this job and I thought, gosh, that sounds interesting. And I rang up the recruitment consultants and said, you know, I've never worked in the IT industry, this is what I've been doing, I think I- I can do everything on your job spec, but you know, I don't know, you know, are you interested in me submitting an application. And I did, and I just was phenomenally lucky in that I got through. I, I mean I had to move to Cambridge for the job, and again, interestingly, and I've discussed this with some of my team that have been around for a long time, we've grown so much in seven years in terms of our profile, that I probably wouldn't even get through the door now when the, you know, the CEO would be advertised.

*What do you think they were looking for then, which made them, and what made them think you were the right candidate for this role?*

I think that what, what- so I was very lucky, my predecessor did an amazing job. I wasn't inheriting an organisation that was broke. He had, you know, what I inherited was this fantastic organisation where the foundations were so sound and he had done that over eleven years. And he was former commander, borough commander in the

police and he had a very police background and he'd done an amazing job at kind of giving the credibility to the organisation. But I think the organisation wanted to kind of move it more, the board wanted it moved more out of the kind of seen as quite a sort of police-y type organisation and more of an organisation that, you know, was really going to fly and develop and was able to take some, some new risks. And, you know, I think the fact that, you know, I did have a sort of personal interest in technology, I was using it myself all the time, it brought in my experience of having worked with young people. You know, and, and I had the management skills to take it and develop it. So, I think they did, you know, they must have taken a big chance, I mean I don't know who else they interviewed, but, you know, people kept saying to me, they were quite surprised. You know, every time I ever met anyone they said, you know, where have you come from, sort of thing or, you know, what's your background. And- but the IWS was very different then, you know, it was a really small organisation, so it had a very low profile.

[0:35:26]

*And how did it feel then, taking over an organisation with such an important role in IT and in society? Was it a steep learning curve for you?*

Hugely steep learning curve in terms of the technology we use. And, you know, and I still say, you know, I'm, you know, there's a reason why I've got a technical team, you know, who are the experts. But not huge in terms of, you know, the- yes, that was a huge learning curve. Also the other thing which was a huge learning curve for me was that I hadn't really done any public affairs before, and suddenly I was catapulted into working, you know, not just with, you know, at low level in the Civil Service, you know, I'm working with Ministers, with Secretary of States, you know, we work with DCMS, Home Office, Number 10, the whole time. So suddenly having to raise every aspect of my game was, was really challenging, but oh my goodness, how exciting. It was really fantastic. And also, the other thing that I just felt from the day one when I came to the IWF, having worked in a very difficult environment with people who were quite averse to change, that what I love about the IWF, we've got a superb board, obviously it's changed quite a bit because people have a fixed term of office on the IWF, I've had a superb chair, I'm now into a superb second chair. I love working with the members because they're really, you know, they're engaged and



bright and, you know, they like, you know, they're challenging, it's an area where everybody believes we need to bring about change. So I generally don't get given a really hard time, because I'm actually working for an organisation, you know, an issue that's for the common good. But at the same time, you know, it's changing every single day. You know, so, you know, and, you know, when we started - this is before my time - there was no Facebook or Google or Twitter, you know, so we have new companies come in every day that radically changed the, you know, the ecosystem. And just kind of...

[0:37:41]

*How do you keep up with it?*

Well, it's really difficult. I mean one of the things is, we have 140 members and we suffer from mergers and acquisitions the whole time, and, but at the same time we have, we have to make sure that we're constantly keeping an eye on who the new players are coming up, you know, whose sort of star is waning, you know, what the changes are. And, but that in itself, it's quite exciting, you know.

*It's not just the companies though, is it? I mean the technology's changed enormously over the period of, that the IWF has existed.*

Absolutely. I mean...

*It must be quite a challenge for you and the team to keep up with those technology changes.*

Absolutely, I mean that is...

*How do you do it?*

Well, we have fantastic technic- my deputy's our technical director and he's fantastic. We, we invest a huge amount in terms of new technology. We, as you say, we have to be at the cutting edge of technology, because so are the people who are trying to perpetrate this heinous crime of making and distributing online sexual abuse. So we

have a team that's actually not just a team, or not just a team of in-house technology developers, but we also work really closely with big companies, so we've been very lucky, we've had engineers in residence from Google, from Microsoft. We have been running a series of hackathons with them where we all kind of get together, they ask us what we need in terms of technology. So we are constantly, constantly having to be at the forefront and actually- so at the moment, you know, we have got a whole range of new products that we're kind of piloting in development, but we're also investing in, you know, looking at AI machine learning and we're working on developing classifiers. So, you know, we have to always be a few steps ahead. And some of the technology we develop and we think it's going to change the world doesn't take off in the way you think it is and others, others do, you know. So it's constantly evolving in terms of what we're able to do and what, you know, what our capabilities are and, you know, what...

[0:39:56]

*So picking a good team must be quite an important part of that. Is that right?*

Essential. I mean, you know, the- so we have 40 staff now. When I arrived we had fourteen. We have 40 staff and about half of them are focussed on the hotline, which is our analysts and the technical team. So, you know, it's really important that we invest, that's our core business. So, you know, actually they have to be at the forefront all the time.

*So I guess, I guess developing that team's been one of your key achievements there, has it? Would you look at it like that?*

Yes. Certainly developing and investing in the team and the technology we use is essential to the success of the IWF. So being able to spot opportunities and then actually sort of just going for it. So, I'm very fortunate in that my deputy CEO is a sort of technical genius and when I arrived at the IWF some years ago, he was actually, the day I arrived, he was actually in a cupboard fiddling round with wires and trying to sort out some technical stuff. And since then - we had a very small team then - since then we've actually really built that team under his kind of expertise. So he's very well respected and he's able to have the sort of technical discussion and the

technical relationships with the big companies and also with government and law enforcement. So, it's been a kind of team effort, totally. But we never lose sight of the fact that the hotline and the technical, which comes under the technical team, is, that's our core business, you know. So our core business is, and our mission is, the elimination of online child sexual abuse, so we can only do that by being at the absolute forefront of using technology to fight the problem. So we're always looking at new ways, because in an ideal world we'll do ourselves out of business. And the way we'll do that probably is by not just changing people's attitudes and behaviour, but by actually using the technology and being one step ahead of the perpetrators of this terrible crime.

[0:42:09]

*So you're based on Cambridge Research Park, which is at the heart of what is sometimes called the Silicon Fen, tell us a little bit about what that means in practice. For example, does that, does that benefit your organisation through those sort of contacts and relationships you might build up with other companies in the area?*

Well, we're actually not at Cambridge Research Park any more. We were, but we're now at a different business park, because we expanded so quickly we had to move. And you would think that would affect and it would impact on our work to be in Cambridge, which is kind of, you know, a fantastic area, a fantastic research area. But actually, we have pretty much nothing to do with Cambridge companies. Nearly all the companies we work with are based in London because they're big internet companies, they're the big mobile operators, they're the big ISPs, the search, the filterers, and also our key contacts are also within government and law enforcement. So it's limited, unfortunately, in terms of the- we do have some contact in terms of academic contact in Cambridge, but actually, realistically we could actually be based in London. It's just we were set up by an internet entrepreneur and he was from Cambridge, so Peter Dawe who set us up, who, he was one of the first people to sort of use the internet, he set up Dial Pipex, I don't know if you remember that, one of the early email things, as well as various other great innovations. He actually helped establish the IWF and gave us premises in an old house in Oakington. And it's just historic, the reason why we're in Cambridge. But, sadly we don't really connect

much with Cambridge people. But, having said that, we connect a lot in terms of our work with the other big companies.

[0:44:09]

*Okay. You touched on the sort of development work that you're doing, a few moments ago, the Image Hash List was an important innovation that was named Innovation of the Year 2016, at the Cloud Hosting Awards 2016. Can you talk us through how that came about?*

Yes. So, to give you a little bit of background into how child sexual abuse is distributed online. So you will- nobody knows how many images or videos are out there, but what we do know is there a huge number of duplicates. So, to give you an example, a woman I met in the States, a young woman who's eighteen, who was rescued when she was twelve, she receives, in America you can receive a notification every time someone's arrested with your images. And she'd received over 1500 notifications and one of her images had been shared over 70,000 times. So what we're dealing with is not just trying to get the original image removed, we're dealing with all the hundreds, thousands of duplicates that are circulated on the internet. So one of the technologies that we are using is in fact it's a Microsoft tool, Photo DNA, which is able to take in effect a digital fingerprint of images and applies an algorithm. And that means that we can apply what's called a hash, it's, the algorithm is called a hash, it's not a hashtag, it's something different. So we will hash all the unique images that we have assessed as child sexual abuse and then we're able to use that Hash List to go and proactively search for the duplicates. We're also able to provide that Hash List to our members, the internet industry, to help them stop those images being uploaded in the first place or to search their networks to see if people are, have already uploaded those images. So, it gives hope to victims, who in the past used to think that once an image was out there, they could never get it back. And to some extent that's still true, but there's an awful lot more we can do now because we can actually go and search for the duplicates. It won't stop someone loading it up again, but it means we'll just go out and try and find it again. So, I've always said that fighting this is a war of attrition, so you've just to keep going at it. So, on our Hash List at the moment, and it grows every single day, there are about 300,000 unique child sexual abuse images, and these have been what we call quality assured, so

they've been assessed by two of our analysts. So they will go out and we will actually use those images to help try and find the duplicates. We're very proud of the Hash List and it's been a great additional tool. We have many other technological tools that we use, but these are examples of how we try and embrace with new technology as it comes up.

[0:47:18]

*And you've got more innovations in the pipeline?*

We have, yeah.

*Can you say anything about any of those, or is it...?*

We, we are working on a number of things. So we work with different technology companies, we worked with different partners to look at different ways to assess and find content. So we're looking at using artificial intelligence. One of the, one of the issues, which I think people just don't realise, so there is this myth that technology companies have a magic switch that they just don't bother turning on to find child sexual abuse, because you hear, they've got the greatest technological minds in the world that, you know, they could find this content if they wanted. And it's our experience that the big companies do work very closely with organisations like us because they don't want child sexual abuse on their networks. And, but the networks are so huge that what we have to do is try and use different tools to try and find this. And there is also a kind of a misunderstanding that actually everything can be automated, because there isn't any, for instance, facial technology, facial recognition technology or classifiers that can hundred per cent accurately age a child in a picture. It can't tell you whether they're fifteen, sixteen, seventeen, eighteen or nineteen. So you can't get around the fact that you need human moderators to look at this content. And this is one of the reasons why, because we require everything to be assessed by human beings, we have huge welfare issues in terms of looking after those people, to ensure that the content that we are removing is illegal content. So you can use automation up to a point and that will speed things up, but human beings can only work at a certain rate and you've got to look after them. So we have this constant kind of balance between using the latest technology and the need for human

moderation. So, but that doesn't stop us looking at ways in which we can automate stuff much more quickly. So, for instance, we've got a, a recent technology we've just introduced is we have a blocking list that goes out around the world, so a URL list which is deployed globally of live sexual, child sexual abuse web pages. And there are currently about eight, seven to 8,000 web pages on it every day, it's cleaned twice a day. And it's manually checked to see if those web pages have been brought down by the countries where they're being hosted. And that takes a huge amount of time. Well, we've just introduced a tool which is able to identify if some of those web pages are live, and that's reducing the need to have a person assess them by about fifty per cent, so that's a huge advance for us just to save fifty per cent of people's time to check if each web page is still live.

[0:50:19]

*Okay. What would you say has been your best and your worst moment in your time as Chief Exec of the Internet Watch Foundation?*

No, the best moment at the IWF is always, for all of us, is always when we help rescue a child. So, you know, every single person that works at the IWF works there because we believe in our mission and because we want to make a difference. And you take, you know, take one image down of a child being sexually abused, as far as I'm concerned, we did our job that day. But the reality is we take normally down about a thousand a day. So, you know, and then every so often we see a new child who the analysts don't recognise and we're able to accelerate that and work with law enforcement and get that child rescued and there is no greater feeling in the world. And sometimes, I mean I am actually humbled, because I get to go round the world and often I meet victims of child sexual abuse and they're so grateful and they're so thankful for what we do, and I always feel slightly, you know, I feel ashamed really, because they're the ones who've had to deal with the abuse, you know, we just take it down and the images down, so you know, our job is easy compared to the fact that they've had to live with this. So, you know, those are the moments where I'm so desperately proud of the team, you know, the team at the IWF are the most exceptional people. We always say they're ordinary people doing an extraordinary job, but they are people who every single day look at child sexual abuse and they are- and they're just a normal group of people and they're fantastic, so I'm so proud of

them. So that's the, that is the highlight for me, without question. In terms of the low point, well, the IWF holds this unique position in that we're in the middle of industry, law enforcement and government, and we're often pulled in every direction by all three of them, and I'm often, you know, I will have government demanding we do something, our members saying, demanding I do something else. And I often find myself caught right in the middle and that's quite a challenging position. So, for instance, we introduced, a few years ago we introduced a landing page, a splash page against our blocking list, our URL list. Up until then you just got an error message and when we introduced this splash page, it was a page that said why people had been blocked, that they'd been accessing illegal content, what might happen to them, you know, the ramifications of it, what to do if they thought they'd been blocked in error, where to go for help. Now, you'd think that would be a simple thing to introduce, but in fact the government were demanding it was introduced with very, very strong language, the police were wanting a different kind of language, and industry was absolutely up in arms from a liability issue, because they didn't want to put wording in that would actually potentially cause a young person or someone who'd inadvertently stumbled on this to harm themselves or for them to have, you know. And I remember I had one day where I had a Minister, a Minister and a director of policy in a company both ring me up and say they were looking to me to adopt a leadership position on this. So, both, and wanting completely different things. So, you know, and that happens quite a lot for us, actually, we're totally caught in the middle. So it's essential that we have an independent board that we, you know, my approach to that is always to just, you know, pretty much get the key players round the table and find a way to reach some level of consensus. But it's absolutely essential that we adopt an independent position, because at the end of the day- or, I will always say well, our mission is the elimination of online child sexual abuse, it's not the business objectives of this company and it's not the law enforcement objectives, it's very simple and we have to put our objectives first.

[0:54:32]

*Okay. Focussing on the IWF specifically then, what do you see as the biggest opportunities and risks for the organisation over the next ten years or so?*

We're currently, the government's very keen on regulating the space, and we're a self-regulatory body, so we have this, the issue of bad things on the internet is a global issue, but you know, we have very strong legislation in the UK. Now, that's not necessarily matched across the world. So we have, and our membership is international, so we have a huge amount of pressure coming from the UK government in terms of cleaning up the internet, making the internet safer, the government's, one of their manifesto objectives is to make the UK the safest place to be online in the world and - which is fantastic because child safety is really high up on the agenda - but it's proving to be very, very complex to put it in place and there's often a lot of conflict between the different sides within this. So in terms of risks, I think there's a real risk at the moment of taking, you know, of applying a sort of sweeping technology, sweeping legislation to try and bring about change without recognising that there's some really excellent areas of work. So, the IWF's the most successful hotline in the world, we have an unrivalled reputation. What we're able to achieve in the UK is because we're self-regulatory and multi-stakeholder and because, for instance, the internet companies are not perceived they're doing enough in certain other areas of internet harm, we're at danger of being swept into that. So that's a really big risk for us, so we're doing a lot of work with our members, with the government, with law enforcement to try and ensure that the best way to fight this particular problem is protected. So I think that's a huge risk, I think that in terms of opportunities, unfortunately the problem isn't going away, it's getting bigger, and it's more on a global front. So we're increasingly working outside of the UK, so we've now set up 22 reporting portals for countries that don't have anywhere to report online child sexual abuse. Those link directly into our report management system in the UK and we will be setting up 30 more by the end of 2020. So what we're trying to do is find a way to ensure that where the internet is developing, so in developing countries where actually fighting child sexual abuse is not the top of their list of priorities, that actually we do put, say, in order to have a strong sort of, to tackle cybercrime and to have a strong economic infrastructure you do need to tackle things like child sexual abuse, as well as other big problems that you've got, you know, fraud, cyber fraud or whatever it is. So actually we're working a lot internationally to help other countries come up to speed and that's a huge opportunity. And the other huge opportunity, in relation to the Hash List, is the opportunities for us to work and link up our technologies with other key players in the world. Because we have to fight this



globally and we have to fight it together, we can't protect our patches, you know, we've got to work really closely together. So the technology provides us with a huge opportunity to just connect and apply global solutions.

[0:58:07]

*Looking back and reflecting on your career to date, you're a successful woman and have been nominated for a number of awards, as a woman have there been any special challenges for you? Especially in your latest role in an industry where it's probably fair, still fair to say that it's male dominated?*

I think it is harder for, it's different for women than it is for men and I think that there are so many areas in which you kind of are aware that perhaps you have been treated slightly differently or you have, you know, you had to fight your corner a little bit harder. I mean certainly I've, you know, having had, worked fulltime the whole time and had children, I've always been aware that I've had to kind of show that I'm not just up to the job but I'm over and above up to the job, and I think that would be across the board. And I hope it's getting easier for women now. I am very proud of, I have received a number of awards, and I received an OBE in 2015 for my work in terms of internet safety. So that was a huge, that was really great, I was really pleased...

*Congratulations.*

...pleased with that. So- and the internet industry, it's interesting because the policy area which we work in is predominantly women, actually, but you're absolutely right, the engineering side and the sort of, you know, and any kind of STEM type stuff is all male dominated. So I think, you know, I'm really proud of the fact that the IWF, our two technical projects officers are women, you know, there are some phenomenally talented young women coming through. And, you know, this is a whole area where women can really thrive and develop and we just need to give people opportunities. I always hold this, I always quote this which is, you know, Madeleine Albright, you know, said, you know, there's a special place in hell reserved for women who don't help other women. And I honestly believe that, that I actually think, you know, I have a duty to help women progress when I see young women and their potential. And,

you know, I hope that in the IWF we have a really fantastic supportive environment for women, because it is still tough and it is still male dominated, you know. And yeah, things like Sheryl Sandberg's, you know, Leanin, and people like that are fantastic role models for women. So I think, you know, we need to all believe in ourselves and go for it, really.

[1:00:44]

*Do you actively campaign on behalf of women in the industry?*

No, I don't actively campaign, but you know, I am a woman so, you know, I think I am a positive...

*More of a role model than...*

Well, yeah, I mean in the sense that, you know, I am working, you know, I am regularly at tables where I'm the only woman. I mean we're doing a lot of work in India at the moment and I worked a lot in India in my last job, actually, so I've worked there a lot, and, you know, I can't, you know, the last visit I went to India I counted all the people in every meeting, how many men and how many women and I think maybe there was, I was normally, in huge rooms of people, I was normally one of maybe one or two women. And it's still, you know, it's very- and I still experience, you know, if I go away, if I go to a conference with my deputy, people always talk to, you know, they will direct things to him instead of me. And, you know, and that's just, you know, par for the course really. But I think, you know, I think just by being around and, you know, and certainly for my daughter and for my, you know, they've seen women who've been working, so hopefully that's, you know, for my kids, you know, they – I was talking to them about it – and they were saying, they were saying that they don't see me as a role model, they just see me as normal, because I've always worked. So they've never known a mum who didn't work, so I think, I think if you've grown up, you know, with that, that's a positive thing.

[1:02:11]

*Okay. What do you regard as the key successes of your career? I'm talking about your career in general now, not just at the IWF, and how were they achieved, those successes?*

Okay, so I would say my key successes are, I don't think I, I honestly think that, I've been chief exec of one, two, this is my third chief exec job and I haven't left a company worse off, if you see what I mean. So that every single company I've left has grown, has been in much stronger financial position, and I've been really happy to leave in the state that it was in when I left. And I think I've brought new energy and commitment to each of those companies. And, you know, so I am very proud of what I've been able to achieve. And, you know, I think those are my key successes, that I'm able to come in, identify where the problems are and actually very practically apply some solutions. And, you know, I'm ambitious and aspirational and I can realise that. So I'm very proud of what I've been able to do for those organisations.

[1:03:24]

*And what were the key decisions, positive and negative, that you made and what difference did they make?*

Well I, that's a great question, because I always say to people, I think the key to leadership or running an organisation is the ability to make decisions. And actually, I think the reality is that there are very few decisions that you take which are life and death decisions. They're just kind of, okay, you know, generally. Generally they're okay and, you know, some might be better than others, but it's very rare you, you know, you make appalling decisions and you just make a decision and have the conviction to follow through on that decision. So I think, you know, that's where it comes down to success of a leader or a manager, you go, you know, we looked at all these options and we're going to go for this one. And d'you know what, that one might have been better, but actually we're going to go for this one because we've decided, we've done all the work on it and we decided this is the one we're going to go for. And then we utterly pursue that. But also having the confidence if it's not right to kind of know when to go, d'you know what, this isn't working, and actually learn from that experience. So, and I think when I watch people, I see so many people

who are incapable of making a decision and I always go, it's not life and death, it's just A or B, you know. And I, so I don't think there's been decisions that you could say were groundbreaking, other than at the time it was the right way to go, and I'm not scared of them being big challenges.

*It's about leadership in that sense, isn't it? Is that what you're saying?*

Yeah. Yes, I think it is, yeah.

[1:05:06]

*Okay. I know people always ask this question, but what would you do differently if you had your time again, and why?*

Yeah. Well, I think, I think, I think I'd probably do loads of things differently and I think luckily, you know, I've spent a lot of time, I've had a lot of training and done a lot of work with, in coaching and stuff, so I've spent a lot of time on sort of introspection and I think, I think I'm pretty aware of the mistakes I made earlier on and I like to think I'm aware of what they might be, so deal with them. So, for instance, you know, I fell into that obvious thing of when I was very young of employing people in the same image of myself, you know. I had to learn that you need a team of different people around you and that the more different and talented the team is around you, the better you look, you know. So actually, you know, you know, learning those sort of things, learning how to delegate effectively, learning what that actually means, learning about what accountability means. You know, all these things I've had to learn, so, you know. I think, I also think that, I also, I think people generally make one pretty big mistake each year, and everybody makes mistakes and hopefully aren't so bad, you know. But all of us in a career have got two or three things where we might have gone, oh my god, did that really happen? But, you know, there really is the truth in you learn from your mistakes, you don't do it again. And, you know, for me a red line in the sand is taking responsibility and being accountable for what you do, and making mistakes is fine, but it's what you do about it. So, so you know, those are the key things for me.

[1:06:56]

*And, how did you work with and develop key colleagues in your organisations?*

So I have a very sort of...

*That's presumably important to you?*

Yeah, yeah, it's very important. So I've always, luckily the organisations I've worked with have always had a very strong training and personal development. And I've always had, I've always believed that you should invest in people and, you know, you know there's this horrible thing about well, if you train them, they just go off somewhere else. And I don't like that, because I think, yeah, we benefit because somebody was trained somewhere else and comes to us, you know, it's all part of giving back and the greater good. And, so I've always been interested, the problem with a small organisation is often there's not much chance of promotion and, you know, it's quite hard for people to progress and I recognise that and I see it in our team. I see some people who really should move on, because they've outgrown the job, because there's nowhere for them to progress. So I think that, you know, I've always tried to put in place really clear systems of proper training, proper support, one-to-ones, proper management procedures, proper appraisals, proper inductions. You know, we do invest in external training and internal training and I mean at the IWF I'm blessed again with an amazing HR director who's just phenomenal who manages all that side. So we're constantly looking at ways to develop people and, you know, and sometimes they develop and then they move on, and that's fine, you know, that's okay, you know. The industry, internet industry's quite a young business. I'm old for the internet industry, and so, you know, you see these, you know, you see young graduates come in, you see people come in, and they're not going to stay with us forever, and they shouldn't. But you get their energy and enthusiasm and you get it for a few years and it's fantastic, but it's okay, you know. It's okay for them to move on. And so I like to see that happen as well.

[1:09:03]

*And, you yourself, I mean you talked earlier about Ken Robinson, and I guess you'd regard him as being a mentor, would you?*

Yeah, he was. Yeah, he was a mentor. He was an official mentor during my Clore Leadership programme. He was fantastic, he kind of helped me see things differently. So it was interesting because the one aspect of the Clore Leadership I didn't want to do was the research bit, originally, and I was like, oh, I've just got to do it. And he said, you've got to turn this on the head, on its head, the research is going to be the most important bit you do, because that's going to open the doorways to meet lots of really interesting people, you can make it work for yourself. And he was absolutely right and I absolutely loved it and it became the best part of the Leadership. So he would, he was really great at sort of helping me in that respect. And I was also very lucky in, I had a couple of other, who I would call mentors to me, when I worked in the arts, who just really believed in me and gave me huge opportunities, which, you know, you know, I think, you know there's this thing about, you know, always send the elevator back down, you know. If you've been given a help up in life, you know, you owe it to people to bring them up as well. And, you know, I've had a couple of people who've been so phenomenally generous with their time that they've seen something in me and believed in me and encouraged me and it makes a huge difference, you know, just having people to give you that level of support.

*Great. That's, that's a sort of lesson for anyone coming up in the industry, isn't it?  
So to look for...*

Yes.

*...look for these people who can help. Do you do any pro bono activities outside of your main career?*

[1:10:59]

I don't at the moment. I did when I first came into the job, I was doing stuff in the local school, I chaired the PTA. And the reason I don't at the moment is because, because the area I'm working in in terms of child sexual abuse is such a kind of, it's quite challenging in terms of the content, and also, because my work is so incredibly irregular and I'm travelling the whole time, that when I have committed to things I've had to withdraw because I can never attend the meetings. So it's really problematic

for me. I'm on so many boards and committees as part of my job that I just, you know, I just find that I just don't have this additional time. So in the past, you know, I was on the board of Northern Ballet Theatre for six years, I was a school governor, but actually I just don't have the capacity for that now. So I'm really trying to, you know, it's definitely something I would like to pick up and in fact I'm in discussion with my chair about whether, you know, I would quite like to be on a board at the moment because I feel that's an area where I could do with the experience of working with another board as well as working with my own.

[1:12:11]

*Okay. So, where do you think, what are the biggest challenges and opportunities in the IT industry in the, over the next ten years, do you think? We talked about the IWF, but more generally?*

Well, I, in spite of the fact that I work in sort of the worst area of the internet, I'm a massive believer in the power of the internet as a force for good. And, you know, the internet is not, it's not like it's something that's about to go, you know, it's changed everybody's lives in every conceivable way, it's like electricity or, you know. And there is so much opportunity, you know, and every opportunity in the internet is a challenge as well. So, you know, the internet things, you know, the use of artificial intelligence, you know, all these are going to be groundbreaking and change our lives but they're going to bring a whole range of challenges too. And it's, the question is how we step up as a kind of society and tackle those, not just the opportunities but the challenges. The global aspect of it, the fact that it's borderless, it's still, it's a challenge how the heck you make that work in terms of different legislation around the world, how you, you know, harness that kind of, the force for good element of it. But at the same time, I think, because I'm a director of the UK Safer Internet Centre, I also think we have a huge challenge in terms of the internet generation and the fact that they have been exposed to a huge amount of content which will impact on their lives, whether it's mainly inappropriate content, you know, pornography that children have looked at, you know, the sort of cyber bullying, the effect on young women's image of themselves. You know, there are so many challenging aspects of what, how we're going to deal with this in the future, because I don't think we've seen the impact of that fully yet. You know, the fact that the impact on sexual relationships in

the future, you know, that whole side of stuff. So that, so with the force for good, with the ability to just, you know, speak in your phone and have your fridge sort out, your heating on, you know, whatever, it's going to be all this stuff about impact, about how communities work together and society and relationships. So that for me is a huge challenge.

[1:14:41]

*And what advice would you give someone entering the IT industry today?*

Well, you know, you do need to get as much experience as you possibly can. One of the things I also think is challenging just across the board is that for many people to just get into work now, so much of the sort of the internships and stuff are unpaid and, you know, that's sort of creating a sort of, an unfair opportunity for some people to get into the industry and some to not. But you, you know, you know, the competition is so fierce now in terms of the qualifications, the experience, and I just think, you know, if you're really keen, I'm really, you know, if you're really keen and you really want to work, you know, just keep plodding away. Because we have people who maybe have applied for a hundred jobs and we employ them, so don't give up, you know. And actually, you know, if you've- everybody works in IT now, all young people are IT savvy, so they all use technology the whole time and the skills that people have are just unbelievable, so I just think that it's a fantastic industry to be in and in the sense that it impacts on every single industry across the board. So, and the IT industry doesn't exist just in its own right, so every single industry you can bring your skills to, so, you know, it's a good place to train. Women, young women, go for it, you know, this fantastic environment, it's exciting to work in the IT industry because it changes all the time. And you can be part of that change. And there's not many industries where you can say that, it's a really exciting opportunity, so persist and go for it.

*Susie, it's been fascinating hearing your life story.*

Thank you very much.



*And getting a better understanding of the important work of the Internet Watch Foundation. On behalf of Archives IT, thank you very much for taking the time to talk to us.*

You're very welcome, it's been an absolute pleasure. Thank you.

*Thank you very much.*

[recording ends at 1:16:46]