

Paul: Joining me today for some Retail Therapy in the Amex Lounge is Pip Marlow. The CEO of Salesforce for Australia and New Zealand. Salesforce is a global leader in customer relationship management, and they do a wonderful job in helping businesses better understand their customers through innovation and insights, helping them grow, increasing sales and much, much more. I'm delighted to have Pip with me today to chat about her career to date, all things, Salesforce and the work they're doing with retailers in particular. Pip, welcome.

Pip: Thanks, Paul. It's great to be here with you.

Paul: You were born and raised in New Zealand, live in Sydney, have a Scottish husband and your two daughters were born in the United States. It sounds like quite a diverse household for you at home. So tell me more.

Pip: Well, I think you forgot the two Cavoodles who were born in Australia. I think they should at least get a mention at this point. It's interesting. I would say one for Australians born overseas and our house. It's all four of us. And I know, I am a Kiwi and there's a few of us living here in Australia, but I would say I think I live in one of the best countries on the planet. I love Australia and I feel very grateful that the country is, you know, letting me and my family live here. So it's quite a gift, but I do feel a bit like a global citizen and our house has lots of different accents. And I think that's you know, it's decent, it's a diverse household. And I think, you know, I hold a very similar value around new diversity and inclusion and the experiences of having, you know, living here in Australia and New Zealand, living in the US, you get to experience a lot of different cultures and I think open your eyes. And I, you know, I love trying to help my two daughters see lots of different perspectives as they're looking at the world. And as they're looking at people of different cultures and backgrounds, and now we often talk about that at the dinner table. So yeah, it's definitely very diverse. But we are proud.

Paul: Let's talk about your career, 21 years at Microsoft, including six years as managing director. You also worked at Suncorp as CEO, customer. What was it like for you in those roles and what drew you to the world of Salesforce?

Pip: Yeah, you've taken me back in time. First of all, I'd say I fell into it. You know, I fell into it by chance, but I certainly stayed in it by choice. I joined the technology industry in the nineties and the world was changing. Bill Gates had a vision of a PC on every desktop and changing the planet and democratizing technology to really let consumers take advantage of that. Not just people with big mainframes having access. And so those early years in technology, you know, taught me a lot about innovation and using technology to solve problems. And I really love that. And working at Microsoft was an incredible experience and you know, worked for them for eight years in the US or their head office in Seattle. So I feel like I lived through a number of really rapid iterations of technology. I mean, I always still laugh when I talked to my two daughters. I mean, smartphones didn't exist to like, you know, 2007 ish. I remember my first mobile phone was the size of the brick. There's more technology and power on a smartphone today than there was in new massive amounts of computing power back, back in the nineties. And so it really taught me to embrace innovation, to look at how you use technology to solve a problem, technology in itself. Isn't an answer. It's how you use it to get the job done, to help you connect with your customers or educate people or solve healthcare issues. And it really was an exciting time. I think, you know, living through the nineties and then the, you know, the two thousands, but after like 21 years at Microsoft, I had to ask myself, is this going to be the last name on my CV? And when I was starting to question about what I wanted to do after talking to customers for years, about how you use technology to solve problems, I actually wanted to go to the other side to go and work and in use an

Australian company, and really put into practice everything that I've been talking about for decades. And so I really probably went to work for a company called Suncorp. So they're very large insurer and a smaller bank. And they were really in a period of time that they were looking at digital transformation, how do you connect differently with your customers, meet them in the channel that they want to be at at a time where, you know, I think banks had done a really good job of taking you out of the line and putting you online, certainly for basic services, but really what's the future of home lending in that way or small business loans. And how do you allow the self-service and digitals to give access to more people? So I went and did almost three years in banking and insurance, but the one thing that I really missed through that period was a broader innovation agenda. Looking at technology, taking global insights, bringing them to customers in. So when Salesforce came calling, I have to say it was a company I had always heard of. And you had great technology, great technology, helping companies connect with customers. But it, wasn't the technology that got me across the line to go work for them at all. It was the values of the organization, right? I made our founder and CEO through the process, Mike Benioff. And when I was talking to him about coming to work there, he said, what do you want to know? What do you want to know to, you know, make you feel like this is the right company for you? And I asked him a question. I said, Mark, tell me what you and the company has sacrificed for your values. Tell me when you walked away from revenue or from business, because living your values is more important than making a profit. And he shared a story with me about a state in the U S that was looking at changing their legislation. And if their legislation went through, it inhibit the rights of our LGBTQ community to have equal access to marriage. And he went to the governor of that state. And he said, if you pass this legislation, we won't invest in the state. We won't hold events here. We won't grow footprint here. And then he went to every employee in that state. And he said, if this legislation passed, we will pay for you to move to a state where you have equal access equal rights. And we will give you a job in that state. So he was prepared to say to a very large government customer, we don't support this. And if you do this and you not gonna invest in your state and is repaired, put dollars on the line to locate and give people jobs in different sites to, to live to a values, one of our four core values as equality. And that was how he was bringing the value of the quality to life. So I thought, you know, what if a company and the CEO standing up for that, that's a person I want to work for that.

Paul: That's an amazing story. We're going to come back to that in the moment. Cause we didn't meet both majoring during marriage equality. And I want to share, wait, wait, we will have share a few stories there, but you, you're an amazing business woman. You've had a stellar career and a, still a stellar career ahead of you. You've been in senior positions, you've been a coach, a mentor, you're a role model to many women and men I would add as well whilst doing all these, you've also raised a family. So what has the work life balance been like for you during this time?

Pip: It's interesting. I always say I really don't like the term work life balance because when I think about balance, what comes into my head as a pitcher of scales and you trying to get that perfect balance and nothing is out of whack. And I just don't think that's reality of everyday life. So I think about conscious work like choices and who are the people and the stakeholders that I impact with those choices and how am I managing or parts of my ecosystem in my life to the best possible outcome at that particular time, because context changes everything. And so the things I like to think about are first of all, am I well conscious of the decisions I'm making and who I'm impacting in that time? So in that financial year, it's always a busy time for companies. So I'm always ever said to my family, Hey, the next month can be a bit crazy. So not too many family dinners this month, I've got those things on. So we communicate the second thing I like to do is just do a little bit of a retroactive look. I found, I was beating myself up and feeling really guilty about all the things I was messing up. Like I didn't do tuck shop and Lucy's crying cause then do Tuck Shaw, or I couldn't make swim carnival or, you know, or I'd miss something at work.

And so if I looked at how I did on like a micro moment, like a day, I felt like I was like failing on all fronts. I thought this is crazy. So I really try and only look back once a quarter and go last quarter. Did I make the right choices around my ecosystem as a wife, as a mother, as a friend, as a manager, as a teammate, as an employee am I spending the right amount of time with customers internally with my team on strategy? And then if I feel like I've got things out of balance, what do I need to course correct to make it better next quarter. But I stopped looking for balance. I look for, you know, managing my stakeholders, managing my choices, communicating my choices to others so we can work through, you know, the things that we need to cover. If that's going to be, you know, crazy time for work or crazy time at home, I might need some more coverage at work, who needs to help me get to the best possible outcome for all of my stakeholders at this point, including myself, by the way. Cause you know where they say put your own oxygen mask on first. I think I learned that lesson a bit later, to be honest. So, and it's what I'm trying to hold them to.

Paul: Yeah. So it's communicate effectively and well, and maybe pause occasionally, you're saying quarterly, just to reflect on how using your time and just continually readjusting, how you spend that time, where you feel there's gaps.

Pip: Absolutely. And we all get to a point where we might get a bit out of whack. You know, I know for me when I get really easy, the last person to look after is me. And then actually it's probably not a good thing, but just, you know, give the course correction and ask for the help you need.

Paul: How important is that? Do you think PIP, when you think about looking after yourself, you're talking about putting your oxygen mask on first, how do you treat yourself? What do you do to actually get that joy sometimes? And you you're so giving you're, you're extending yourself often beyond your capacity, but you're doing that because you're playing all these roles. How do you actually relax?

Pip: Yeah. Look, I think that a couple of things that actually, you know, believe it or not, you know, last year when COVID started, one of the things is I donated my commute to my health and I picked up like an early morning workout and it really created the space. And as we came out of lockdown, I kept that commitment to myself. So I really tried to protect time for me. And that's generally first thing in the morning either cause a PT session, you know, a light jog. And that is something that I've worked really hard on in retaining it for me. So be really protective of that time. Cause it's easy to give it out. Figure out the things that you want to say no to. All the guys like, oh, I get, you know, you do get asked a lot, you know, to be at the, I get asked the opening of an envelope and, and you know, because you know, and I love to help people feel good. Can you mentor me? Can I get time with you to talk about that? If I said yes to everything, then I couldn't do my day job and I couldn't look after my family. So the art of saying no is really, really important. So choose what you want to spend your time on back to that thoughtfulness, be really clear on where you want to spend your time. Be really thoughtful on how much time you can give to that. And when you say no to people, which sometimes you will need to do help them find somebody else, you need somebody else, maybe in the team who can speak at that event or somebody else who might be a really good mentor for them. But having people know with when they ask you, I always love people, have the courage to reach out and ask for that time. I really admire that. But you can't always do all of it. So be super respectful and then try and help them find somebody else's better than

Paul: Really good tip. So let's talk about Salesforce and the work you're doing to assist retailers. We've seen a really powerful shift in trends due to COVID in particular trends in digital and innovation. So what are some of the things you're seeing from where you're sitting?

Pip: Yeah, look, it is. I think back on the last 12 months, you would know this better than me. The trends we were seeing around online and being, you know, channel of choice, thinking about Omni channel and that the desire to get closer to the customer to create unique and personalized experiences, those things were all happening. What I think what happened this last year is it all got accelerated, the speed and the need for that change to happen came because the world changed around us. Other options went away. And I think so many of the retailers I've been speaking to who they either had started in a more traditional slash bricks and mortar. And they were thinking about what's my future into digital and you know, how slow might it take it? And it, you know, over time I want to get to this place when the world changed and the door shot. But the consumer demand was still there. What we saw these amazing companies just quickly reshaping to be digital first. So it wasn't let me do this and then I'll get to digital. It was suddenly a need to deliver that digital experience first. And I think at the start, I would say, I saw a lot of companies stabilized. So it was, how do I just get online if I'm not, how do I just do e-commerce if I'm not, and it wasn't yet necessarily at a place of maybe delightful customer experiences or single view of the customer or life cycles and journeys. It just, I just had to transact that was survival for many organizations at that point. After a period of time, as people stabilized the discussion from the retailers we're speaking to is it's great that we've got this transactional capability, but actually I want more, my customers want more, how do I type this incredible experience I might've had as somebody came into my store or into my physical experience? How can I take that sense of connection brand love and create a digital experience for that? How do I stay connected? How do I think about live chat in video? How do I think about social in there? And I think it is now at the point where retailers have said, great, we can transact, but our customers want more personalize. They weren't connected, they weren't relevant. And how to now we help them step into that, that next phase.

Paul: Absolutely. And another issue that a lot of retailers are facing at the moment is the skill shortage and the lack of skilled migrants coming into the country. What kind of impact is that having on business, do you think? And are you seeing that in Salesforce as well?

Pip: Very much so, to be honest. So I think with this bringing the future forward I think what happened at that point is organizations in order to bring the future forward, their imperative was digital first. And so suddenly there was this massive spike in requirements for people with digital skills in your organization and your partner's organization, and even in my world, in the world and vendor world. So you suddenly had messaged to mind and you get the same time I bought a shot. So, you know, Australia has driven its population growth predominantly from new school migration over the last decades. And with that shutting down, the typical influx that you could tap into would... And the demand levels went up. So it's like, can you, it's a, it's a delight for some people and a disaster for others, isn't it? So I think, you know, right now what we're certainly really focused on the skill side of things. We we have a tool called Trailhead, which is available to anyone because I think part of the way we've got to help solve this is refilling. We've gotta be able to help people whose jobs are being disrupted by automation and technology, or just competitive pressures changing. And those jobs no longer being in Australia. So we have an incredible population here. We should think about reskilling. And as we do that, when it, most people can't go back to a three-year, you need a grade, they got bills, they've got mortgages. So the more we can think about micro-credentials and re-skilling people, so they can get the credentials that build up over time to a new degree that help them with pathways. And if we can help them sequence those credentials to actually meet the current amount of jobs, then we can help them re-skill with Salesforce, Edmund skills, to be able to get a job today that is in high demand, but that they can build on for career paths. So we did that with trail head and then we make it freely available. I also think, you know, this other area in Australia, specifically, we have some of the best outcomes on the planet for tertiary outcomes for women, we have some of the worst outcomes in workforce participation for

women. So we have an incredibly educated talent pool of a woman whose participation in workplaces is low. Either that's hot time or not at all, we can target something to bring these that incredible asset of women back into our workforce. Not only will we see, you know, productivity improved, but we'll also, I think tap in and encourage more diversity in our workforce, which I think we can all benefit.

Paul: It sort of requires business to work with academia and government, to be honest, to actually have alerts, help subsidize incentivize of this real re-skilling of the workforce. So you raised some really good points in that. And I think we just touched on diversity inclusion earlier. And you, you mentioned that again now I know you have massive diversity and inclusion advocate, a massive advocate for the LGBTQ community. I want to start with the diversity inclusive workplaces as a female CEO. Do you think there are still barriers for women in the industry and if so, how do we overcome them?

Pip: Yeah, well, I mean, I think the numbers would tell you that is the case. When you look at female CEOs and the ASX 200, I think it's false right now. We're about 50% of board in the boardroom. So if we believe and I happen to believe this, so there's just as many smart and talented women as there are men than something is going on in the system. Often we talk to pipeline has been a challenge and it can be certainly in the world of technology where when you go to stem degrees, we're still not seeing a 50/50, but even in areas where we have solved pipeline, if you think about lawyers in Australia, about 60% of law graduates are female. When you get to the boardroom of the law firms, you don't see 60%. So yes, we need to get pipeline working better, but we also have to understand what are the system changes that we need to drive through the life cycle of a person's career to make sure that every person you of any agenda can have equal access, equal opportunity and equal pay. And that's still not there. I think we've got about 18% in gender pay gap in, in this country. So, you know, organizations like our Salesforce fee to a gender pay review every year. And in fact, you know, and the leadership team has been over \$15 million closing the gender pay gap when it's been identified now often that is for a female, but it is also we've found gaps from into, and we've fixed that from we've found it. You've got to make sure that you creating great systems internally so that when you see things like, as you know, when you're taking parental leave, my husband couldn't have children. I mean, I could do that. But when you go on parental leave, are you creating great parental leave? Cause we really want to make sure that we are encouraging the men to also take leave. Is your parental leave inclusive of all types of family and making sure it doesn't matter if it's adopted or same sex, do you everybody the same right to that opportunity? That's something we absolutely do. And certainly for females also, when you're taking parental leave you don't have to pay somebody superannuation and females when they were tired, have quite a super gap. So pay super when you're out on parental age, make sure that we're not disadvantaging women for being, you know, being the only agenda that can children. So I think there's things we can do to help close that pay gap, you know, review it, pay it when you find it, pay super, create great parental leave programs and then make sure, you know, when you're recruiting, we do panel interviews to make sure we try and overcome bias in that panel. We try and make sure we have, everybody has to do hiring in our organization. You have to do in place of hiring practice and enablement as part of that. So we are aware of our own biases. How might that come across through in our interview and who would say hiring, really to make sure we're investing in that skills and capability to overcome what we all have, which is, you know, unconscious bias.

Paul: So it's a quality of pay policy specifically around parental leave is really important. And there's this cultural element, I guess, that comes down to leadership, which you clearly display, but not all organizations do that. So when you think about, you know, we want to get beyond just gender. When we think about diversity, we might just touch on LGBT queue and your view of why that's important part of, you know, your thinking when you think about what you're doing at Salesforce, but you were, you

were part of the leadership team through marriage equality. I'd just be keen if you were to share how you got involved and you know, what part you played and, you know, maybe why you think the LGBT community is important.

Pip: Yeah. Well, I think if you think humans are important, then the LGBTQ community is important because we're all humans and gender equality and LGBTQ equality is actually a human rights issue. It is not an issue for women and it's not an issue if you're gay, it's actually as a human, are we giving every single human being the, you know, the same access. And clearly that has not been the case as we have seen. So okay. I have to say it started for me very early in my life. My parents taught me a lot about that. They very much I was one of five kids, two boys and three girls. I can tell you as you, did you hear my dog scratching? Okay, I'm going to get that old actually go out and I can let him out. He's going to go crazy.

Paul: This is the challenges of working from home. Hilarious.

Pip: I'll start again if you like. Yeah, so obviously you know, first time we met was actually back in the marriage equality campaign. And the reason I, you know, he got involved because like gender equality, LGBTQ equality, it is, it's actually a human rights issue because we're all human. And you know, when we passionate making sure that everybody has the same access to opportunities, pay respect. So clearly, you know, that hasn't been the case. It hasn't been the case, you know, woman, it hasn't been the case for our LGBTQ colleagues and friends. And so my parents taught me very early on that you need to treat people equally. They certainly did that between my brothers and sisters, but also that you had to make a stand. And I think when I was a kid, the word allied knew putting in something to do with the war, you know, like it's like, these are the people you went to war with. And you know, for me, I think being an ally is important, but I actually think being an activist is even more important. And that's something when I was running Microsoft in Australia and talking to the team about what was important to them, you know, as you know, the whole, you know, countries sort of talking about marriage, equality, people, you know, in the organizations, if this is really important. And I loved seeing the activism from the team and when it came to signing the letter of support that, you know, absolutely was one of the first to do that. And then when they asked somebody, when they came and said, would you to be one of the faces of the campaign? I didn't even hesitate. I was like, absolutely. I'm like cracking me up though when it happened, because people came up to me said, oh, how do you know we were gay? You know, after having I'm I'm not, I didn't think that was a requirement.

Paul: Yeah. Well, we're always, we're always recreating Pip. That's the whole thing.

Pip: So no problem. But one of my employees said to me, it was a great surprise. She said to me, my grandmother, after the legislation passed didn't pass, what sort of passed marriage equality have grandmother said to her, I'm so pleased. She said, cause every time you were leaving, the country goes to crying. Cause I thought her and she's gay and her grandmother thought she was going to go overseas and get married and her grandmother wanted to be her wedding and she couldn't travel overseas. And, you know, just having, you know, one of the team told me that story about the impact in her life. We want everybody's grandmother should be able to go to everybody's wedding and, and we need to make sure that

Paul: That's a beautiful story. Thank you for sharing. I think you know, you've been absolute, amazing advocate and ally, and I think, you know, you know, we're really happy to claim you as an ally as well as a community. And I think, you know, the message for me out of what you've just said is that, you know,

it's important that leaders, particularly leaders in position, the powerful positions use it for good, you know, and they use it to drive positive change. And you've certainly been doing that Pip. So all credit to you and thank you for all that you do. Now I wanted to sort of just reflect a little bit on advice. You might want to give a younger person, particularly young women starting out in the industry. What would it be?

Pip: Some young women say to me, I'm concerned if I come into the industry, how I'm going to be treated. And I would say to people, Hey, you know what, come in and be the change that you want to see because the greatest things that I've ever done in my career were never easy. They weren't, the things I'm most proud of and not the easy things. They're the things I don't ever remember. The challenging things, you know, the big, hairy, audacious goals, well, positive change that you have made in a culture or an ecosystem. Those are the things I'm most proud of. So don't let, what has been a history stop you taking a step forward, going and participating in driving and making something better, actually having that feel you to make a company better, to make a culture better, to make a country better, and you'll be nothing prouder. Then you'll be, if you do just that, and you'll be surprised how many people around there around you, they will be to help you be successful. You really will. I'm a big optimist. I have to say at the end of the day. And I had never been short of people who have been supportive of me and the change and the positive changes I've wanted to drive.

Paul: Fantastic. Fantastic. I also, you know, when you think about some of the other areas that I know you've been really passionate about, sustainability also comes to mind. It's become a key issue, certainly going to be driving for the IRA, but some of a big occasion for a lot of retailers. And I know it's an important issue for you at Salesforce. So it'd be interested to hear from yourself, how you see the role of retail in driving sustainably outcomes and how has Salesforce thinking about sustainability?

Pip: Yeah, got it. It's a great question. And I always thought I was pretty passionate about it, but I tell you what my two daughters challenged me to be even more progressive around it. There is a generation behind us that deserve us doing our job to leave this planet in a better place. And all the data that I'm seeing Paul is customers are also saying, we want to deal with companies with the values and companies who are thinking about their role in society and their role around sustainability. So I believe great organizations, especially in retail who embrace sustainability at the core, they're going to attract this generation of consumers who will not just look at the product, but how you made it, the waste you created and making it and that's should be a competitive advantage for you. You'll attract customers for sustainability across new production, packaging, supply chain really important out. We just actually launched a product get a good sustainability cloud, where we have organizations now help them track their carbon footprint and actually create the right reporting and the transparency because customers are going to want to look for transparency in that. And we do a thing to put the stakeholder impact report, where we set out our goals and we're transparent about how we do. We don't always hit them, but we own it when we don't. And I think a big part of sustainability right now is using digital to help you get there. So how you might track your digital or your carbon footprint, how you might use your technology to make your supply chain better and track that how you might take wastage out of that. So more and more we're seeing customers or organizations go direct to consumer, so still working through channels. So they as sort of a retailer that maybe shipped direct from the warehouse and just move less, move the product around list, or it has a less of a carbon footprint. So technology is a way to still preserve the customer experience and all of that, but also manage that the process to get it where it needs to go with the lowest possible footprint.

Paul: I think many listeners wouldn't have thought about technology and the role it plays in that whole supply chain, transparency, in fact, making the job easier in many ways, at least having a central

depository to have all the information that you need. So that's something you know, we probably want to talk to you about at a later point too, because I'd like to get more information around how we can help retailers with that. So it's certainly well raised. Now let's talk about leadership more broadly. Is it something that came naturally to you? Did you always have ambitions to make it to the top of your field?

Pip: I think I didn't know like, oh, I am, I forgot back as far as high school for I am. I know I wouldn't never quote myself, the lady, you know, it wasn't the, the head boy had girl, I wasn't there. It was not my thing. I was a little bit quite independent, I would say, but not necessarily putting myself into that position and on it say it wasn't until a bit later, I even had the aspiration. I think I struggled for a period of time to articulate my aspirations. I didn't feel comfortable. Like I felt that if I told people I aspire to a promotion or a job that was more senior, that it would come across as arrogant or entitled. And I really don't like those attributes. So I didn't know how to declare my ambitions and still hold on to, you know, humility, which is a value I care about. But it was an old boss of mine who really helped me think that through. And I say to people now two things can be true at the same time. You can have ambitions and you can be humble. You can want to grow your career and you can still be a team player. And sometimes I think people struggle. So I certainly struggled to hold those two things. So if I told people, my aspiration is to be managing director of Microsoft, I in my head, I would have thought that was like arrogant. It's not arrogant. How great is it to have a career ambition? Somebody wants to cure cancer. That's awesome. We should be proud of. Somebody wants to go to the Olympics. We should be proud of that and support people. We should also support people with having that, having that credit now, how you do it, how you get there is important. You don't need to walk over other people and you create destruction to get there. You can do it whilst helping others. You can do it by reflecting goodness onto other people and shining a light on the good works of your team. So you can find ways to articulate your ambition and also honor all your other values, which took me a little while to figure out how to do that. And then, you know, sort of declare both things at the same time. And I would say I'm still learning. I think the day I stopped learning as a team member, an employee, a leader is a bad day. I really don't want to get to a place where the fixed mindset. I do not have all the answers. I want to create a sort of sense of curiosity in my method which looks for good ideas from anywhere that I'd have to come from me and frequently. And yeah, and I don't love that. I love I do my best work working in a team. I love working with other people brings me great joy.

Paul: So when you reflect on your career, do you think, what lessons have you learned about yourself today? Because it sounds like you do take the time to pause and think and reflect on your time. I think if you take that, what are the, what have you learned about yourself?

Pip: I'm still learning about myself. I would say I would say I've learned, I have more courage maybe than I thought I had. I am happy and more comfortable. But ever to news, you know, speak up and speak truth to power. I don't know if you've heard that. Like, I, I feel it's more important to have the courageous uncomfortable conversation than leave things unspoken. And I really try and set a really good standard for speaking that truth. Even if it's really uncomfortable or has consequence. So I've a lot more courage in that way than I maybe give myself credit to for I've... I've really learned to embrace my strengths and not try to beat myself up on my weaknesses, but knowledge my weaknesses and make sure that I have people around me who have those things in strength. So you're really just being open and vulnerable with your team around what you're good at, what you're not. And making sure that everybody, and the same for me with them, making sure I knew, I know that for them, because I think that level of openness helps everybody's to work through that. So I'd say I've learned a lot around that. I would say I know that I get joy at work when I'm working somewhere where I feel aligned on values and

there's just fully high trust. I know I need to have fun. I just, I love to work and I don't think I could work somewhere I didn't have fun. It's just, it's just, it's who I am. Like, I love a good laugh. I love any connecting with other people and doing that. And if I'm in a world where I can't be having fun, I'm probably not doing my best book as well.

Paul: Is there anything you'd do differently if you had your time over?

Pip: To have courageous conversations and courageous decisions, when you know, you've made a bad decision, I think sometimes I'd left it too long to correct those because either I wasn't prepared to admit I hadn't made the, you know, the best decision or owning up to it, I felt vulnerable or, you know, what would be the implication of that? You know? But I learned, I watched a very senior leader. I've worked with once highest, very high profile hire from outside of the company and five weeks later and say goodbye to that person. And I remember him saying to me, he said on you, I've made a mistake pretty quickly and I could try and deal with it. But the damage it would have caused you is far more important than my ego about getting, making a bad hire. And from that straight away. And I was like, wow. And it was very public, very high profile. I thought, well, that's just, that's so courageous. So there's times I probably should have made those, you know, when I realized I made a mistake, fix it earlier. And next one, that he is, let's say it's an interesting one because I fold that tone on it. And it's sometimes I didn't listen to my gut. Okay. But I think sometimes when I talk to people that listen to you, you got things you got to watch bias in there. Okay. Cause sometimes when you listen to it yet, you've got some bias in there, but also you've got some years of experience telling you something. And so a couple of times when I've gone against my gut, because of looking now, I need to just, you know, maybe give this other person this opportunity to do this and I've gone against it. It actually did not work. And so, you know, do you trust yourself as long as you've checked yourself a bias and maybe had somebody, you can bounce that again, there is instinct and that instinct as he, as it experience or central come to you. Yeah.

Paul: I completely agree with that. And it's one of my biggest learnings, to be honest with you in my career. So I completely, it resonates what you're saying. So I completely agree with that. And I think it, as you said, you just got to keep your possibly your ego in check sometimes, but your boss didn't check, but you know, you've got a really important way physiologically of living, you know, that you're either on track or not on track, you raised some really good points there. They have a really big job Pip. I'd be just interested to hear from you. What are the issues that are keeping you up at night at the moment, because you must have to deal with a lot of you know, a lot of issues and a lot of opportunities, but there must be things that do keep you up at night. What would they be?

Pip: Yeah. So I think a couple of things first is keeping the promises we've made. And so we have an amazing customers. Mecca, you know, Jo is thinking about a massive transformation. She's got an incredible bricks and mortar footprint, but she is, you know, embarking on an incredible digital transformation. And when we've you know, an amazing and founder of a company like that, and they're placing a bet on our technology to help them do that, I think we cannot let them down. So I, you know, say we don't celebrate when we sign a deal. We celebrate when the customer goes into life and they are doing the thing that actually our product enables them to do. So I, you know, what do you do some great work with Mecca, but I already think about how am I gonna help Jo and her team deliver on a digital transformation and that whole personalized experience that they want to take to their customers. If you hear Jo talk about her customers, she's Ms. Customer centric leader. It's incredible. So I think about how do we make sure we're doing our part to help our customers get to the transformation that thereafter as quickly as possible at the best possible value of time speed and not let them down. So that's the thing that is constantly on my mind. The second is, you know, my team and

you talked about it from, you know, skill shortage to dealing with the stress of COVID. We've had our teams in Victoria, multiple shutdowns, Sydney right now shut down, or really, you know, concerned about can just the mental and physical wellbeing, all of our team some of them being separated from family for a very long time. Some of them have, you know, did a lot of homeschooling how can I, and in the Salesforce team did a best possible job in supporting our employees through just, you know, credibly ambiguous times, and also making sure that the value proposition we're getting to them continues to be competitive and engaging and inclusive, and you can never rest on your laurels. So certainly continue to focus on our fabulous teammates. And then, you know, third is, you know, maybe just making sure that we are continuing to balance the you business, being the greatest platform for change. So have a continue to help me do good and do well, and when we help our customers, but helping you on that how many customers do well, but how we're being thoughtful about getting back so many different types of customers. And I think it's really important for every organization, especially one like ours, to make sure we're getting back to the community in which we operate and serve. So how are we sure I'm volunteering as an expert, how I'm making sure we are giving back to our community, the grants that we do, how do we make sure that we are thinking about our reconciliation action plan that we're just putting into place right now? What is the, you know, the public policy that we need to be engaging on to support our customers and our people and our communities. So those are the big things, you know, looking after our customers, keeping our promises, making sure our people through a challenging time at the right level of support and making sure we're really challenging ourselves to give back really appropriately and meaningfully into that community.

Paul: It has been an absolute delight and pleasure talking to you today. Thank you for joining us in the Amex lounge for some retail therapy, congratulations on all the work you're doing at Salesforce and all the best for the future.

Pip: Thanks, Paul. Total pleasure.

Paul:

Joining me for a quick fireside chat is Tristan Harris, co-CEO and Harris farm markets are family owned, fresh food grower. So we're 26 stores across Sydney and New South Wales and home to around 3000 employees. During the pandemic, you worked closely with American express to expand your online business, partnering with them, to develop co-branded delivery boxes and participating in Amex offers. Why is it so important that your customers know and are aware that they can use their Amex card with Harris farm?

Tristan: Well, Paul, I don't know about you, but I use my Amex card whenever I can. Absolutely. Every given opportunity I love collecting the points. I like all of the benefits that I get from using my Amex card. And so if your customers don't know that you're offering them a service, yeah. Well, you're just not going to get the kudos that you deserve. And so we are offering our customers a service by allowing them to use American express. And so we want to do everything we can to make sure that they understand.

Paul: We know that an Amex card members purchase sizes greater, both in store and online, and that they show increased loyalty towards merchants who accept without surcharge. You've recently flagged that you're looking to expand your store footprint, almost doubling it over the next four years. How important will it be to attract loyal and high-value customers to fuel?

Tristan: I think the basics of strategy say that you choose the customers that are worth keeping and you focus on those customers and deliver for those customers. And the crossover in brand affinity between ourselves and American express is incredibly tight. We were both recently named in the top five premium brands in Australia. And there's absolutely no doubt in my mind. And I'm sure in American Express's mind that our two brands belong together. Our customers are the same customers. So by focusing on American express customers, we're also focusing on ours and vice versa.

Paul: Thanks so much for joining us and all the best for the future.

Tristan: Thanks, Paul.