

Interview with Hashi Mohamed

CATHY LOVELL: Hashi, could you tell us, what are your top three tips for getting ahead? This question is from Manfred McKenzie.

HASHI MOHAMED: Thank you very much for your question, Manfred. The top three tips are hard to summarise, in the sense of being able to boil it down, but if I had to, I'd always say number one, try and have a plan for what exactly you're trying to achieve.

For me, it was trying to become a barrister. But a plan that is lasting for a significant period of time, so a plan that says, in about ten years' time, I want to see myself here, or in about five years' time, I'd like to see myself where this person is at. And then work your way back to say, okay, how do I now get there, what are the pieces that I need to put in place, so that in five years' time, in ten years' time, I can actually be there.

It's amazing how many people will do degrees or courses, and not really fully understand where it is that they're trying to get to. In 2003, when I first started my undergraduate degree, I had a pretty clear idea - with of course making allowances for things that will happen in life that are beyond your control - I had a pretty good idea of what it was I trying to achieve, and a rough idea of where I need to be at each juncture leading up to that goal.

It wasn't a blue print that was laminated and immovable, but it was a clear plan to say, I need to get to the bar, and these are the things that I could do to get there, and this is the plan that I have. The plan included making sure that I got a good first degree, then I did a Masters, I learnt another language, I did some work experience, I did perhaps another job for a bit, I got all the scholarships I needed, then I came to the bar. A rough guide of what I needed to do in the lead up to that. So the first tip, I would say, is making a plan, but really a plan that you also stick to.

The second tip is to say, have discipline. And what do I mean by that? What I mean by that is there will be events that will come your way when you're trying to execute that plan. It might be a family death, it might be a responsibility that you have to do, it might be having to move around a great deal, it might be having to work while you study at the same time, but it really requires a specific discipline in respecting your time, respecting your body, in terms of the kind of diet you have, what kind of sports that you do, because if you're not physically active, your mind will never really be able to achieve what it's supposed to achieve. And also, just having a serious routine to which you religiously adhere to.

Throughout my undergraduate degree, apart from the year I was living in France, I was working every weekend. I wasn't partying, I wasn't getting drunk, I wasn't doing things that I didn't have time for, I was working relentlessly to make sure that I made ends meet. And that meant basically that my discipline was being honed, and my body was getting used to the idea of getting up very early every day, consistently. That does not mean to say that I was all work and no play, but I was very specific about when I could play, I was very specific about when I could enjoy myself, I was very specific about when I needed to work.

And that all comes down to discipline. The discipline to know when to work, the discipline when to play football or sport, the discipline to know when to socialise, the discipline to

make sure you meet deadlines, and the discipline not to waiver from the overall number one plan that we've been talking about. So, the number two tip is you have to exercise discipline.

The third is also quite critical, which is that ability to have that confidence that you will get there. Because that confidence to believe that you will get there, without that, the discipline will never really come to fruition, and the plan will not stand its course. So you need that confidence to be able to say to yourself, okay, I'm going through a wobbly patch now, but I've got to keep it together. The plan is there, I've got the discipline, I've got to keep going.

So those are the three things I would say, Manfred, which is, just have a plan, however loosely you define it, or however specific you define it. Exercise ruthless discipline to make sure that you realise that plan. And have that quiet or loud confidence, whatever you prefer, to just say to yourself, I will get there, I just need to keep my nerve, and keep the plan, and keep exercising the discipline.

CATHY LOVELL: That's wonderful, thank you very much. I now have a question from Catherine Halle. In fact, Catherine has two questions. What kept you motivated, even though you were at a disadvantage?

HASHI MOHAMED: It's a very good question, and what kept me motivated was the idea that nothing could get worse. What kept me motivated was that, whatever I did, it couldn't be any worse than the situation that I find myself in. And once you start thinking in those terms, you'll be surprised at what you're able and what you're capable of doing.

Because what you've done is said to yourself, yes, I am at a disadvantage, yes, I am behind most people, but why is that a disadvantage? Why is that not an advantage, in the sense that anything that I do from henceforth is a bonus, is a plus? I'm starting from such a low place that even if I don't get to the top, actually everything that I do from here on can only take me further up.

And that is how I've always seen it. It's sort of like, if you see me where I am, and with a bit of luck and a bit of hard work, I'll be in a better place. I may not get to the top. I may not get to the highest heights, but at least it'll be better than this. And that was, for me, one of the biggest primary drivers of why I wanted to keep going.

CATHY LOVELL: Thank you. And Catherine's second question is, what are your tips for dealing with rejection?

HASHI MOHAMED: This is a very good question because I don't want anybody listening to this, and I do not want any of you thinking, that I didn't have any rejections and that is was smooth sailing in any way, because it wasn't. I promise you, I've had plenty of my rejections, I've had plenty of letters telling me, 'no thank you', I've had plenty of encounters where I've been pushed back and told, I'm sorry, but not this time.

But I always tell people two things. One, you will never ever be remembered or defined by the rejection. What will always matter is how you react to that rejection. What always

matters is how do you deal with that moment in time, rather than the moment in time itself. When you react to it in a certain way, people will always remember how you reacted. They won't remember that moment of rejection. Nobody ever says, oh, do you remember that time when you got that rejection letter from that place? Nobody ever says that. What everybody says is, I got rejected, and then this happened, and that's how you've got to deal with it.

I'll give you two examples of how this has come about now. After I just did this documentary, I've had a number of people write to me, to do a lot of events and talk at places, and all the rest of it. I've had a letter written to me by a judge, who shall remain nameless, who has asked me to come and see him and meet him.

Now this judge is a very nice judge and I've agreed to go and see him. But this judge won't remember when he and I met eight years ago at a social gathering, in which I went up to this same judge and said, 'I don't know anybody in the profession, I'm trying to become a barrister, I would love to meet you and get some ideas and thoughts from you'.

Without going into much detail, let's just say this judge, at this time he was a senior QC, didn't have much time for me. Fast forward nine years, he's heard my story on Radio 4 in primetime, and I understand from his clerk he's very much looking forward to meeting me. But at that moment when he didn't have time for me, and didn't react in the way that I was expecting him too, I distinctly remember, I kid you not, I distinctly remember me being very polite and saying thank you, but we will meet again. I remember saying that to myself, we will meet again. I never said that to him loudly, and we are about to meet again, all these years.

But you have to have that confidence, that if you're pushed back or, in a way, rejected by somebody you've reached out to, given all that courage you've put in, all that determination you've put in to even be able to muster enough to be able say, can you help me, and you've been pushed back. Time passes, water goes under a bridge, and things change, and here we meet in a different set of circumstances, in a different moment in time. But that's what people will remember now is that I reacted a certain way and I've come full circle. Nobody will remember the fact that at that point, he said what he said.

So just deal with rejection in a way that you shift the negative energy somehow in another way to be able to bounce back, rather than allow that negative energy to pull you down.

CATHY LOVELL: Thank you. I now have some questions from Catherine Duggan. What changes do you think need to be made to the education system to make it fairer for people getting into law?

HASHI MOHAMED: That's a very broad question, Catherine, in the sense that I don't have any specific ideas as to what can be changed in the education system to consider the specific point about making it fairer for those who want to get into law. But what I will say is, we do need, in the education system, a way in which we can allow young people to raise their game in terms of becoming more articulate, in terms of being able to hold mock debates and arguments, in terms of helping them be able to really express themselves in a

coherent way that allows them to actually become somebody who is confident about expressing themselves.

Because what you find, sadly, in the education system, is those that might go to a private school compared to those who might go to a state school; the ones who are in an advantaged community will have lots and lots of encouragement from their parents at home, and then get more encouragement from the school when they're at school, and therefore they have that double-whammy of encouragement that allows them to grow as young people who are articulate, confident and expressive.

And conversely, if you end up in a state school where your parents don't necessarily have the time to talk to you much, and the school isn't that encouraging, and you're not being given an opportunity to really learn how to express yourself, then you're somebody who's growing up without the confidence, without the ability to really hold your own in arguments, debates, forms of expression, which will then inevitably later on affect whether or not you are somebody who can go into the law, whether or not you are somebody who's able to get into a place where an adversarial system is in place, where engagement across each other in debates will be much much more difficult.

So that's just a small example of how we need to do more with kids beyond just teaching them English on a rote service just to pass an exam, but really help them become more articulate, talking to them, arguing with them, debating with them, giving them the vocabulary to be able to express themselves.

CATHY LOVELL: Thank you. Catherine's second question is, what inspired you to go into law?

HASHI MOHAMED: I genuinely struggle with this question because I remember when I was young, I didn't really think law was something for me, because I never really thought that I could be somebody who wanted to be a lawyer, as such. But if there's one thing that inspired me to want to go into law, it was the fact that I wanted to be able to know what my rights were, what I could do to be able to represent myself.

It's hard, because growing up in a community where you are being sent from pillar to post by the local authority, it was always really difficult to know what your rights were, what you were entitled to. And so actually going into law was a perfect opportunity to learn more about what I was entitled to as a citizen, what I was entitled to as a human being, what I was entitled to as a young person growing up in this country.

And so, it was more a case of, I need to figure out what I'm missing out, rather than I want to go into law to become a lawyer to be able to earn money, and do these things. It was more a practical, if you like, dream and ambition to say to myself, okay, I don't want ever to be in a position where I am, or my children are, in a place where I don't have that chance to know what my rights are. That is probably the number one reason why I got into law.

CATHY LOVELL: Thank you. Catherine's final question is, is there anything you would have done differently?

HASHI MOHAMED: The short answer to that is no. Because there are lots of times when I sit there, and I think to myself, gosh, if I only knew this, what I know now, then. If I only worked a bit harder, and I understood this point earlier, I could have got to this stage quicker, I could have done this faster. And that does occur to me.

But then when I really think about it deeply, I say to myself, that's not right, because everything about who I am and what I am, and what I've done today, is a product of a very specific journey, following a specific route, that has led me to where I am specifically today.

So actually, if I look back and say to myself, what would I have done differently? And say, for example, I pick a spot in time and say, on that day, in this moment, I could have done this differently, that's almost like saying I would have reached a point in the road and I could have taken a right instead of a left.

And if that did happen, would I be where I am today? Would I be where I am today at this moment in time? What would the journey have become? I don't think I would be where I am today. I would be someone else. Of course, I would still be the same human being as such, but I might be somebody else. So, no is the answer, because everything about where I am today, who I am today, what I've done today, is the product of a specific journey that I have been lucky to have been on, good and bad, that has led me to this moment in time, answering Catherine Duggan's question.

CATHY LOVELL: Thank you. And now a question from Jo Beet. Is a successful career in law worth the risk of failure for those coming from a disadvantaged background?

HASHI MOHAMED: Yes. It's definitely worth it. Because once you're in here, and once you're able to do it, and once you're practising law, you will look back at all those fights that you've had, and the battles that you have won, and you will say to yourself, yes, it was worth it.

CATHY LOVELL: Thank you. Now Hashi, I would like to ask you some questions about your own story. I was listening to your broadcast on Radio 4, and your transition from being an unaccompanied child refugee in the UK at the age of nine, and achieving what you have just described to me as below average GCSEs, to studying a Masters in Law, and then successfully finding mini-pupillages and becoming a barrister.

So, my first question about that is, that self-belief, where did that come from? Because Open University students, they put their all into what they are achieving with us, and I want them to reap the rewards of that effort by believing they can do it, so where did that self-belief come from?

HASHI MOHAMED: I struggle to put a moment in time on this, in the sense that, was I born with this self-confidence? Was I given it, when was I given it, how did I learn it, if I learnt it, when did I nurture it, who told me how to nurture it? And it's very hard to define, and it's very hard to really pinpoint a moment in time.

But I will say this. There is something to be said for the kind of innate belief that when I came here as a young child without my father, who had just died, and without my mother,

and having to settle here, and start from scratch, it took ten years to really digest that. It took ten years to fully comprehend what had taken place. It took ten years to really properly grieve.

But then I remember something clicking in my mind, whereby I thought, hang on, if I managed to survive the death of a father as a young boy, if I've managed to survive being uprooted and finding myself in another country, which to all of us was a different dimension, in a new language, in a new setting, in a new context. If we've managed to survive all of that, surely everything that comes from here onwards will pale in comparison? And so, what that does, and that kind of view of the world, it says to you, well okay, if you have managed to survive all that and everything else from here onwards pales in comparison, then you meet every adversity, you meet every trouble, every hiccup, with a sense of confidence, that you say nothing and no one can conquer my thoughts, my ideas, my dreams from here onwards.

And you walk a bit taller, you speak with a bit more authority, and you believe in who you are that much more. And in some ways, it becomes a self-fulfilling prophecy, because I'm also a strong believer that when you meet somebody, and when you meet the people you do meet, they will judge you by the measure that you have decided to judge yourself. If you are somebody who has got slouched shoulders and is not really working towards believing in yourself, then that person will only really judge you by the measure that you have decided you ought to be judged by.

And that's something I also understood very early on, because it was clear to me that if I didn't believe in myself, who was going to believe in me? And then it becomes a self-fulfilling prophecy, because you've gone from saying, I've got to believe in myself otherwise no one else will believe in me, then everyone starts believing in you, and then you say, well now, everyone believes in me and I can't let them down. And so on and so on.

And so, I suppose my message is confidence is something that you have to imagine being like a plant. It's a delicate, delicate plant which you must water, nurture, show love to, clip at the right time, turn it towards the sun at the right moment, shelter it from the winds when they come, and just continue to blossom over the course of your life. And every so often there will be people who will come along in your life who will help you water it, will help you clip it, and who will help you make sure it continues to bloom.

And that's how you've got to see it, and it's not something that I think you are born with, and I certainly don't think it's something that is an intrinsic, immutable characteristic from which only certain people are bestowed by the grace of god. It is something that is lasting in life, and it takes time to develop, and it's a long long journey that continues.

CATHY LOVELL: That's brilliant, thank you very much. Another aspect of your story on the Radio 4 broadcast that intrigued me was when you were discussing adapting to the environment to which you aspire to work in. And you mentioned being a chameleon, and almost having a different vocabulary for when you knew you were going to be dealing with barristers or when you were dealing with people from your background. Could you tell me a little more about that adaptation process?

HASHI MOHAMED: Yes. What I was explaining in the documentary was to a bunch of young, ambitious and talented young kids who are trying to get into the legal profession. And what I was saying to them was that there is a way in which you might be speaking street slang, and particular vocabulary, that might be appropriate for when you are around your friends, or when you are around your particular neighbourhood, or around a particular group of people in your community.

But when you are in a professional context, in which people expect you to speak in a certain way, in which people expect you to express yourself in a certain way, and people expect you to carry yourself in a certain way, it's really really important - I would argue critical - that you are able to really understand that particular context, and you adapt yourself to speak with a conviction and vocabulary and purpose that says, I am here to be heard, I am here to be heard, I am here to tell you what I think, and I need you to listen.

And the only way they are going to listen is if you speak their language, and their language will almost certainly not be the language that you use when you are on the streets, or hanging out with your friends, or joking with your neighbours. So what I was trying to convey is, there is a professional lingo that is required for you to adapt, and there is a particular way in which you might speak to your parents. You won't speak the same way to your nephews in the way you might speak to your grandmother. You won't speak the same way as you might to your husband or wife as you would to a work colleague. You wouldn't speak a certain way when you are in an office meeting as you might do to your boss.

Everybody does it. And anybody who tells you that you're being different, or that you're not being yourself, is nonsense. We do these things every single day in our particular context, we do it. And so, when you are from a deprived background, I just think the adaptability requires to happen slightly more consciously, only because you're not familiar with that particular environment. Not because you're any different, or that you don't deserve to be there, but you're just not used to that.

If you're from a particularly advantaged background, chances are what will happen is that you will be able to understand that professional context, only because it's replicated and it's mirrored in some small way with the context you might have at home, because you were raised by senior professionals in a particular environment. So that's the conscious adaptation that I talk about and that I try to instil in young people to be able to do what they do.

CATHY LOVELL: Thank you. Another aspect which intrigued me was, you mentioned effective networking as being the way you managed to gain your first mini-pupillage, and that a lady you met at a charity event opened her contacts book because she was chief executive of a barristers' chambers. How can our students, who are working full-time and studying, how can they begin to effectively network?

HASHI MOHAMED: Well, it's a hard one only in the sense that you need to be in the right places at the right time, but I also strongly believe that there are plenty of places in which you can find yourself that allow you the opportunity to network.

So for example, firms have lots of open events that allow people to sign up, you just have to find out where they are. Big law firms, big sets of chambers, all organisations nowadays, will almost certainly have a particular event that is open to people come along, to network, to speak to professionals.

You have to find those places, and you have to work hard at finding those places. Nobody's going to present them to you on a plate. But you need to actually find a way in which you are presenting yourself in those places. Now, once you're able to find those places, and they're not that hard – if you think about the bar, for example, Inner Temple, Middle Temple, Lincoln's Inn and Gray's Inn, have open events all year round. At some point in the year, they will have various events in which you can attend. Clifford Chance, Allen & Overy, all the big law firms and medium firms, will have career days, career events, career fairs. You just have to find them and present yourself in these places, and be able to find a way of networking.

Now, once you're there, there are three tips that I would give people. The first is to say, whatever sector you're trying to get into, you need to really fundamentally understand that sector. So, if you're trying to become a barrister, or you're trying to become a solicitor, or an engineer, or an accountant, you really need to be able understand that sector, the vocabulary people use in that sector, the way in which people express themselves in that sector, what's hot and what's not in that sector in that moment in time. Who are the key players and who are the ones who are coming up, who are the rookies and who are the people who are most respected.

And once you're able to really fundamentally understand that, and that could be through various means, magazines that deal with those areas, newspapers, keeping up with the news in that, once you've mastered understanding the sector, you then also need to really embark on understanding human nature. And that's a very specific thing that I always tell people that is really important.

You need to understand human nature because you need to understand what makes people tick. You need to understand what makes people angry, what makes people happy, why people react in a certain way to certain things, non-verbal communications, people reading your emails, people when you meet for the first time, eye contact. All things you've got to really fundamentally need to understand what makes humans tick is a weapon.

It's a weapon because, when you meet those people, you need to find a way of conveying your message in a way that is effective. That you are serious, that you want to know more, that you understand the sector, and that you want their help. And often times you will meet people who have one part but are missing the other. They understand human nature, they understand people, but they're lacking in knowledge of their sector, and knowledge of what they're trying to achieve or plan. And whatever it is they might understand of human nature just falls flat, because people just see them as being vacuous.

You might have unbelievable knowledge about the sector, conversely, and understand hugely about what's going on in that world, but because you're lacking in basic emotional

intelligence, and basic knowledge of what makes people tick, you fall flat. Because you don't inspire people to want to do something with you, or for you.

So those two things are critical, and there's a third element which comes with that, which I'll say in a moment, but understanding the sector and understanding human nature is really two key components, and what they bring together, when you piece them together, is that ability for you to inspire others to want to help you. Here I am, I have understood your sector. Here I am, and I understand human nature enough to have asked you and to have compelled you to understand me. Now I need you to help me. Now I need you to help me get there. I have the talent, I have the skills, and I understand what it means to be here. Can you help me open that door over there, and knock on that door with me, so whoever opens that door, you can say, you need to have a word with this young man, and I'll take it from there.

And those are the really key components. It's easy to find yourself at these career events and it's easy to go to these open events where you can express yourself, but it's hard work if you have not done your homework in understanding the sector. It's hard work if you have not done your homework in understanding human nature. And it's hard work if you have not worked well at inspiring others to have the confidence in you to be able to say hey, this is somebody who deserves to be helped, this is somebody who I can absolutely help and push forwards.

So, these are the kinds of things that need to come together, and in that comes a lot of things – why you, why now, what's your plan, what's your discipline, etc etc.

CATHY LOVELL: Thank you. That's really inspirational for our students. I have a question as a careers adviser. Many of our students are mature, and they are going to be career changers rather than career starters, and I wondered how the bar, or the law in general, viewed career changers?

HASHI MOHAMED: It's a very good question. It depends on when you are changing your careers. I know a lot of people who came to the bar as a second career, so it's not uncommon, not at all. It's very common. In fact, you'll see people who will come to the bar at 32, 33, 34, having spent almost ten years in another job. But, and this is an important but, that transition from wherever it was that you were, to what you're trying to now do at the bar, has to have a tangible link.

What do I mean by that? You might say, well, look, I have been a dentist for quite some time, or I have been somebody who does engineering for quite some time. And now I'm retraining, doing the law conversion course, or a law degree at the Open University, and then, what I want to do now is I want to go into clinical negligence in cases to do with dentistry. Or I want to go into a case to do with construction law, and in particular engineering-related construction law. And that is a classic example of somebody who has really thought this through, who has had a plan, has got the discipline and who wants to make a transition that is not that hugely different to where they've come from.

I was an environmental academic, for example, for ten years, teaching about wind farms, wind turbines, and energy. Now I want to go into planning and environment law, specifically focusing on energy, wind turbines, and that sort of thing. So, the bar very much actually prefers people who've done other things with their lives before they've come to the bar, only because, going back to what I said to you earlier, a huge part of being a barrister is about understanding human nature. It's about understanding people.

Because the law is what it is, but if you don't understand human beings, you're going to struggle. So, if you are a 24-year-old, wet behind your ears, having just done your undergraduate degree and probably one year's worth of work experience, you're not going to be that person who is really thoughtful, and has been around the block.

But if you're a 30 year old, a 32 year old, - the average age, for example, for a lot of barristers in my intake was about 27, 28. So you're somebody who has actually lived a little, made mistakes, you've loved and had your heartbroken, whatever, it might be to kind of chisel the edges, and there you come with a bit more wisdom than you would have done at 24, 23, coming out of university.

So, I would say that the bar very much encourages people who might come to this profession as a second career, but there must be a narrative, and there must be a purpose, and there must be a link between where you've come from, and where you're trying to get to. And that's what I'd say to anybody who's thinking about this kind of career change.

CATHY LOVELL: Thank you, that's very helpful. My final question would be, what are your final words of advice for our students who are considering the bar or law in general as a career?

HASHI MOHAMED: My general thoughts are, you need to start early, and you need to start thinking very carefully about why you want to come here at all. I'm amazed at how many people who approach me for advice, who approach me for guidance, and want to know more about the bar, and they haven't thought about the most basic question – why do you want to come to the bar, why do you want to be a barrister?

And that is a question that a lot of people simply have never leant a thought. And if your first answer is, I want to make money, then you're really going to struggle, because if that's your first intention, then you're not going to go far.

If you're thinking about coming to the bar, you need to understand that the bar is different from other professions in many ways. It's different because it's a vocation. It isn't a job, really. It's a vocation. Which means that you are practising all the time, it means that you are constantly changing, you are growing, you are having to learn on the job every day. You have to have that capacity to be developing as a human being all the time, to be changing, to be growing, to be maturing.

The bar is also different because it's a lonely job. You're on your own. You don't always work within a team, you don't have a manager, you don't have a supervisor. So, going back to what I said earlier about discipline, that discipline to be able to sit at your desk or at home, to work on a piece of work that at the best of times is dull and boring, but you've got

to concentrate on it meticulously for a specific and very long period of time, requires a deep sense of discipline as to why you're doing it, and for how long you're doing it.

The bar is also different because it requires you to have a range of skills. It requires you to have the skill to be able to sit in a library and do a long piece of research, and then it requires you to be sitting in a room full of five, six people with all these clients looking to you for leadership and guidance. Then it requires you to be in court, doing advocacy work, on your feet, thinking on your feet, and being flexible, and constantly being able to roll with an ever-changing situation. And it also requires you to be able to be expressive both orally and on paper. You need to be able to express yourself clearly and succinctly on paper as well as in person.

So, there's a huge range that you require, and you need to be a versatile human being. And that requires you to read widely, so read widely, as much as you can, about topics you don't know about, because you never know how useful they might be. You never know what might come of you understanding a particular area about which you know nothing, because you might meet a client who has a particular interest in that, and it might give you a piece of conversation, a moment to connect with that individual, and so on and so forth.

So, it requires a huge amount of discipline, it requires you to be a versatile human being, it requires you to really think hard about why you want to do this, why do you want to get into this profession. And finally, it's unpredictable. It's hugely unpredictable, in the sense that you don't know what's going to happen next week. Things might change in the diary this week.

There's no security at the bar. Remember, you're self-employed. There's no pension, there's no sick leave, there's no holiday pay, and some people just don't want that. A lot of people, they prefer to be in a firm, in which you get your allocated holiday pay every year, you've got your sick pay, you work your hours and you go home, and that's it. I work every weekend. Every weekend. there's not a weekend that goes by that I haven't spent at least part of that weekend looking at a piece of work, in some form.

And again, going back to the discipline, going back to the determination, going back to that focus, the bar is a place that is very very hard to maintain, but it isn't impossible, otherwise I wouldn't be here.

CATHY LOVELL: Hashi, thank you so much for your time today. I think your words will resonate with our students and will inspire them, so many thanks for taking the time to talk to us today. Thank you on behalf of all our students in the OU.

HASHI: Thank you

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