



Podcast Transcript - The WELL Building Standard: Managing The Spine for health and wellbeing

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Robert Hopkins

I am Robert Hopkins, director at AHR, and in today's episode, we're taking a dive into one of the UK's healthiest buildings, the Spine in Liverpool Home to the Royal College of Physicians. Designed by AHR and awarded the Well Platinum Certification, The Spine is a landmark for human-centric design. But what does it take to run a builder like this? How do its forward-thinking design features translate into everyday management? And what can facilities teams learn from its operation?

To help us explore these questions, I'm joined by Cathy Hardman, Workplace Manager for the Royal College of Physicians at The Spine. Cathy plays a key role in how the building operates in line with its well certified design, while supporting the people who work and visit here every day.

We will be discussing how WELL influences building operation and workplace, the challenges and benefits of maintaining a healthy, focused environment, and what this means for the future of workplace design. Hi Cathy.

Cathy Hardman

Hi Rob.

Robert Hopkins

So tell us a little bit more about your role at RCP.

Cathy Hardman: So I'm the Workplace Manager for the Royal College of Physicians here in Liverpool. And I was recruited especially to look after our Liverpool building.

We were previously sat based in London. At the time when I joined, I didn't actually realise we were going to be a WELL Platinum building, so that came as a bit of a shock. But I manage all of the space that we have, which is 50, approximately 50% of The Spine - seven floors on a day-to-day basis.

Robert Hopkins:

Great. So just to pick up a little bit more on what the WELL Standard is. It was established in around 2015 and it's an accreditation which considers how the design of the built environment impacts on people's health and their wellbeing.

It is broken down into seven concepts, air, water, nourishment, lights, fitness, comfort and mind. And then there's a number of preconditions for each of these and all the additional points that go with them. One of the reasons that I really like the accreditation so much is that there's really no hiding place.

The certification lasts for only three years, and so it really means that you cannot ever compromise on your standards. You've got to maintain them all the time.

So when we when we started developing this building for RCP, we understood that it was a very kind of simple brief at the time that they needed to expand their facilities from London.

They wanted to complement, not replicate those facilities. And our design approach was that we wanted to design something that was going to reflect the ethos and the values of the college. And that was where the WELL Standard came in. We've had this idea about designing one of the world's healthiest buildings. But for us, to actually give that sort of statement credibility, we knew that the physicians would not accept us, just making statements like that, that we would need an accreditation to sit with it. And hence, the timing was pretty perfect, really in terms of WELL, had then established itself. And then RCP were designing this building. What do you feel are the key well designed principles that have really impacted your role here?

Cathy Hardman:

Gosh, all of them. The main ones for me are being air, thermal comfort and materials, mainly from a constant monitoring perspective and keeping the building users happy as well.

Robert Hopkins:

Okay. And so, which of the features do you think then have you seen that you think have had the biggest impact on users in the building?

Cathy Hardman:

As you can see from where we're sat today, the light exposure, exposure to light and the lighting design makes it an absolutely beautiful place to work with amazing views, which are fabulous for the peripheral vision, which we've spoken a lot about over the past four years.

The airy nature of the spaces was mentioned in the post occupancy evaluation report. The open plan workspace was said to work well and foster much collaboration with the teams that we have working here, and that applies to all of our tenants as well.

Robert Hopkins:

Great. And what do you feel makes The Spine unique in comparison to other places that you've managed?

Cathy Hardman

I've been a facilities manager for 25 years now, and this is a completely new concept for me and something that I've personally had to fully embrace over the past four years.

We're the first building in Liverpool to achieve the WELL Platinum rating, the RCP under your design ensure that many health related features were built into the design and that's what makes us quite unique.

Robert Hopkins

So, you've mentioned there that you'd managed numerous buildings through throughout your career. How does managing a WELL certified building differ from a typical office building?

Cathy Hardman

A lot. So, me and the team have the concepts at the forefront of our minds with everything that we do. The monitoring of the concepts is a crucial part of the management to ensure that we adhere to the requirements and improve and also monitor when necessary to achieve the re-accreditation in 2027.

Robert Hopkinsert Hopkins

And you're confident you'll get re-accredited in 2027?

Cathy Hardman

Absolutely. We work hard towards that.

Robert Hopkins

And so, it really. Steps up the level of maintenance that you need in the building and the amount of monitoring that you need in the building.

Cathy Hardman: Yeah

Robert Hopkins:

Are there new things that you've had to adopt from a monitoring and a maintenance perspective?

Cathy Hardman

Yes definitely, especially with air thermal, comfort and water. We have a monitoring system and a dashboard that continually monitors temperatures, humidity, CO² TVOCs, air pressure, and other elements. This allows us to react the alerts immediately and adjust where necessary as the data will be submitted with the next accreditation application.

Water has a more detailed testing regime and measures possible contaminants and quality to ensure consistency.

Robert Hopkins

So describe to me then, you have your dashboard. What process do you go through when you do get an alert that comes up on the dashboards?

Cathy Hardman

Yes. So, it was something I was working quite closely on. I was in the office on my own yesterday. It was a really hot day yesterday. Part of the WELL Standard requirements are that we keep temperatures within a specific range of 21 and 24 degrees. If a room or a space goes outside of that, the sensors that we have alert every 15 minutes and we get an automatic email.

So, we respond to the email and it's more importantly that we react to the alert because this is what data is provided to the WELL Institute in three years time. So that allows me to visit a space and event space or an office, look at the current temperature. Make sure it's still within or outside of range, and then make adjustments accordingly, so that we constantly sit within that range.

We also look at CO² emissions and all of the things that I mentioned before, but that gives me a dashboard, which is absolutely brilliant to give me a general overview of everything that's happening in the building that's live.

Robert Hopkins

Yeah. And so you've talked about, obviously you get those notifications. You can go to a space physically, you can go and see whether there is a or isn't an issue and respond to it.

Cathy Hardman:

Yeah.

Robert Hopkins:

And to the vast majority of those you can make those adjustments yourself. Do you have to bring in external parties to make adjustments or do you do that yourself?

Cathy Hardman:

I would say 99% of the time we make the adjustments ourselves. A lot of those are building related. We're in a solar building, so on a hot day or even a very cold day, we can see temperature fluctuations more than normal. Things that are externally driven might relate to issues with plants around the landlord chillers. Or our air handling units. And that's when we might have to call in external support and resource.

Robert Hopkins:

And in terms of the RCP team, what sort of feedback do you typically get from the team about the building and the environment?

Cathy Hardman:

Amazing. On a day-to-day basis, as you can see, we work in an open plan forum. That is brilliant for collaboration and that's where we're very different from the Royal College of Physicians in London. Even though that's a listed estate, the office space is a 60-style building and there's lots of different, separate offices, whereas when those staff come to Liverpool, they can see the collaboration between the teams. So that's got to be one of the most positive things of WELL.

We don't often get many complaints. If we get complaints. It's generally, as is with every other building if you're a facilities manager, around temperature.

Because as you know, we're all very different creatures. And we all like different temperatures, so I don't believe that we will ever keep everybody a hundred percent happy. I think what people forget working in a WELL Platinum building is that we do monitor temperature a lot more closely and, in The Spine, we are so lucky to have these amazing support systems in place that allow us to monitor that, to fine tune that.

So overall, the feedback that we get, especially within the post occupancy evaluation survey was that people were extremely happy working in The Spine

Robert Hopkins

Obviously there's the monitors that are all, all around the building that you can see immediately what temperature is in, in any space. Do you think that's helpful to staff as well? That they don't think that you are making things up that they can go and actually see a readout...

Cathy Hardman: Yes. So there are two points to that, Rob.

One of them is what we're doing currently. So the thermostats on the floor allow individuals to make a three degree adjustment either way. If they make an incorrect adjustment, the thermostats then go into a non-eco mode.

But it's very easy to spot that because we get an alert. And generally, if we get an alert, we know that someone's done something with a monitor. With a thermostat that's untoward.

One of the things that we are working on for one of the new points for the next accreditation is a live dashboard of information for the end user. So even though we have that as a property team, we've not given that to the end user.

So, something that we'll be working towards this year and next year is pulling that information from the dashboard and displaying on a digital screen on each floor and that'll give an average temperature for that floor. Plus lots of other things as well, but we're also very conscious of how much data the end user wants.

So we're going to try and keep it simple. The best feature about that is that it's totally live within 15 minutes. So it's great

Robert Hopkins

And again. I'm interested in things like the water monitoring that that you do. My perception is our water in the northwest is great. Best in the UK by a country mile. It tastes great. Have you had any anomalies come back from that data where it might taste nice, but actually there's a few nasty things in there?

Cathy Hardman

No, absolutely not one of the things that we've submitted recently with our first step in our accreditation process is the certificate from the local authority. So that's available. We received ours from Liverpool City Council. We just went online and that pulls all the contaminants, if there are any, into a report.

And one of the requirements under well is that we show everybody what's within that report. So even though our water testing has got additional requirements in it, yeah, it's not showing anything nasty. But we also monitor the drinking water from the billitaps. So the billitaps, as part of the well requirement, you have to have drinking water within so many meters of where you work.

So that's available to all staff. The filters on the billitaps have got to be replaced every six months, and we have to advertise the fact that, that's happened. And we also have to confirm what type of filters are used in the billitaps. So we've got a very open book about what we do, and we manage that quite closely.

Robert Hopkins:

The reason I'm smiling while we talk about those billitaps is that you know that we installed taps that would do hot colds and carbonated water, and you very quietly removed the carbonated water from those taps.

Cathy Hardman

We have. The reason for that was purely down to cost. The cost of providing carbonated water, we felt was a little bit of a luxury. And the staff seem happy with what we've got.

Robert Hopkins

Okay. From a personal perspective what do you feel are the most rewarding aspects that that you've had from managing a well certified building?

Cathy Hardman:

For me, it's the feedback from visitors.

Robert Hopkins:

Okay.

Cathy Hardman: As you know, cause we've seen lots of them over the past four years. I think we've seen hundreds on our tours.

Robert Hopkins:

Do you still count the number of visitors over given up?

Cathy Hardman: It's a WELL requirement that we count the number of tours and visitors that we do. We have to.

Robert Hopkins:

We must be up to thousands.

Cathy Hardman

We are in thousands because it's important for the WELL Institute that they know that we're still promoting our spaces.

So, to go back to your question it's the feedback. I've conducted hundreds of tours and not a single person hasn't been impressed with the building.

When I explained the individual features that all relate that you built into the building, for example, the concrete pillars on the ground floor, the Voronoi pattern on the windows, people are blown away by the thought concept of the WELL Standard. The window Voronoi pattern has got to be one of the most distinguishing features in the whole of Liverpool. And if you're a local in Liverpool they might even, you might know that they even call us the giraffe which is very appropriate because it's the same pattern. For me, as well, educating colleagues and visitors has been really important.

We are really focusing on that element now going forward, especially in 2025. I think the first three years of trying to achieve the accreditation was very much, let's look at each individual concept. How many points we've got, what we need to do to achieve it.

This year, we are now trying to speak more about, 'do you realise that we do this?', 'do you realise that we've got this?', and 'do you realise why we do this?', 'why you can't put your coat on the back of a chair?' why we like you to take your coat off when you come into work, why we want you to have a clear desk policy, why we don't want you to spray your perfume in the middle of the office.

So that education piece we've committed now to writing one piece per month with our comms team. And that way people will read it and get to understand more about the well concept. And we share that between Liverpool and London.

Because we're a multi-site company and we work very closely together. So it applies to both.

Promoting sustainability, looking after our surroundings is so important the way that we care for what we've got and appreciate what we've got. And I think you'll agree. We look after it really well.

You do. You know that I look after it so well. And being open-minded to changes because the concepts within WELL change throughout the year. So even though you've achieved one of the concepts, it might change two months later.

So you've got to be able to adapt to change and sometimes be quite innovative in your thinking and thinking outside the box of how you're going to achieve that concept and what you're going to put into place.

And I'm not saying that we can achieve every single one. Because sometimes, the policies and the practices don't allow us to achieve that. But most of them, and I'll give you an example, one of the changes was with regards to fragrance free soap across the site. So we implemented that.

But with that also came, the soap dispensers have to be cleaned thoroughly so you don't get a mould build-up, but you have to record how often you clean the dispensers. Also, came the signage with the fragrance-free soap and also the hand washing. So, what was an extra one point for the WELL Institute actually was quite a lot of work, but these are the little things that we can achieve right the way throughout the journey.

Robert Hopkins:

So as you just mentioned, that opened up here in 2021. We've been in just about four years now. The building has evolved a lot in those four years. A building is a living thing. It is supposed to change. It's not supposed to look like the building that it was on day one. Describe some of those changes that you've made over the last four years from a perspective of kind of, responding to user feedback and to try and improve the facilities that are here.

Cathy Hardman

Yeah we haven't, believe it or not, other than furniture, we haven't really made many changes because, the design was so excellent.

Small changes to layout, which we've done with the WELL Standards in mind.

Don't forget, we've got to make sure that if we do add any furniture, the furniture's got to be sustainably sourced. And we've always got that in mind.

Even replacing damaged bits of furniture, like the feet, for example, we would have to go back to the supplier to get the replacement parts, not to replace, they've got to be brought back to the standard that they were when they were installed, and you can't do a cheap repair.

They've got to adhere to the WELL Standard. Obviously, we've had to implement the WELL Standard requirements to ensure full compliance for measuring and monitoring Purposes.

Things like mind and community concepts are ever improving. And when we work conjunction with our people and culture team to enhance and ensure we meet each feature, for example, mental health promotion, access to nature, sleep and focus support and many more.

I think mental health promotion especially is now a big feature of new buildings and making sure that people feel comfortable at work. As you can see here, where we're sat today on level 10. There are lots of different features for making that workplace such a nice place to work. So we do a flexible workspace where you don't have to sit in the same seat every day.

Robert Hopkins:

Do people sit in different places?

Cathy Hardman:

They do, but we're creatures of habit, aren't we? And some people like the comfort of going into the same desk every day. As a facilities manager, I try to move around, although not very much. I do try to change the location of where I sit to promote that movability.

We have breakout areas inside the floor. We've got breakout areas in this atrium where we sat today.

We've got formal meeting rooms, informal meeting spaces, and partially soundproof pods that you know about as well. So, it just gives that really flexible feeling because I'm always conscious that just because I'm a people person and I work in a certain way, and I like to be surrounded by people that you might not be like me. You might like to sit in your own little private pod or in an office enclosed out of the way, in a totally quiet zone. And I think the WELL has especially taught me that you have to become passionate about other people's feelings.

And what is better for them. And at the end of the day, if we're talking about people's wellbeing and mind, we can only add to that by offering such an amazing space to work.

Robert Hopkins:

I think, again, from our perspective, we've learned a lot as a business about neurodiversity over the last three or four years that. If we were doing The Spine again, there are considerations now around neurodiversity that we, that we might think about and so we might do things slightly differently just to, be respectful of people who are unique and people who are different.

You must have had some quirky requests for changes over the last few years in the building. How do you manage that process?

Cathy Hardman:

I am just trying to think of a quirky request, but I don't think I've had a quirky request. I think I get a lot of general requests. I know. I've got one recently got - puppy yoga. So with puppy yoga, this came from a tenant.

'**Can** we do puppy yoga?' And I thought, 'oh my gosh, how am I gonna fit that in with WELL?' But during our learning at work week which we have every year, we promote wellbeing of staff, and we bring in guide dogs for the blind. And my thought concept was, if we're bringing in dogs for people to pats and say hello to and meet their owners, why can't we do puppy yoga?

So, as you know, all the materials are real, so my first thought is, 'oh my goodness, how am I gonna protect the carpet and the oak flooring?' And everybody in The Spine knows Cathy Hardman Hardman - if you spill anything on the carpet.

So I spoke to the landlord. 'cause obviously we're in a landlord building as well, and Neither of us had any objections as long as the floor was protected and the dogs didn't make a mess.

So the facilities manager is really overjoyed that we've allowed to do puppy yoga, but all of the Royal College of Physicians staff have now decided that they want to go down to floor two when they're doing the puppy yoga.

I dunno whether we'll pull that one off.

Robert Hopkins:

So again, when, I mean we couldn't talk about every single feature in the building. we'd be here all. There was, there was so many little elements that were either design related or WELL related. Do you think that there's particular features that have really, that have had a noticeable positive impact on your colleagues' wellbeing?

Cathy Hardman:

Yeah, I touched on it before with the layout of level 10. I think the mixture of working areas, meeting rooms, the dual floor atrium areas are absolutely amazing, desk layouts, ergonomic seating, which we also provide at home as well as at work. Now, what my team have done especially in Natalia, I've got to give her a mention there because she'd kill me if I didn't. Natalia's worked on a revised workstation assessment form that covers both home and work.

So what we've tried to do, because the Royal College of Physicians working from home policy is that staff only have to work in Spine for six days a month. So, actually, they're working from home more than they are from work.

That doesn't apply to everybody, though it depends which business function you work in. So, we wanted to make sure that the comfort at home and the wellbeing of those staff was thought about and covered just as much as it was when they were at work. So, we asked for pictures of the home layout as well. Only of the desk and the seat and the screen so we can see what they're doing at home and make a judgment call.

And also, do they need any occupational health referrals because they might have individual requirements on seating. So ergonomic chairs, you know this very well, that we're lucky that for every bank of eight desks, two of those are higher, lower, sit /stands.

So you know, we've got one of the guys who's six foot four who stands at his desk all day. We've got a couple of staff with back pRobert Hopkinslems. I used a sit stand desk a few weeks ago when I damaged my back and it's just brilliant to have that flexibility.

Robert Hopkins

And if you have to you, you've got this data now about people's home workstations, have you got to make any interventions on people's home workstations to say, 'we think you should think about this'.

Cathy Hardman:

A lot. It's a constant and I think it's very important for the wellbeing of those staff as well.

Because there's only me and Natalia that can assess those workstation assessments. We've been trained to do so. So if that person can't rely upon us to give them. That expert advice, then who's going to do that? Because nobody else knows how they should be sat and where the screen should sit and whether they've got any pressure on the joints of their arms or their elbows, and whether they need a footrest it might be something simple like an anti-glare screen. All of our staff are provided with headphones and laptops, so the remote working is quite easy. But I would say, 50% of the time, it's the chair. Or something associated with the use of the PC, like a mouse. But that's where our IT team come in as well. So yeah. we do pick up a lot on that, Robert Hopkins.

Robert Hopkins:

Good. So, moving on to the actual management of The Spine. How do you think that the building has actually influenced your perspective on building design and operation over the last few years?

Cathy Hardman:

I really appreciate how lucky I am to manage such an amazing space for the RCP. I've spoken to many people who are trying to implement some of the WELL concepts. We've shown universities around, haven't we? And I see their journey when they're in an older building that doesn't have what I've got, and they're trying to mimic what we have. That must be such a difficult position to start from.

So, I really value what we have. So, we're lucky that your building design captured the requirements, which made it easier to achieve the WELL Platinum rating.

And I know through our conversations that all of your thought process about The Spine was how to achieve the WELL Platinum rating. So it made my job a lot easier really, because you knew what the WELL Platinum was. You built it to achieve the WELL Platinum and all I had to do, well not that easy, but all I had to do was prove it and put the processes in place and the measurements in place to show that we could achieve it.

Robert Hopkins:

Again, I think that's why I like the accreditation so much because there's other accreditations where, effectively the design team can get that accreditation for the building and the actual users and occupants never really embraced the accreditation fully.

There's a little sticker on the front door that says they've got this, that, or the other. But, WELL's been different in that perspective that, we've handed you a facility and then, without the management of the facility, it's not a WELL building is it?

Cathy Hardman:

Thank you for that. I agree with that and I would love to sing more about the work that we do behind the scenes to achieve the WELL Platinum rating. I think having the WELL plaque is brilliant. But it's what goes on behind that to make sure that plaque will stay on that wall within three years.

I know that we've seen, we work very closely with CBRE. They're our WELL advisors, and we've just done our first submission because even though we're not gonna be accredited, re-accredited until 2027, it's a constant moving beast, so if I rested on my laurels and didn't do anything for three years, there's no way that we could achieve, 120 points that's gonna be required to hit the reaccreditation.

So it's about efficient management of processes, monitoring, working with contractors, especially. A traditional building manager will have a planned preventative maintenance schedule, and they will look after, the cleaning operative teams, they will look after the catering teams, et cetera, et cetera. I think what we have to do now is delve a lot more in depth to each of those.

So yes, we manage our cleaning operative teams, but do the cleaning operatives know that we've got 10 toxic substances that we are not allowed to have in the building? So every time the cleaning company bring out a new product yes, give us the cost data, but if it's got one of these toxins in it, you're definitely not going to use it.

I've got a great example of this. We've got oak floors. Real oak as you know, because you designed them.

Robert Hopkins:

I didn't grow the trees.

Cathy Hardman:

You didn't grow the trees. The oak flooring has got to be re-oiled. So that's the bit that gives the wood its texture.

If it gets a scratch on it, we've got to use the oil. But the company that we wanted to use were providing an oil, but it was toxic. So we can't use that because that affects the air quality, and that'll be picked up by the sensors, and then we'll be getting alerts and that will impact on our WELL accreditation.

So, we actually went back under your recommendation, to the company that installed the wooden floor and they recommended a non-toxic oil.

But that journey continues with general repairs, mechanical and electrical. You've got to look at every single thing that you do to make sure that intertwines with WELL.

Robert Hopkins:

But again I think the, it's very noticeable how much closer those teams are to one another in this building compared to, others. For instance, I was having a conversation pRobert Hopkinsably a year back with one of the cleaning team, and I was complaining about my digestive system and two minutes later I had a herbal tea bag.

She was saying 'try one of these, I swear by this', and that conversation pRobert Hopkinsably wouldn't have happened in a different building.

Cathy Hardman:

And I think that comes back to the post occupancy evaluation and the feedback that we get about people working collaboratively. We are one big family. And we all intertwine with each other and we've all got the knowledge of WELL and also the Royal College of Physicians. We've got our own values that we like to adhere to, so the values and behaviours are a really big part of that, and it's how WELL intertwines with that.

If I'm gonna be honest, I think if I had to go back managing a non-WELL Platinum building, I might struggle with that now because it is more, it's all about people.

Robert Hopkins:

Can you imagine another place where you get Helena bringing something out of the kitchen and giving you a little chef nipple and saying, 'have you tried one of these?'

Cathy Hardman: I know. It just wouldn't happen. So no. Very lucky.

Robert Hopkins:

And what do you think that you've learned from The Spine over the last few years that you would pass on to other building managers in other places where they're trying to implement similar ideas around health and wellbeing?

Cathy Hardman:

So, a couple of things here, we've got an excellent people and culture team who constantly strive to improve the wellbeing of our staff and we're always enhancing our colleague support of that.

I've recently had a meeting with one of the learning and development representatives following an amazing wellbeing survey where we had fantastic results. One of the best results that they've actually seen on feedback of use of a building. So I will work with learning and development and people and culture to try to look at the outcome of that survey and what we need to do going forward to maybe look at the policies and practices.

I'm not saying it'll happen overnight, but what's the point in doing a survey if you're not going to do anything with the results? And actually, one of the WELL points means that you are looking at your surveys and that you are doing an action plan because you have to provide the action plan as evidence to the WELL institute, so it all matches together.

For me personally, be aware of the WELL concepts. Definitely get the expert support and knowledge that you need. And Giuliano from CBRE has been a great advocate for me. He's always there to support me. He knows WELL inside out, back to front, wrong way around. Think outside the box, ensure that we don't have any shortcuts and also make sure that your PPM schedules are being followed.

I've got an ongoing conversation about filters in air handling units. I have this dread. I don't know why it's with this particular concepts, making sure they've got the right filters in the air handling units. And I panic every time they do it well, make sure you give me evidence, Give me the goods receipt note, and I do have to provide it funnily enough to say yes, they have been done to the right standard, because if you think about it, if those filters aren't right in their handling units-

Robert Hopkins:

It affects everybody. It's not just a box on the roof. That's people's wellbeing in that box isn't it?

Cathy Hardman:

It is, so that's something that I look at. And the last thing is to review hazardous materials, adhere to support, waste management regulations, we've just had a few changes in the early part of this year, look at your cleaning products, look at the protocols for cleaning, look at long and short term emission control and encourage movement.

We've even designed our own, as I've mentioned earlier, our own online workstation assessment form. So, they're the things for me.

Robert Hopkins:

So that's a lot to take on. Obviously, you've seen the world of facilities management evolve a lot through your career. Do you personally feel like the, these health and wellbeing initiatives are something that will be embraced in the future as part of facilities managers and their role that they play in helping buildings be happy, healthy places to be?

Cathy Hardman:

A hundred percent. It should and will be the leading force when managing a building. We are now past the point of not looking after the wellbeing of our staff and adopting sustainable practices. We need to create an environment that's thoughtful and normalises sustainability.

It's a long-term commitment and the support is constantly evolving too. My next step is the WELL AP exam, I think because I live and breathe WELL, it's important that I go through that journey, To improve my own in-depth knowledge. And I'm not even sure how that will help me in the future, but it will certainly help me now.

And that way I can aim to ensure that we can all evolve and practice what we preach.

Robert Hopkins:

Perfect. So that brings us to the end of our discussion for today's episode of the AHR podcast. Cathy Hardman, thank you so much for sharing your insights into the building. It's been absolutely fab to sit down and actually have this little chat today.

Cathy Hardman:

Thanks, Robert Hopkins, and it's been really great too. I've really enjoyed it. Thank you.

Robert Hopkins:

Thanks. So, we've covered numerous subjects in this podcast. We've talked about health and wellbeing of occupants, of visitors. We've talked about air quality, what impact that has on. We've talked about the issue that we've still not solved, and I don't think anyone ever will. That's temperature. We've had some great stories of building in use from you. And I think more than anything, we've actually appreciate the passion that you brought to The Spine to actually keep our dream alive and hopefully be here for many years to come to keep the dream going as well. Thank you.

Cathy Hardman:

Thank you. Me too. Thanks.

Robert Hopkins

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