

PHIND employee group 2

[Transcription starts at 12.30]

- AN: We've put together three key questions to shape our discussions and we'll just take you through each of these questions and ask for your input and your views in relation to each of those. And the first question I'll kick off with, and then I'll hand over to Sarah, but the first question was really, what did you think about the information in the infographic about sitting and the health consequences – was it new to you, was it something that you already know about it? I'm just going to post in the chat a copy of the infographic if you don't have it to hand. Who'd like to kick off? Oliver?
- Oliver: No-one likes going first, do they? You'll be pleased to know, given that I studied at your place, that none of it was new to me. I think what it helped to clarify in my mind were the very specific consequences and how diverse those are and, I suppose, as well, the point about moving throughout the day. As a person who used to play quite a bit of sport most of my activity was usually condensed to quite short and intense bursts of activity and I think as I've got older and less capable of playing sport, or my capabilities to play sport have been realised to not be that good, then I've actually spread that activity out over the day. And I think that probably fits closely with what's been highlighted in the infographic.
- AN: Thanks Oliver. Ella, I'm seeing your comment and I'll try and address that as well, thank you. Anyone else? Ava?
- Ava: So, it wasn't really a surprise to me. I work in public health, so part of my role is to try and encourage people to be active to reduce their risk of breast cancer. I kind of worked around physical activity for a number of years. But I think what sort of interests me is that, while my role is to promote physical activity, it's been quite challenging to try and encourage other staff in my work place to be active during the day. And I actually find it very, very difficult to do it as well, because you just find that you do sit a lot more when you're at home, yeah. And in answer to your next question, yes, I am definitely sitting more at home than I was when I was in the office, for a number of reasons but I won't go into that just now but yeah, that's my take on it.
- AN: Okay, thank you Ava. Anyone else?
- Harris: Yes, me. So yes, I would say that... I would say that I'm sitting much more frequently whilst I'm at home compared to in the office. Looking at the infographic it's something that I'm not particularly surprised about. With the exception of cancer, I was very surprised about that, it's not something that I would have associated with sitting down for extended periods of time.
- AN: Okay, thank you. So, the specific consequences... I think Oliver as well said, it kind of highlights the different consequences and cancer was maybe one you weren't familiar with. What about the others, were you aware of these consequences of sedentary behaviour? James?

James: Yeah, to be honest, similar to the other comments. With our organisation [organisation name removed] we do promote physical activity through active travel, so a lot of the, kind of, information with regards to the benefits of being active we're kind of aware of as well. So, it's really, kind of, because the sectors we work in it's quite common knowledge.

AN: Okay, great, thank you. Well, unless anyone else has anything they want to share in relation to that question it sounds like it'd probably be good to move on and understand a bit more about your experiences of working at home. And Sarah, do you want to...? Firstly, does anyone else want to come in on that before we move on? Okay, great. Sarah, would you like to come in on the next question?

SM: Yeah, thanks Ailsa. And obviously if anybody does have anything they want to add at any point, you know, even if we've moved on please feel free to use the chat because we'll have a wee look at that either afterwards or, you know, we'll pull it back in during the rest of the focus group. But yes, so thanks Ailsa.

Just moving on then to thinking about your own context and trying to reflect on if you're now while you're working at home, or maybe if you're in this hybrid situation, do you feel like you're sitting more or less than you were when you were working in the office predominantly, most of your week being spent in the office? And then also thinking about the things that might influence that, and it might be some social influences, environmental influences, it might be something, you know, just completely unexpected or different. So, just have a wee think about your own context and if you're sitting, where it is and what kind of factors are influencing that.

Ella: Yeah, just for myself I'm definitely sitting more than I was previously. So previously I would cycle to work so that was about 45 minutes to an hour of cycling every day. At work I was on my feet all day besides break times and, you know, for some meetings with people we'd walk and have meetings. Whereas now I'm obviously not commuting and I'm finding myself sitting for all meetings, because it's not as appropriate to go on walks, you know, putting your camera on or you can't leave the house due to sensitive information being shared.

And I do find that I'll do some exercise at my lunch breaks, so kind of things like yoga or gentle walks around, but not really any higher intensity stuff, nothing that really gets my heart rate increasing very much. And, you know, just small walks to, like, the grocery store and stuff but I don't have the time to do more intensive exercises or anything like that. So it has impacted me quite a lot.

SM: So, it sounds like there's multiple factors there that are coming into play. So, you've got a lack of time because of your work load, it sounds like it's not cultural to stand up or maybe have the walking meetings now that you're

working at home. And also just environmental things – you don't need to cycle to your home office any more.

Ella: Definitely, and I don't have a standing desk in my small flat. I can move around my house quite easily but all of those are in sitting positions, on my bed, on my couch, and my desk or dining table are all needed. So yeah, it is a large amount of factors.

SM: Okay, that's lovely, thanks Ella. And I think, Luca, if you want to come in, I think you had your hand up and then we'll go over to Sophie.

Luca: Yes, I think I'm definitely sitting more at home because I'm waking up, the computer's right there, I'm straight onto work. I have an hour's walk with the dog at lunch time then I'm back to work. And it's just so easy to work over your allotted time because you're right there, you know, there's not that distinct cut-off point where you're having your commute to go back home. So, I think I'm definitely sitting more because I'm at the computer more, probably being more productive than being in the office, you know, the procrastination kind of kicks in and you go and make that coffee and, oh I'll have another one, half an hour later. So, I think I'm sitting more definitely at home than I would be in the office space.

AN: Thanks Luca. And Sophie?

Sophie: I would say I'm quite similar as well, that I'm sitting a lot more being at home but I'm kind of getting out and exercising more in my lunch break. And we've got a kind of company challenge at the moment to, like, win prizes and basically test a new app that we're hopefully going to launch and that's, like, encouraged me to get out. Especially it being winter I think it's a lot easier to just kind of stay inside and just not go out in general, especially if you are working from home and you don't really have the need to go anywhere. So I think, by having something that's forcing me to get out there and exercise and that, kind of, like, team aspect as well is really good. And it's something which has been quite helpful, because before that I've kind of just been staying inside for, like, days and days and I never used to be like that before the pandemic and all of that as well.

SM: Okay, thanks Sophie. That sounds like quite a collective thing, you know, that there's limited opportunity to move and you are feeling that you are aware that you're sitting longer than you would have done in the office. So, I think that's really good that that's something that you are aware of. And also, I think this group, just from the few people that have spoken, at lunch break you seem to be doing something quite active on your lunch break, so I think that's really positive too. And Sophie, I'm really interested to see your app and what comes, that sounds really interesting, so thanks for telling us about that. So, Oliver, I'll move on to you and then, Ava, I think you had your hand up just a second after.

Oliver: Yeah, I've definitely got some similarities to what's already been said. I think the change in commute to work has influenced that initial walk that I would

do to the train station, and then from the destination train station to our place of work. What I've found is that I've filled in that time now by working out at home before I turn the computer on. I probably do a shorter amount of time but a higher intensity of activity in that period than I used to.

Throughout the day I think I feel a bit more tethered to the desk than I did when I was at work; usually I'd have to move round the campus in order to teach in different places and that would at least break up the day and I would have some movement, even if relatively short. Because I'm working at home the school drop-offs have become opportunities to do activity. So, whilst it's about a mile to go to the school, and typically in the mornings we'll take the car to do that journey, in the afternoons if I haven't got too much on then we'll walk up and take the scooters so the kids can scoot back – and that's sort of been worked into the day.

And early on in the pandemic before we had a chance to really sort out the technology that enabled some of the home working that we're now doing, I'd initially set up my laptop on an ironing board so that I could have a standing desk and be a bit more active, I suppose, whilst sedentary. And then yeah, I think because my wife and I have both been working from home she's been really great at mid-afternoon, sort of, prompting us or just after lunch saying like, shall we go out for a quick walk? And we'll maybe work half an hour of a walk into the day – so again, picking up with people's points with this lunchtime-ish period being a really productive one in terms of being able to get out and do some activity as well.

The final bit for me would be that because I wasn't able to meet key collaborators in the office to do my work, often we would agree to meet outdoors and have a walking meeting. So, most of my PhD students, most of my close co-authors are people that live within an hour's journey of me and so we would either, you know, meet in the middle or people would park at their houses and then we would conduct, you know, an hour's or an hour and a half's meeting whilst on the move. Which really actually came directly from...I think it was when [Professor] arrived at [organisation name removed] she suddenly changed, you know, the...or created a change in thinking about how meetings could be conducted. And that's directly where I, you know, sort of said to my students, we might as well do this on the move and have a go at it. And that's made a big difference as well to those meetings.

SM: Thanks Oliver. I think that's really interesting what you're saying about the ironing board, by the way because, you know, we do hear about the standing desks being a great solution for alternate...we know you're not supposed to stand all day, you need to go between the two. But people who live in small apartments or small spaces or share a flat don't have those kinds of spaces that they can add something potentially big into, and so it's great to hear that you've come up with something quite alternative. [Professor], also, she came up with using a shelf on your bookshelf, on your bookcase, so that's quite a fun alternative, I guess. But yeah, thanks Oliver, that's great. And Ava, I'll just bring you in now.

Ava: I think some of my, sort of, issues around being less active now are similar to everybody else's, I mean, I lost my commute. I used to cycle from [location removed] into [location removed] a few times a week and then if I wasn't doing that I would be walking from [location removed] down to [location removed], when I was commuting by train. So that's been the biggest loss and I think I really miss my cycle. So I am trying and even through the winter I'm trying to do a, sort of, what people are calling a fake commute, but for me it's just like getting outside before I start work because I don't feel like I've...I feel like I need to have that outside time before I start my day in the office.

But just even simple things like I used to work on the third floor of a building that didn't have a lift, but I live in a single-storey house and the first for, like, a year and a half I hadn't really walked up a steep set of stairs and when I did I was...I'm pretty active but I felt really out of breath because I was out of the habit of walking up stairs. So, that was something that I hadn't even thought about missing out on. And the office is just bigger, like, the office is bigger than my house, so if I want to get up from my desk and make a cup of tea or go to the toilet you're walking further than I would be in my own home, so I think that is...

I think the thing that I struggle with is...I think somebody else mentioned this about the end of the day and just not really having that, sort of, end and it's just quite easy to just keep doing a task even though it's gone past when you would normally finish. And if you've not got a train to catch or somewhere to go it's just dead easy just to sit there and think, well, I can just finish in 15 minutes and what am I going to do now anyway? I'll just be making tea or watching telly or something. So, I think having...like, in the summer I was quite good at arranging to meet somebody after work at a certain time, which means that you have to get up and leave the desk. But if you don't have that, like others have said, it's just easy to sit.

SM: Yeah, thanks Ava. I totally recognise that, like, sometimes the evening comes and you think, it's dark outside and it's raining and I'm not going to go for a run or I'm definitely not going to go for a cycle in the dark and, you know, what else is there to do? In Scotland quite often it's the grocery store or Ikea or something like that, but you can't do that every day unfortunately or it would be very expensive. Anyway so that's great, thank you. So, I'm conscious of time and keen to move on to the next question to make sure that we stick to our schedule. So, just a final invite if anyone has any final points on that before I pass back to Ailsa for the next question? Hi Ailsa.

AN: I was really intrigued by a couple of things that were said, I mean, Oliver talked about how his wife has sort of encouraged him to go walking. And I think it was Ava, you mentioned your work colleagues and you're trying to encourage them to be more active. As a group do people feel that the people around you are having an impact on whether you're sitting more or sitting less? Luca?

Luca: I would say definitely, because my fiancée has a totally different type of job to me, she works with horses and she's out from morning till noon on her feet everyday whereas I am doing all the driving, doing all the home-based sitting down work, the cooking that kind of thing. So, I claim I don't have enough energy to do any major exercise after all that, but she has kind of given me that kick to say, look, I've been on my feet all day and I can still come back and do the cleaning and help around. So, I also have a three-year-old daughter, so going out with her for a quick half an hour, hour's run around definitely has made me think throughout lockdown that you've got to have that bit of oomph and get outside and do that bit of exercise.

AN: Thanks Luca – being motivated at the end of the day is important. And Ava?

Ava: I'd probably say that my colleagues don't have any influence over how active I am. None of us work close enough together to...live close enough together to do anything together. But I also found it was really difficult to try and motivate my own colleagues, and giving them ideas and putting stuff up on our intranet and it just seem to fall on deaf ideas sometimes – so it's been a bit of a challenge.

AN: Okay, thanks Ava. Anyone else want to come in before we go to the final question? Oliver?

Oliver: My work's tried a few different initiatives. Because I work in a sport department some students wanted to put on yoga sessions for staff. There was some group exercise, things like an equivalent of a Joe Wick's kind of session that some of the students wanted to run, and initially staff joined in with as well. I think that because it was always a scheduled and formal thing it was challenging, depending upon each person's individual schedules, and then also because there were great pressures with child care and, I suppose, what's revealed and not revealed about your home working environment. Being on screen was also an issue and I think people started to find, as time wore on, more personal alternatives to joining in with the, kind of, group stuff.

Especially, like, late into the lockdown I would try and go out really late at night because it meant that I could get out and I didn't have to worry about the kids being in school and that kind of thing. You know, it was all kind of sorted and it meant that the streets were pretty quiet and I could get a pretty long walk in knowing that it was going to be, you know, outside of my time. I think that sense that our usual access to physical activity had been taken away to a degree, or the way that we were used to it, made me more keen or determined to find other ways of being active, even if that meant, you know, heading out for a walk at nine o'clock at night and yeah, probably what I wouldn't have done previously.

AN: Thanks, Oliver, I think you've very nicely taken us onto that final question around what could we be doing to help us break up sitting. That was an interesting example about a work place student-led group yoga session and some interesting points around why it may or may not work. Does anyone

else have any ideas that work for you or you think could work for you, around helping to break up sitting during the working day? Ella?

Ella: Okay, yeah, as I mentioned earlier I have taken to doing more yoga more frequently. I was always someone who did yoga prior to starting to work at home, however, now I've taken it on board to do it every day, so doing, like, 30-day challenges and things like that has helped me remain more consistent. I've also tried to seek out some other friends, and others that live close by, who maybe have more flexible schedules. And I have a friend who we go for walk once a week and that helps break up the day a little bit because we want to get out in the day time rather than in the dark evenings. These can sometimes be affected by weather, so if the weather's a little bit rubbish then we'll take to a coffee shop and have cake and have more sitting instead. So, it's usually helpful but not always.

AN: Thank you. That, sort of, social contracting with someone else, agreeing to do it, can make sure it does happen. Thanks for sharing that. Anyone else got any other thoughts about what helps you break up your sitting during the working day? Oliver?

Oliver: Yeah, I think a couple of things for me. One is something I never used to do – I now schedule email time, so I don't look at my emails first thing in the morning and I have, like, an hour window where I'll look at those usually around lunchtime. And I felt like, as soon as I put my emails on I was kind of then fitting into the sort of cycle of replying and reciprocal back and forward, whereas to leave them off meant that I didn't open my emails first thing in the morning and then feel sucked into this, kind of, continuous presenteeism for the rest of the day just in case the people got back to me and so on. So, kind of allocating some time for that has made a huge difference to it.

And then second thing is that my work actually came up with some principles that they wanted to be applied generically. And this was initially a product of the Athena Swan process that we went through, and it was built around helping to do childcare, so that was that you couldn't schedule meetings between nine and ten, or between 2.30 and four o'clock. And then there were some principles around the way in which the timetables for our teaching were figured out, which meant that there was always a break somewhere in the day that would allow you to have a lunch, even though we don't have a formal lunch break, if you know what I mean.

And what I think it's enabled me, and I've spoken to other people who've felt the same, to do is that where previously they wouldn't have time necessarily to get up, or they wouldn't want to get up early enough to work out then get the train to work, or commute to work, and then be at work is, because there aren't any meetings usually till ten o'clock, that time is now seen as a window of opportunity, having dropped the kids off, to fit in a quick workout, or sometimes I'll do a yoga session. And then again, those middle of the day and end of the day periods are times that are, sort of, ripe with opportunity to do some physical activity.

So, I think organisations and colleagues discussing what would be beneficial to them in terms of...and agreeing and recognising the benefits of building time into the day that facilitates not only physical activity but other things that are important in life, and recognising the value of those things giving them time, has been really important. And then also, being conscious of the things that usually suck me in and keep me locked to the seat, if you know what I mean, those have been really valuable in changing some of my habits, yeah, in terms of physical activity.

AN: Thanks Oliver, that's fascinating how you've individually organised yourself but also how your organisation's procedures have supported that as well. I can see Luca coming in here.

Luca: I agree with what Oliver said there. I'm going to move on to a hybrid working approach from next month and I've scheduled in that I'll work nine till half-11 on Monday, Wednesdays, Fridays and then have that break and then come back, work from half-one until finishing time. And on Tuesdays and Thursdays I'm not going to start work until half-12 and work right up until late in the evening. That'll give me more time with my daughter, it'll mean I don't have to worry about paying two extra mornings of nursery. And it'll allow me to get up and out and about more – even if it's just going to Asda's in the morning and doing that hour/hour and a half shop, I'm still out and about and doing that.

I'm going to try and fit in some gym time – I've never stepped inside a gym in my whole life. So you know, but as Oliver said, you'll have that time, you don't have time any constraints to worry about to get back for that meeting starting in half an hour. So, I think changing your work patterns, if your work is flexible enough with it and trialling it – I think I've tried about six in the whole of the time we've been locked down – and just trying to get it to suit me personally, and the work place, is definitely a good option.

AN: Thanks Luca. I think we're hearing of lots of opportunities that have come out of this forced change in working through COVID. I'm just reading Ava, yeah, so thanks Ava, you've a garden and you're looking for, sort of, short tasks that you can do during the day that give you that sort of burst of activity and take you away from the desk. That's a lovely example. Would anyone else like to come in here? Before we move on, could...? Oh Sorry, Ava?

Ava: Something that I haven't actually tried but we did try it in the office well before lockdown for a day, I think it was like Get Upstanding day – our IT manager put an alarm every hour on everybody's Outlook calendar and it went off the hour and everybody was irate in our main office in *[location removed]* because they're always being told to stand up. But just something to even just do a couple of times a day because it's so easy to just get sucked in and have a reminder, but I've never done it, so... I should, but it's one of those things that I keep thinking I should do but I don't.

AN: Thank you, that idea of a prompt that will encourage you to stand up. Ella, are you...sorry, not Ella. Sophie, are you happy to tell us a wee bit more about the app idea?

Sophie: Yeah, sure. So, [*organisation name removed*] own [*smartphone app name removed*], it kind of like sits side by side almost. And *smartphone app name removed* is already a game that people, like councils and different partners and stuff, can sign up for in all different areas round the country. And currently, like, they use cards and fobs and there's speed boxes which are attached to lamp-posts and people will either, like, walk, they'll run, they'll cycle and they'll get points. And it's spilt, kind of, like, into schools and communities, individuals, so there's all different kinds of groups of people that can get involved. And with the new app we're trying to, like, expand it even further.

So we tend to have, like, game phases so, like, this upcoming phase we've got four different games. In Scotland, we've got one in [*location removed*], so that'll be, kind of, in the local area there. But with this new app we're hoping to expand it more to, kind of, like, the corporate side as well. So, on the app itself you'll have, like, the virtual beat boxes that you can swipe and they'll be, like, half a mile away from each other so you have to get out there. And then you can be put into a team or you can do it individually and then obviously if you're in a team you've got that team aspect – if you want to win you want to be at the top. And there's also gems that you can collect, which are slightly different but they kind of help boost your score as well.

But it's basically encouraging people who may not have been active to get out and try and either walk, cycle, run and just kind of explore their local community and start living a more kind of active lifestyle, and hopefully continue that after it's finished. Because the games themselves are usually, like, five to six weeks kind of thing, so we try and just encourage people to actually get out there and then to continue that afterwards. It's quite complicated but that's...

AN: No, that was very clear, and you could see how if in your work organisation you're doing it for those six weeks, then that could be a stimulus to encourage movement throughout the working day. Thank you, that's really interesting, we may well come back to you to find out a bit more again. Sarah, are you happy to move on to the next slide?

SM: Yeah, sure. Okay, so thanks for that really useful discussion and just being so open and honest about your experiences over the past wee while of working from home, really appreciate it. So, we started this project back in August, and over the past few months we have been doing some review work of published evidence and studies that looked at interventions or solutions or strategies to break up sitting in the office environment.

And so, our review we were very stringent in what we were looking for and it was about these interventions that had been effective in breaking up sitting in office-based populations, so people who spend a lot of time sitting

where they're working in the office. And we identified somewhere between 10,000 and 11,000 papers – I try not to break out in a sweat when I think about it – but over the months we were together to whittle it down to 24 papers that met our criteria. And from that we then condensed and grouped all the different types of interventions, intervention components and mechanisms for delivery and we've come up with six. And we are presenting three of those to you to day.

So, we've got work place initiatives, and that might be things like standing and walking meetings, and some of you have already talked about that today. And also the challenges – that might be another work place initiative – and also those kind of processes that Oliver talked about that have been implemented. We also have been looking at supportive working events, so that might be things like your standing desk. It may be the behaviour of others and how that influences the time that you spend sitting. And of course role models – so if your manager's doing it or your manager's encouraging a type of behaviour, are you more likely to engage with it? And then training and support to help you to break up the time that you spend sitting, and that might be things like what to do, how to do it and when to do it.

So, we would like to know what you...how do you think these kinds of interventions that have been effective in offices, how could they work in the home environment, or be translated to the home environment, so really just some of your feedback on that would be really useful. Hi Sophie.

Sophie: Hi. Back when the pandemic started, I know...I think [organisation name removed] gave employees, like, an extra 20 minutes to go out and go for a walk within their kind of, like, schedule working hours. So, maybe something like that could be an option when you're working from home still, because you know that other people in the business are kind of still going out and hopefully getting that 20 minutes walk or, like, if they did yoga or just had a break from sitting down and stuff. So, maybe if you're knowing that the whole team's doing it, it might kind of encourage you to participate as well.

SM: Excellent, thank you, thanks Sophie. And Luca?

Luca: Yeah, I'll take a slightly different tack to that. I think...I've just started a new role and I was told that everyone in the office was allowed to take their computer chairs, their desks even if wanted, and their chairs, whereas I had to go and buy a new computer desk from Ikea and find a chair second hand somewhere. And I do think if working from home is going to be a more common thing, for the sake of my back I would definitely invest in a better computer chair, and I would certainly hope that my employer would assist in the funding of that item.

I've never heard of the idea of standing or walking meetings before, so that was quite enlightening to me, and I would definitely partake in a walking meeting with people who want to do so. Or even a joined meeting where you knew everybody was standing, and you could take that ten minutes at

the beginning of the meeting to talk about anything other than work so people are getting that, kind of, social interaction. We have a morning chat where it's ten minutes and you can just pop in and say good morning to everyone, and then we have a tea break chat at about 11 o'clock which people can just jump into and it's forbidden to talk about anything related to work. And I think those are the types of thing that have been missed potentially through lockdown – that checking on how your colleagues actually are, and I think that's an important part of happiness within the work place.

SM: So, a bit of peer support there, Luca, as well as having your employer provide you with the mechanisms to, you know, break up your sitting or to sit less, just the people around you need to encourage you to engage with it all as well. That's great. What about the training and support, is that something that would be useful to have? Because I think potentially people need to know why they're doing these things, and why has a standing desk arrived from my employer, and why am I being encouraged to do walking meetings, or break up my day through a prompt or whatever. It's like, would the training be useful? Oh sorry, Ava, your hand's up, I didn't realise – come on in.

Ava: It's okay, I put it up when you started talking. But I was going to go back to role modelling, and I think that's really important if you've got a culture and, sort of, leaders doing the physical activity then I think it makes it more culturally acceptable. So, we don't really tend to have walking meetings, I don't know why and it just doesn't seem to have been something that got started.

But somebody mentioned about the 20 minutes extra at lunch time, and as part of our *[organisation name removed]* group we did ask our chief executive to try and encourage people to take the time in the winter, particularly, to take maybe, like, an extra 20 minutes/half an hour at lunchtime to get the outside daylight time, and if they would kind of take that back and maybe work a bit later into the evening or start a bit earlier. But, just having that come from the chief executive seemed to give people permission to do it, but yeah, without the leadership or role models then it becomes quite challenging.

SM: Yeah, and I think it's that accountability to sort of manage your own time and emulate what those above you are doing too, and the kind of strategies that they're adhering to. So, that's great. And Sophie has put in the chat that the training would be useful. Any ideas of how that would be best delivered while you're working at home, because obviously we can't do in-person training sessions and things have sort of merged to become these MS teams, like, training or maybe just an e-learning resource that you work through yourself or something like that, or just a one pager maybe?

Sophie: I think just something really simple that people can kind of glance over quite quickly would be quite good, because you obviously don't want to take up too much time from people's day, and if you can get it out quite simply to

them that'd be good. If you just did, like, a nice infographic or something like that, that could be quite useful. Or you could maybe do, like, some kind of webinar potentially that people could drop in and if it's recorded they could kind of view it any time they want to maybe.

SM: Perfect, thanks Sophie. So, I see the reminder that there's five minutes left in the meeting and I think there's less than that now – so, just to invite any final comments on these active strategies from offices, before I hand back to Ailsa to close off for today. I'll just hand over to you then, thanks.

AN: No problem at all. Thanks so much everybody, and so interesting to hear everybody's experiences and you've given us lots of food for thought. What we're doing is, we're running a series of focus groups, you're number two of three, with employees. But we're also really keen to line managers, we've got three focus groups lined up with them. And we've been hearing from today that the organisational processes and role models from those who are leaders in the work environment is important for any intervention to work, I think.

So, that's our next steps and through the rest of January and into February. Then we have a workshop planned for spring, where we'll bring back all of our findings, present some preliminary solutions. And if you'd like to be involved with that, we would be very much appreciative of your involvement in that session as well. Sarah will be in touch with the thank you voucher, a token of our appreciation. We very much are so grateful that you've given up this hour this afternoon and shared, as Sarah said, so honestly your experiences. We will keep in touch with you with updates on the project, unless you contact us and ask us not to, otherwise we'll let you know how we're getting on and what the next steps are into the workshop. Oh sorry, Harris?

Harris: So, there's a second workshop as well?

AN: It's optional – we'll let you know about it, and if you can make it that would be great. You might want to hear what's come out of all of the focus groups and the next steps – but we'll be in touch in the next week or so with your voucher in relation to this one.

Harris: [Inaudible 55:36], sure.

AN: Sarah, final slide? So just again, thank you. We are still recruiting participants so if you are able to share the details of our project with your networks we'd appreciate that. And please get in touch with us – and probably best through Sarah, who you obviously all have her email details. But thank you so much. Does anyone want to come in with any final thoughts or comments before we let you all go to stand and stretch and get your favourite chocolate biscuit? Well, thank you again. All the best, take care.

End of transcript