

# FULL REPORT

## An Audit into the Mental Health Well-Being of the Events Industry

A solutions-based study

*Everything seems to be such a huge mountain and so super important life-or-death kind of thing. When in reality, we're organising events, it should be a joyful thing to do. I see my colleagues who've been in the same hotel for over 20 years doing the same and they're still super stressed. This can't be fair nor right.*

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AN ANONYMOUS PARTICIPANT IN  
THIS STUDY



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# ABSTRACT

The UK events industry is a multi-billion pound contributor to the United Kingdom economy. According to the well-known ticketing platform Eventbrite the industry was worth £42.3 billion in 2018 (Eventbrite 2018)

The term “events industry” is both broad by role definition and deep by way of a diversity and range of services offered to clients from hotel conference space through to small “one man band” freelance events managers. There is a paucity of data showing how many people are employed in the industry. However, Eventbrite report there are 570,000 full time equivalent jobs (estimate) The top ten agencies turn over £3.5 billion, most of which is generated outside our shores.

This study is an “audit” to measure the mental health well-being of the industry. The hypothesis being:-

“The events industry “people” are under immense stress and there is no cogent machinery to support employees, managers and directors/owners”

This study will also suggest eclectic methods of reducing stress, anxiety and depression (these terms will be defined later). Hence the study is “solutions” based. Those solutions will be grouped into three categories:- Must, Should and Could. In this way directors & managers can make informed choices about how to support staff and foster a culture and atmosphere of holistic well-being.

Apart from Health and Safety legislation and civil law there is no regulatory body underpinning the Events Industry. There are however, several well know associations and many events industry publications, fielded by world renowned media houses such as Mash Media.

Some of the results are simply shocking! In an industry which is inherently stressful per se; there are insufficient mechanisms to support colleagues, spot the early signs of mental health regression and education/training resulting in the loss of revenue to the company and in some instances irreversible illness resulting in termination of employment.

## ACKNOWLEDGEMENTS

I am very grateful to:- Martin Fullard of Conference News and Neil Thompson of Delegate Wranglers. Martin and Neil generously allowed the use of their platforms to publish and harvest questionnaires from a broad spectrum of events professionals.

I am also grateful to Eleanor Gaskin, a trained Mental Health First Aider, from Right Angle whom helped me construct the 15, variate questionnaire.

Most importantly, I thank my two fellow directors for governing the company in a caring and supportive manner; namely Kate Gaskin and Lizzy Dring.

# Introduction & Context

## Background

In July 1976, the author joined the Metropolitan Police and steadily rose to the rank of Detective Chief Inspector. 23 years later, prematurely, he was compulsorily retired suffering from chronic stress.

He is currently a director and founder of Right Angle Corporate, an award winning, team building and team development company ([www.rightangleevents.co.uk](http://www.rightangleevents.co.uk)) and therefore a member of the events industry.

Dr George Musgrave, a lecturer at University of Westminster conducted an excellent piece of research called “Can Music Make You Sick?” Gross & Musgrave (2016) He surveyed over 2000 musicians. 71% believed they had experienced incidences of anxiety and panic attacks, further 69% experienced incidents of depression.

This made the researcher think there maybe parallels to the events industry; especially as some sources quote the events industry as being in the ‘Top Ten’ industries likely to experience stress such as Perkbox (2018). They cite the hospitality industry as a massive 64% most likely to suffer from stress. (Interesting and jumping forward, Perkbox, to their credit, are a company offering a range of discounts and benefits to employees. Right Angle Corporate (RAC) pay £5 per month per employee and one of

the services offered is confidential access to counselling-by telephone).

This study has been completed pro-bono by RAC for the benefit of our industry.

## Other studies

There have been some excellent studies attempting to capture and quantify the mental health well-being in the events industry such as the Meetings and Incentive Travel (M & IT) Mental Health Survey 2019 (M & IT 2019). Whilst this study has some similar features, the depth of this study attempts to flesh out wider issues such as practical solutions to wide spread problems of mental health which can, as a result of this study, be implemented immediately. There are also sign posts at various points of this report where companies can receive further information or help.

There is a charity seeking to improve the lot of Events Industry personnel called Events Well (they can be found at <https://eventwell.org/>

## Methodology

The researcher designed an initial, 10 variate, questionnaire to measure both quantitative and qualitative responses to the hypothesis. These were piloted on a sample group on *LinkedIn*. Following this, an additional 5 questions were added and a similar pilot study was conducted. Critically, a question was inserted that said “*In the past 5 years have you been off sick with stress, anxiety or depression which you attributed to another illness*”. This proved invaluable, as the headline results suggest over 30% of respondents did exactly that.

A platform called JotForm ([www.jotform.com](http://www.jotform.com)) was used to administer the questionnaire. This enabled us to canvas participants to complete the questionnaire containing fifteen questions. The results were returned to the researchers electronically, confidentially and anonymously.

Results are given in percentages which have been rounded to the nearest whole number. There are small gaps in the research where respondents did not answer a particular question. This was most notable during question 14 i.e “*What can the events industry do to help your mental health well-being?*” 30% failed to complete this question.



# THE QUESTIONS

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Respondents were given “tick box” options and the opportunity to make qualitative comments. The full questionnaire informing participants of the purpose can be found at Appendix 1.

1. Which part of the events industry are you in?
2. What is your role?
3. How many hours on average do you spend at work each week?
4. Have you ever had time off work due to depression, stress or anxiety whilst employed in the events industry in the last five years?
5. Have you ever had time off work due to depression, stress or anxiety whilst employed in the events industry in the last five years- which you have attributed to other factors.
6. What is the single factor (if any) which keeps you awake at night?
7. Does your company have a mechanism for dealing with Mental Health in your workplace?
8. I find that I can generally complete my work in the time allocated.
9. I am under pressure to get my work done.
10. I am rarely asked to make decisions above and beyond the level of my responsibility.
11. I am satisfied with the amount of responsibility that goes with my job
12. I feel that my job makes good use of my skills and competencies.
13. I am not asked to do things in my job that are beyond my level of competency.
14. What can the events industry do to help your mental health well-being?
15. On a scale of 0-10, how stressful do you find the events industry; where 0 is no stress and 10 is highly stressful

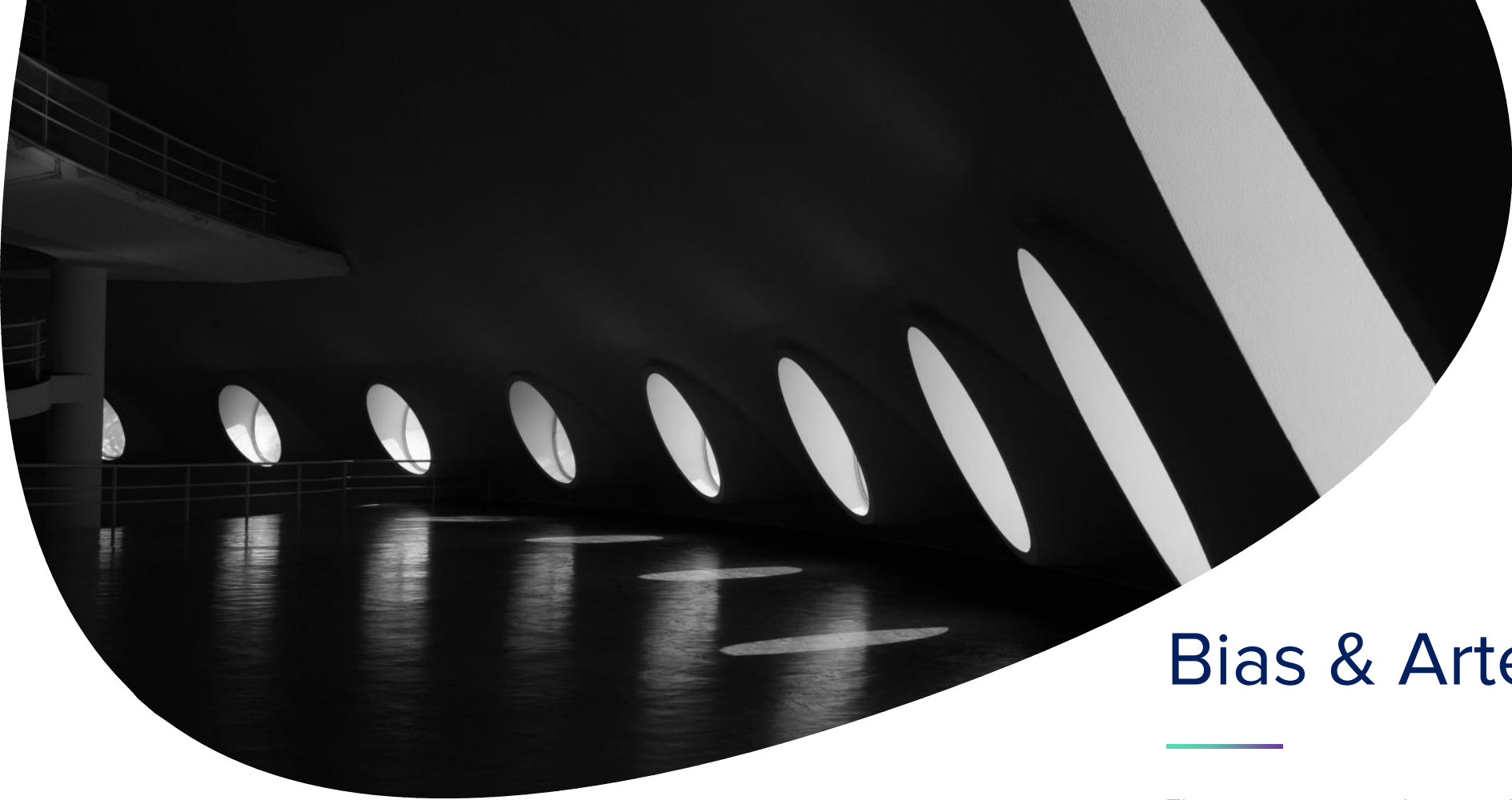


# The Responses

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A total of 500 responses were collected over a period of 12th March-7th May 2019. The overriding principle was to collect the data, in order to conduct critical analysis, draw conclusions and make recommendations.

However, as the data was being received, it would have been helpful to know the gender and age of the participants. Still, the M&IT study filled in some gaps in this area



## Bias & Artefact

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The responses were harvested and collected via the websites of Conference News and Delegate Wranglers both well known Events Industry platforms and LinkedIn. It is possible that some participants could have been known to the researchers and therefore would have given responses to “please” or concur with the researchers. However, the congruency and overlay of some of the data shows significant patterns.



# Definitions

## Stress

The word “stress” has become a commonly used word, first penned in the 1950’s. Often, we hear people saying “I’m stressed” or “why are you stressed?”, but how do professionals describe it? There are hundreds of definitions. I will be referring to the UK Health & Safety Executive (HSE) later in this study. The HSE have widely reported on stress at work. It is useful to use their definition ***“the adverse reaction people have to excessive pressures or other types of demand placed on them”***.

There are two types of stress one is where the person is “under stress”. This manifests itself in the person being unable to cope and deal with events in their environment. The other is where the person *perceives* they are under stress both are equally dangerous. Indeed, there are various stages of stress. Some stress can be dealt with and managed quickly whilst other episodes evolve into acute and chronic stress. The latter two need longer term treatment.

## Anxiety

Anxiety is a normal and often healthy emotion. For example, people feel anxious before an examination, driving test etc, but this soon subsides.

However, when a person regularly feels disproportionate levels of anxiety, it might become a medical disorder.

Sometimes anxiety can escalate causing panic attacks. The American Psychological Association (APA) defines anxiety as *“an emotion characterised by feelings of tension, worried thoughts and physical changes like increased blood pressure.”*

## Depression

Depression is a mental illness. It can strike at any time and it doesn’t differentiate between the young and old.

Work based depression is different from stress and anxiety in that it is more deeply rooted and often requires an intervention such as:- GP, counselling or some form of drug prescription. According to the

## Depression (cont.)

National Institute for Clinical Excellence, the prescribing of anti-depressants has had a 10 fold increase in the past 10 years. **(REF ??)**

This means there are undoubtedly a large number of event professionals who are taking anti-depressants. The outward signs are not always obvious, so it is important that managers, HR personnel and indeed the workforce, can recognise the early symptoms. The symptoms include, but are not limited to:-

- Insomnia
- Irritability
- Sweating
- Raised blood pressure
- Argumentative behaviour at work

If depression is not treated or diagnosed, it can lead to absenteeism and at worse, suicidal tendencies. There has been a lot of rhetoric around the over prescription of anti-depressants. Either this country has an escalating problem, or GP’s are prescribing it too quickly. Which ever way this is interpreted, it does not sit well for the mental health well-being of the UK in general





## THE RESULTS

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Some of the results will be amplified in order of the questionnaire chronology. There will also be brief discussion and some conclusions which will be added to (a) Suggested strategies for dealing with Mental Health Well Being in the Workplace (see recommendations) (b) Executive Summary

# Q1 Which part of the events industry are you in?



The majority of respondents were either in Event Production, Agency or Venue Events Team (91%). There was a higher correlation between workers in the Event Production Team and the “Stress Scale” (Question 15). Whilst the average (mean, median and mode) score was 8 (indicating very high stress levels in the industry), Event Production scored 8.5 indicating this homogeneous group has the highest stress levels (based on the sample of 500 people). That shows that even greater attention, care and support should be given to this particular group

WHICH PART OF THE INDUSTRY?	FREQUENCY (% OF SAMPLE N=500)
Event Production	35%
Agency	30%
Venue Events Team	26%
Other (Marketing, Charity, Consultant, Logistics etc)	9%

## Q2 What is your role?

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The volume of workers polled, describing themselves as “Non-Managerial” were low, just 20% of the count (about 100 people). It would have been helpful to have more data from people whom self-describe as “non-managerial”. This could have given a more accurate and illuminating picture of what front line staff think. By contrast the most common role were people describing themselves as “manager” (42%) when added to those self-describing as “director” (19%) the joint total rises to a significant 61% of all respondents.

This is very important. If this group measure the events industry as “stressful”; one can only wonder how a larger group of “non-managerial” would rate the industry. I will be highlighting some of the director’s comments about what need to be done to drive the industry forward to tackle mental health problems. (Question 14)



# Q3 How many hours on average do you spend at work each week?



These results display a classic “normal distribution curve”. Critically, the researchers regret not making the intervals smaller. For instance, the results in the 35-55 represent over  $\frac{3}{4}$  of the sample. From these results, it is not possible to deduce which respondents work closer to 55 hours per week than those that work closer to 35 hours per week.

There is a total of 20% of groups whom work 56-65+ hours on average. The question has to be posed “are long hours the nature of the beast?” or should the industry be monitoring those whom are in this category? Besides the dangers of long hours in itself, what other effects are there on this group? It would also be useful to include this particular data in Event Management training and degrees. In this way aspirants could make an informed decision about their future.

Finally, it would be advantageous to measure whether the 56-65+ are being properly remunerated or the expectation within their “terms and conditions” is to work long hours without additional pay or time off.

Hours?	Frequency (% of sample n=500)
Less than 35	4%
35-55	76%
56-65	13%
65+	7%

Table 2 Response to how many hours on average do you spend at work each week



# Q4 Have you ever had time off work due to depression, stress or anxiety whilst employed in the events industry in the last five years?

The good news is 59% of respondents have not had a day off sick due to stress, anxiety or depression in the past years.

The rest of the cohort, 41%, have reported mental health sickness in the past five years. In a sense, this does demonstrate people increasingly have the courage to give the real reason (unlike question 6) for the sickness. This goes someway to remove the stigma associated with this study.

These results alone, highlight the urgent need to ensure our industry is fully prepared to meet the needs of its workforce. By doing so, the employer will be seen as caring, responsible and exhibit a bias towards looking after its workforce. The next question is equally telling. It asks a further question i.e Have you ever had time off work due to depression, stress or anxiety whilst employed in the events industry in the last five years- which you have attributed to other factors. The results are of concern.

Sickness (Days)	Frequency (% of sample n=500)
Never	59%
1-5	22%
6-10	6%
11-15	2%
Greater than 15	11%

Table 3 Responses to Have you ever had time off work due to depression, stress or anxiety whilst employed in the events industry in the last five years?

# Q5 Have you ever had time off work due to depression, stress or anxiety whilst employed in the events industry in the last five years- which you have attributed to other factors.

Over 1/3 of respondents reported they have had time off work with stress, anxiety and depression which they have attributed to some other illness. This is demonstrative of a reluctance to tell employees or peers the real reason for taking time off work.

This is a worrying trend. Still, due to some excellent work ranging from the “Royals” (i.e Heads Together) to mental health practitioners this trend should reverse over time.

However, it remains an “elephant in the room”, in that employees cannot, all the time, report with confidence they are ill due to stress, anxiety or depression.

Sadly, mental health sick reporting in 1/3rd of cases could be perceived as a weakness. Mental health issues are, it is appreciated, very personal and private matters. Until the majority of employees are confident they can give the real reason for sickness; the strategy, employer response and treatment will be sadly lacking.

Response?	Frequency (% of sample n=500)
No	59%
Yes	34%
Don't know	7%

Table 4 Responses to Have you ever had time off work due to depression, stress or anxiety whilst employed in the events industry in the last five years- which you have attributed to other factors?

# Q6 What keeps you awake at night?

This was deliberately included as, according to Dr Neil Kavey (Sleep Foundation), acute and chronic stress can cause insomnia. The researchers were interested to see what keeps events industry professionals awake at night. The responses were all qualitative. It would be too unwieldy to quote every single response. The headlines results, were as follows:-

Response	Frequency (% of sample n=500)
Missing something or not completing a task	11%
Anxiety	7%
Stress	6%
Fear of failure and poor performance	6%
Deadlines	5%
Lack of time to complete tasks	4%
Money worries	4%

There were a number of respondents whom did not answer this question. Other responses were single answers.

The top answer is highly relevant. The events industry is very unforgiving. Mistakes can be costly particularly the loss of a well-established client often involving thousands of pounds.

Mistakes can be:- poor food or hotel accommodation, not enough space to accommodate clients and the lack of or insufficient equipment. The reader will also understand the rhetoric in this vein connected to Wedding Planners. This is a high risk, high stress job.

Table 5 - Headline line and popular responses to Question 5. What keeps you awake at night?

# Q7 Does your company have a mechanism for dealing with Mental Health in your workplace?

According to the HSE, employers are under a legal duty to carry out workplace risk assessment including mental health assessments. 64% of all respondents say there is either no mechanism to deal with mental health issues in the workplace OR they are unaware of such a policy or procedure.

This result cries out for minimum mental health standards in the workplace. There is a very strong argument to implement “Mental Health First Aid” as a legal responsibility in the workplace. This should sit alongside physical first aid, fire prevention etc. Mental Health England (MHE), to their credit, are training a huge number of mental health first aiders.

The cost of firms paying for this, should defray the loss of revenue or sick pay incurred by mental illness. There is also an argument for firms whom do have an engrained mental health policies to apply for a “charter mark” or display (subject to permission) the logo of Mental Health England. This could be displayed on the company website and letterhead etc. This positive behaviour would help recruitment and the desirability to work for that company.

Response?	Frequency (% of sample n=500)
No	49%
Yes	36%
Don't know	15%

Table 6 - Responses to Does your company have a mechanism for dealing with Mental Health in your workplace?



# Q8 I find that I can generally complete my work in the time allocated.

The lack of control in a working environment can cause stress. Therefore if employees do not have sufficient time and space they may experience stress. These results show that just under half of employees do have enough time to complete work.

It follows, therefore, that managers need to diligently monitor time, space and the correct working environment to complete tasks.

Flexible and remote working really works for Right Angle Corporate.

Response?	Frequency (% of sample n=500)
No	28%
Yes	46%
Don't know	26%

Table 7 - Responses to I find that I can generally complete my work in the time allocated.

# Q9 I am under pressure to get my work done.

Nearly ¾ of respondent's report they are under pressure to get their work completed. This goes hand in glove with the necessity for good managers to support their work colleagues.

This question and answers have the potential to cause much sickness from work. This raises an interesting question. It would be really helpful for people reporting sick with stress, anxiety, or depression to give the reason for the sickness as a subset.

This could be discussed at a return to work interview. In this way a company could measure the causes of stress, anxiety and depression and take action to eliminate it.

Response?	Frequency (% of sample n=500)
No	6%
Yes	73%
Don't know	21%

Table 8 - Responses to I am under pressure to get my work done.



# Q10 I am rarely asked to make decisions above and beyond my area of responsibility.

Decision making above some ones level of responsibility can be a good thing. Developmentally, it can shape a colleague for promotion etc.

It also has the potential for stress if that person is not equipped with the proper guidance and skills.

Employers also need to see how this sits alongside contracts of employment.

Response?	Frequency (% of sample n=500)
No	42%
Yes	27%
Sometimes	31%

Table 9 - Responses to I am rarely asked to make decisions above and beyond my area of responsibility.

# Q11 I am satisfied with the amount of responsibility that goes with my job.

This question was to test whether or not respondents were being given too much responsibility over and above their roles (or job description) or indeed to see if they wanted more responsibility.

Most people (56%) were satisfied with the amount of responsibility that goes with the job

Response?	Frequency (% of sample n=500)
No	20%
Yes	56%
Sometimes	24%

Table 10 - Responses to I am satisfied with the amount of responsibility that goes with my job.



# Q12 I feel that my job makes good use of my skills and competencies.

When companies are not making good use of the skills of their employees, this often leads to stress or to people feeling undervalued precipitating leaving employment.

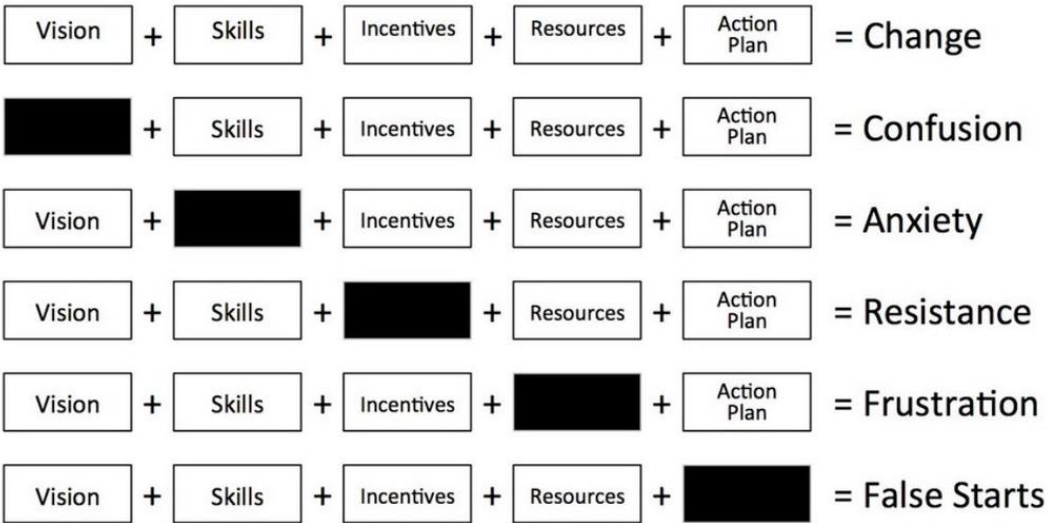
This is not the case here. The only other relevant comment is for employers and managers to delegate tasks or be alive to developing staff using their skills and competencies.

Response?	Frequency (% of sample n=500)
No	20%
Yes	56%
Sometimes	24%

Table 11 - Responses to I feel that my job makes good use of my skills and competencies.

# Q13 I am not asked to do things in my job that are beyond my level of competency.

In a total of 40% of cases, respondents were being asked to do things above their level of competency. This is often a source of anxiety .i.e people being unsure about the task they are being asked to undertake. Managers should ensure this does not happen or consider training to upskill. Importantly, it is a well-known principle of Change Management that insufficient skills leads to anxiety. See Table 13 below.



Response?	Frequency (% of sample n=500)
No	40%
Yes	32%
Sometimes	28%

Table 12 - Responses to I am not asked to do things in my job that are beyond my level of competency.

# Q14 What can the events industry do to help your mental health well-being?

The answers to this question are detailed, heart felt and give some superb suggestions to mitigating stress, anxiety and depression at work. The respondents are to be applauded for such good suggestions and insight.

Due to the huge volume of responses n= 350 (70% of the cohort) the answers will be categorised by way of internal and external factors, where there are congruent trends these will be highlighted.

The responses really resonate with the researcher. The most commonly mentioned improvement factor is **Education** - to include, well-being, mindfulness. Coaching and training. This demonstrated the industry needs a mechanism to offer properly accredited training, managerial training was included in the recommendations. Coupled with this, eleven respondents suggested “Charter standards”.

**Greater support** is needed. This could be resolved when married to education in the preceding paragraph. It is wide ranging in

scope. Exactly how do you offer support? This drills into leadership and management issues. This study shows workers are not being properly compensated for **working long-hours**. Staff costs are always a commercial decision. Still, at a time when many contemporary thinking firms are paying staff for a five day week and expecting to work four days (or considering it); proper and legal compensation for accrued overtime needs to be addressed. The researcher knows of many companies whom do not give either overtime payments or time off in lieu.

An anonymous mental health helpline makes absolute sense. Several companies offer this at very reasonable prices:- Perkbox (used by Right Angle and their staff) offer a “24/7 access to a confidential support line and exclusive pricing on face-face assistance. Events businesses will need to conduct their own audit to see where they can best help staff. The data above is a good start.

Table 14 - \*\*The responses or clusters of responses over 20 have been highlighted in red

Internal factors (raw count)	External factors (raw count)
Tool kits dealing with how to manage stress etc (5)	Put Mental Health Well Being on the “speakers” map ( i. e Confex, IMEX etc) (10)
<b>**Education to include:-Well-being, mindfulness, coaching, training (63)</b>	<b>**Longer lead in times (26)</b>
Manage timings in a more coherent fashion (8)	Networking events to raise the profile (10)
<b>**Proper time off compensation (25)</b>	<b>**Anonymous Mental Health Line for professionals (25)</b>
Make the work place less stigmatic (3)	More mentoring (6)
<b>**Flexible working (25)</b>	Charge more to create more time (3)
<b>**Training for managers (24)</b>	Book hotels with gyms (for workers) (2)
More money (10)	Applications (Apps) to help manage events (4)
<b>**Greater support (30)</b>	Team building activities (off-site) (10)
Charter standards (11)	Reduce client pressure at events (6)
Stop bragging about long-hours (16)	
More attention to risk assessment (4)	
More staff (4)	
<b>** Remove crazy deadlines (20)</b>	

# Q15 On a scale of 0-10, how stressful do you find the events industry; where 0 is no stress and 10 is highly stressful

The answers were examined via three separate averages:-

Mean = 8 Take all the responses and divide by 500

Median = 8 Put all the answers in ascending order and identify the middle number

Mode = 8 What is the most commonly occurring number?

Put another way 80% of the sample (on the average measures above) mark the events industry as AT LEAST VERY STRESSFUL.

There may be a bias result here. If I am in the events industry and not under stress, it is possible I would not answer the questionnaire. However, as previously discussed, the majority of respondents were managers and above. If they, therefore, perceive the industry as very stressful, it is a thought to see with a larger sample group where this number would stand.

This result is a reasonable barometer reading and it also supports other studies such as Mental Health Survey 2019 (M & IT 2019) (again discussed above).





# THE RECOMMENDATIONS

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It was mooted at the beginning of this audit that this process was solutions based. In other words, instead of just reporting on the state of the industry, recommendations will now follow. In this way, executive teams can decide how far they want to implement strategy to protect the mental health wellbeing of their staff. For this reason, the recommendations will be framed in 3 areas – must, should or could.

Most importantly, RAC will be writing to their Member of Parliament and the Health and Safety Executive to lobby Parliament to make mental health first aid at work compulsory.

Some of the recommendations are simply “sign posted” for Mental Health England . They need to be highly commended for their pioneering work to change the education, culture and stigma of mental health issues.



MUST	SHOULD	COULD
Have a qualified (Mental Health England) mental health first aider at work.	Introduce an anonymous and free methodology to discuss mental health issues.	Implement a simple on-site fitness regime such as HIIT (High Intensity Interval Training). There are hundreds of free applications (apps)
Have an open and transparent policy of how mental health issues are dealt with in the workplace.	Cautiously educate employees to examine the the link between well- being and nutrition	Implement a healthy eating policy providing free fruit and vegetables.
Place mental health wellbeing as a standing item on either team or board meetings.(or indeed both)	Have a brief 30 min <a href="#">#empowerhalfhour</a> to talk about what elements of working life are causing stress, anxiety and depression (as suggested by Mental Health England)	Purchase “Perkbox” (or similar) benefits for every employer. This will give access to on line telephone counselling support when needed
Have a documented mechanism for dealing with colleagues who are off sick suffering from mental health issues.	Listen very carefully to colleagues to spot the early signs of stress, anxiety or depression	Help employees to examine Work V Life Balance ( <a href="#">Right Angle Provide a free resource to measure this</a> )
Encourage communication amongst staff to remove the stigma of mental health wellbeing issues.	Import literature around “controlling the controllables” such as Bull (2006) This shows how employees can reduce stress by controlling what is in their power to control	Managers to learn how to measure resilience and mental toughness
Use some questionnaire as in this study( and other Right Angle documents and instruments) to measure the baseline mental health state of the company	Utilise an annual overview of all data concerning mental health well-being in the work place and publish the same to all employees	Employ Right Angle Corporate to deliver :- <ul style="list-style-type: none"> <li>🕒 Mental Health First Aid at Work</li> <li>🕒 Strategy and Support Workshop for Mental Health Well being</li> <li>🕒 <a href="#">FREE downloadable resources for measuring stress.</a></li> </ul>
Sign up for regular bulletins from Mental Health England INCLUDING the signing of a petition called <a href="#">Mental Health Manifesto</a> which seeks a change in the law	Send appropriate colleagues on Project Management workshops. This will go someway to alleviating stress outlined by some colleagues fearful of making mistakes  Or at the very least, look at “Check sheets” systems to analyse both good and poor practice. In this way, mistakes can be highlighted and designed out.	Hold “bite size” sessions (30 minutes each) around associated areas of mental health well-being  <ul style="list-style-type: none"> <li>🕒 Physiological signs of stress, anxiety and depression</li> <li>🕒 Type “A” &amp; Type “B” behaviour (Friedman &amp; Rosenmann (1976) This shows the effects of heart disease against the two personalities</li> </ul>
Monitor the financial “fall-out” of employees reporting sick with stress, anxiety or depression	Raise the awareness around mindfulness, relaxation and cognitive behaviour therapy (CBT)	Employ Carl Jung’s Colour behaviour theory to show the variation of colleague’s behaviour in the work place under normal conditions and under stress ( <a href="#">can be provided by Right Angle Corporate</a> )

Table 15 - Suggested Strategies for dealing with Mental Health Well Being in the Workplace.

# CONCLUSIONS

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There are some excellent steps being taken in the events industry to promote good mental health well-being at work. Much more needs to be done.

This study has shown, at the core, there is insufficient care taken over staff. This manifests itself in the lack of a rational strategy to deal with the problem. Far too many companies have no policies in place to deal with stress, anxiety or depression.

There are still too many staff reporting sick through mental health issues which are being masked as some other illness. The author is grateful for some of the suggestions made by respondents. Amongst the foremost of these (in rank order) are:-

- Education to include:-Well-being, mindfulness, coaching, training
- Greater support
- Longer lead in times
- Anonymous Mental Health Line for professionals
- Flexible working
- Proper time off compensation
- Training for managers
- Remove crazy deadlines

These issues are important to the respondents and they would be a very good starting point for any business. The important issue is education as the cornerstone for any improvement

# CONCLUSIONS

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There are some free resources in the Table 15 Strategies for dealing with Mental Health Well Being in the Workplace.

[Survey of Work V Life Balance. Have you got it right?](#)

[Personal Stress Management](#)

Right Angle Corporate offer a range of Mental Health Well-Being. These are:-

- Mental Health First Aid at Work
- Mental Health Well Being for Managers
- "Do It For You" strategy and policies for companies
- Making your work place fun and enjoyable through team building

**“Incredible change happens in your life when you decide to take control of what you do have power over, instead of craving control over what you don’t.” Anonymous**

