



AMWF

ARCHITECTS' MENTAL WELLBEING TOOLKIT

The Architects' Mental Wellbeing Forum

VERSION 1 - JUNE 2019

FOREWORD

“The RIBA and ABS are delighted to support the development and publication of this Toolkit which will be of real value to practices and architects in improving mental wellbeing in the profession.

The Architects' Mental Wellbeing Forum's superbly timed 'Architects' Mental Wellbeing Toolkit' is a brilliantly simple and seemingly effortless read, providing accessible guidance for both employers and staff. Both are enabled to care for their staff, or indeed their own precious mental wellbeing.

The key is without doubt establishing an open office culture, and I wholeheartedly support a profession-wide cull in our long hours culture, and skipping lunch breaks and leave. Presenteeism has no place here!

A well balanced, cared-for and supported staff is happy and productive so there are benefits all round. This practical and well researched Toolkit can provide the vital change needed for architects to deal with the pressures of the 21st century architecture profession which we are all so passionate about. Now let's get equally passionate about making architecture not only accessible and sustainable as a profession, but welcoming and supportive to everyone.

I commend every office to read this without delay.”

Jane Duncan OBE

President, Architects Benevolent Society

Past President, Royal Institute of British Architects

Produced with thanks to the RIBA and the Architects Benevolent Society.

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INTRODUCTION TO THIS TOOLKIT



Welcome to this first edition of the Mental Wellbeing Toolkit for Architects. This has been compiled by members of the Architects' Mental Wellbeing Forum - a group that John Assael and I set up in late 2017 in an attempt to improve mental health across the industry.

It now comprises the 12 architectural practices listed below, all of whom are renowned for their forward thinking approaches to staff welfare, supported by the RIBA, the Architects Benevolent Society, Golightly Associates cultural consultancy, and finally our student representative Melissa Kirkpatrick. We meet regularly to share knowledge and discuss ideas for improving staff mental wellbeing.

FORUM MEMBERS

 Assael Architecture	Assael Architecture	 Hawkins\Brown	Hawkins\Brown
 AHMM	AHMM	 HTA Design	HTA Design
 Architype	Architype	 KSR Architects	KSR Architects
 Darling Associates	Darling Associates	 Make Architects	Make Architects
 Feilden Clegg Bradley Studios	Feilden Clegg Bradley Studios	 Orms	Orms
 Glenn Howells Architects	Glenn Howells	 PDP London	PDP London

GRIMSHAW Grimshaw

SUPPORTERS



Architects Benevolent Society



Golightly Associates - Cultural representative



Melissa Kirkpatrick - Student representative



Royal Institute of British Architects

After our early meetings, we realised there were a number of recurring themes that we all agreed played a key role in mental wellbeing, from the office culture through to the physical environment itself. What I personally found interesting was the wide range of views on a number of issues - illustrating that often the best solution depends on the circumstances.

This Toolkit collates these key themes discussed by the Forum, with the aim of sharing some of the key insights of the practices involved. It has also been informed by a number of other papers and publications in this rapidly emerging area of staff welfare. For example, the Health and Safety Executive has identified six key areas of work that impact on health, productivity and sickness absence rates, all of which we have touched upon within this document:

DEMANDS - Including workload, working patterns and the work environment

CONTROL - How much autonomy people have in the way they do their work

SUPPORT - Including encouragement, sponsorship and resources provided by the organisation, management and colleagues

RELATIONSHIPS - Promoting positive working to avoid conflict and dealing with unacceptable behaviour

ROLE - Whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles

CHANGE - How organisational change (large or small) is managed and communicated in the organisation.

Other reports such as 'Thriving at Work' (The Stephenson/Farmer review) have been invaluable to us, and we have included references to many such documents within this Toolkit. However, we have tried to collate and refine advice from such other publications, and combined them with the learning from the Architects' Mental Wellbeing Forum in order to tailor the advice more specifically to architecture. We have also taken advice from a number of industry experts, far more knowledgeable than any of us in the field of mental health, as well as architects and students who suffer with ongoing mental health conditions.

We feel that now, perhaps more than ever, it is vital for practices to review how staff are coping with the various stresses and strains of working in what is undoubtedly a challenging industry. Mental health is estimated to cause around 70 million sick days in the UK every year, as well as costing British employers over £30 billion each year (RIBA website). Architecture has been shown to be particularly susceptible to this, with 1 in 3 UK architecture students struggling with their mental health in the AJ's 2018 Student Survey.

We created this Toolkit, therefore, as a handy guide for anybody working within the architectural industry - it has been written with both employers and staff in mind. We hope that it imparts useful guidance and references to practices, small and large, to support them in providing outstanding mental wellbeing support to their staff.

It should also be pointed out that we are acutely aware that there are many, many practices out there who are already providing an exceptional level of care and support to staff. We certainly do not mean to criticise or patronise when providing advice or resources that you may already be aware of - in fact we would love to hear from you with any ideas that we might include in the next edition of the Toolkit and share with the community. However, we did feel it important to provide advice that supports practices at all levels of awareness and experience.

Finally, we felt it important to distinguish between 'stress' and 'mental health issues', as this is something that often raises questions. Reasonable levels of stress and everyday working pressures are not only part of working life, but they can actually be beneficial - they help to motivate us and can spur us on to achieve great things. Some employers have expressed concern that creating an environment that 'protects' mental health is an attempt to eliminate stress entirely. This is not the case, and of course from time to time all practices are under pressure to meet demanding project deadlines.

However, it is key to recognise the difference between these 'healthy pressures' and the sorts of sustained stresses that can lead a person to feel out of their depth and struggling to cope with work or even life. This is what we as the Forum would like to address - we hope that this Toolkit helps you to achieve that.

Ben Channon, Assael Architecture

Chair, The Architects' Mental Wellbeing Forum



HOW TO USE THIS TOOLKIT

- Find the section relevant to the issue you're interested in - or just read from cover to cover!
- In each section you will find a brief introduction to the topic, as well as tips for both practices (employers) and individuals
- Make use of the 'Useful References' provided in each topic - we wanted to keep this guide short and digestible, but these resources offer much more information on each subject
- Finally, we would love your feedback on this Toolkit, to help us to evolve and develop the next version

OFFICE CULTURE AND OVERTIME



Successfully managing stress levels within the workplace is an important component of long-term health for anyone. Having an office culture which supports and promotes healthy habits can reap many benefits including increased productivity, reduced absence rates, improved employee engagement, greater creativity and reduced staff turnover. A team with long term healthy working habits will work sensible hours, take full lunch breaks, take annual leave and rest after busy periods.

The ideal is a workplace where individuals work hard and productively during core hours, but have the time to take care of their own lives and health – whether that be playing sport or going to the gym, seeing friends and family, putting time and effort into hobbies and interests outside of work or relaxing in order to get a good night's sleep. When people feel frazzled or overwhelmed they are less likely to give their best, focus, be creative and have patience – attributes which are vital for any architect to be successful in their role (short and long term).

TIPS FOR PRACTICES

- Lead from the front! Encouraging senior staff to leave at a sensible hour can have a trickle-down effect through the company
- Carry out a Stress Risk Assessment to understand sources of stress
- Monitor and take action to address long hours
- Consider ideas such as flexible working, time off in lieu, or paid overtime, which foster trust in staff
- Train staff in 'soft skills' such as time-management, prioritisation and improving focus (through exercises such as mindfulness)

TIPS FOR INDIVIDUALS

- Aim to work smart and hard - it is possible to achieve more in a productive 8 hours than a sluggish 14
- Keep a 'daily habits' diary for a few weeks and honestly review the way you work
- Plan out your day, work and goals each morning before you start
- Reconsider the way you approach tasks - read up on 'chunking' systems such as the Pomodoro technique
- Avoid multi-tasking - it is a false economy!
- Look up the 80/20 rule (Pareto Principle) and try to resist perfectionism



USEFUL REFERENCES

CIPD Wellbeing guidance: www.cipd.co.uk/knowledge/culture/well-being

Stress Risk Assessment Guidance: www.hse.gov.uk/stress/risk-assessment.htm

The Pomodoro technique: en.wikipedia.org/wiki/Pomodoro_Technique

Autonomy's 'Shorter Working Week' white paper: autonomy.work/portfolio/the-shorter-working-week-a-report-from-autonomy-in-collaboration-with-members-of-the-4-day-week-campaign

A five-hour workday experiment: www.fastcompany.com/3063262/what-happened-when-i-moved-my-company-to-a-5-hour-workday

Ways for employees to increase energy levels and focus: www.investorsinpeople.com/energy-management-at-work-6-ways-employees-can-take-action

TED talk on how to improve your work:life balance: www.ted.com/talks/nigel_marshall_how_to_make_work_life_balance_work?language=en

SUPPORT SYSTEMS AND STAFF EDUCATION



The more that a practice can do to help educate, support and empower people the better. The key is to prevent problems developing into full-blown crises – helping staff find ways to ‘turn back’ when issues are becoming too much.

The ideal is to have at least one person in the senior management team who is fully educated in and champions mental health around the practice. Their role would be to lead the charge to create an open culture where it is acceptable to discuss mental health.

It is also important to educate staff with the awareness that we all have mental health, just as we all have physical health, and much as we take care of our bodies to avoid getting ill or injured, we also have a responsibility to take care of our minds.

TIPS FOR PRACTICES

- Aim to have at least one senior member of staff championing mental health within the practice, and work with them to develop a Mental Health Strategy
- Consider investing in training to help staff recognise early signs of a mental health condition - Mental Health First Aid courses are a good place to start
- To try to reduce stigma, look to run short sessions explaining the basics of mental health to all staff within the practice - these can be CPDs or even lunchtime TED Talks (see references opposite)
- Make staff aware of external bodies that can support them, from the Architects' Benevolent Society to Mind and Samaritans

TIPS FOR INDIVIDUALS

- Look into the many resources available to help you gain a better understanding of mental health. These may be YouTube videos, podcasts, websites or mental health blogs - all of which are free and easily accessible
- Play your part in creating a culture of openness, where people feel comfortable to say if they're struggling
- If mental health isn't a topic that's on your company's radar yet and you'd like to learn more, let senior staff know you'd be interested in completing a Mental Health First Aid course



USEFUL REFERENCES

Mental Health First Aid England: mhfaengland.org

The Architects Benevolent Society: absnet.org.uk

Mind: www.mind.org.uk

Wellbeing Republic workplace wellbeing support: www.wellbeingrepublic.com

Nine to Thrive workplace wellbeing support: www.ninetothrive.co.uk

The Blurt Foundation: www.blurtitout.org

TED Talk - the case for emotional hygiene: www.ted.com/talks/guy_winch_the_case_for_emotional_hygiene

TED Talk - the best way to help is often just to listen: www.ted.com/talks/sophie_andrews_the_best_way_to_help_is_often_just_to_listen

CARING FOR STUDENTS IN PRACTICE



Given the nature of the British architectural education system, it is inevitable that at some point, almost all practices will employ students. An increased number of universities including Sheffield, Cardiff, Oxford Brookes and Birmingham are offering courses which allow for paid work and study to take place in parallel, and we have recently seen the emergence of architectural apprenticeships, offering combined 'Part 2' and 'Part 3' equivalent.

Studying architecture itself can be a stressful process, which takes place at a point in life when we are particularly vulnerable to mental health issues. Recent student surveys by the Architects' Journal and others have confirmed this, finding mental health a major concern. When combined with (often full time) work, this can increase stress further - we therefore believe employers should focus on making this work-study balance as easy as possible for students to achieve.

TIPS FOR PRACTICES

- Create a written policy setting out the approach to student welfare
- If possible, provide extra study days for students on top of holiday allowance - students who use annual leave to complete assignments are at greater risk of burnout (not to mention lower quality work)
- Liaise with universities and students to understand what is required of them
- Create a mentor system for students - not only will mentors be able to help and advise with studies, but they will be well placed to monitor how students are coping
- Ensure that students' line managers and teams are aware of key study dates and deadlines, and are able to take these into consideration when resourcing projects

TIPS FOR INDIVIDUALS

- Before joining a company or starting a course, make it clear to your employer what will be required of you in your studies
- Ask your practice for a written agreement, which clearly sets out issues such as study allowance, key dates etc
- Communicate important study dates to your line manager and those around you
- Be aware that studying and working in parallel can be intense - the best way to manage this is to be well organised and very disciplined with your time
- Find a routine that works for you, and allows you to successfully balance your work and university responsibilities



USEFUL REFERENCES

Mental Wellbeing and the Architecture Student - Melissa Kirkpatrick: docs.wixstatic.com/ugd/fb91f8_7b9c4767580642bbb835d7ff961d52da.pdf

FLUID Diversity Mentoring Programme: www.builtbyus.org.uk/fluid

RIBA Mentoring Guidance: www.architecture.com/knowledge-and-resources/resources-landing-page/mentoring-guidance

Archisoup - packed with useful resources for students: www.archisoup.com

First in Architecture - helpful student resources: www.firstinarchitecture.co.uk

Young Architect - a blog aimed at helping young architects: youngarchitect.com

CONTRACTS AND CLIENT RELATIONSHIPS



The issue of how architectural contracts and fees are agreed is complex, and one that many members of the Forum felt had a large role to play in both the culture and the difficulties faced by many practices. Unfortunately, undercutting by competing practices often leads to fees that are not appropriate to resource a given project.

When practices take on projects without sufficient resources built into the fee, staff find themselves over-stretched, which can negatively impact mental wellbeing. Under-resourced fee bids should be avoided, and on all projects it is important for project managers to understand and manage resources well, and to spot the signs that a project is under-resourced or a deadline might be missed.

TIPS FOR PRACTICES

- Develop a strong working relationship with clients - without this it is much more difficult to negotiate on fees and deadlines
- Agree a clear programme, brief and responsibilities matrix, which can be used as a tool to negotiate deadlines and variation fees as projects progress
- Develop an open dialogue with staff over resources, and promote transparency - this can give a clearer picture of requirements and give junior staff a greater sense of autonomy and involvement
- Ensure staff feel confident to speak up when they feel a deadline is unrealistic, or to make the case for more resources, rather than suffer in silence

TIPS FOR INDIVIDUALS

- Time management and understanding how long a given task will take is a key skill for any architect - developing a better grasp of these will help you to anticipate when a workload might be unrealistic
- If you are struggling or concerned about a deadline, it is generally better to voice these concerns so that resources can be reviewed at an early stage
- If you are invited to sit in on resourcing meetings or fee and variations discussions, take the opportunity - these are a good way to understand how the business operates
- As a team manager, argue your case for sustainable fees which will allow you to resource your team appropriately and realistically



USEFUL REFERENCES

- The Architect's Legal Handbook - Anthony Speaight
- Architect's Legal Pocketbook - Matthew Cousins
- The Architect in Practice - David Chappell and Michael Dunn
- RIBA Job Book
- RIBA Business Benchmarking Survey - summary available at www.architecture.com
- TED Talk - the happy secret to better work: www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work

PHYSICAL OFFICE ENVIRONMENT



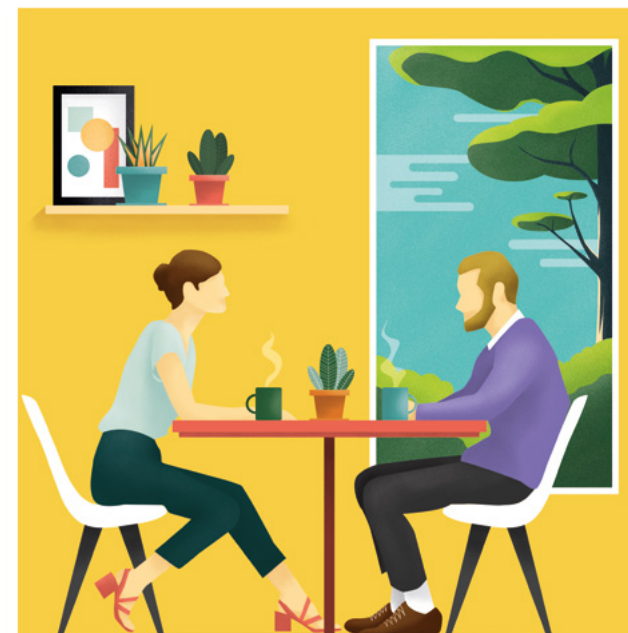
While the majority of this Toolkit looks at cultural and management strategies to improve staff's mental wellbeing, it is also important to understand and consider the impact of the physical office environment on staff happiness (and subsequently productivity). We realise that many architectural practices work where they do as a result of necessity, and of course not every company can provide their 'dream office environment'. However, there are numerous small changes that can be made to any office that can have a positive impact upon mental wellbeing, many without even being particularly costly.

TIPS FOR PRACTICES

- Provide generous levels of natural light and appropriate artificial lighting
- Incorporate nature (including pets!) and if not possible, provide views of nature
- Make the office environment physically comfortable - from furniture to temperature and acoustics
- Give staff control over their environment - allow for personalisation and adaptation
- Encourage movement and activity - both in commuting and throughout the day
- Provide an aesthetically pleasing office - this can have a surprising impact on mood, as well as the sense of pride in a company
- Encourage socialisation, which is key to creating a community and feeling at home

TIPS FOR INDIVIDUALS

- Speak up if your office set-up isn't working for you - everybody has different needs and it is vital you feel comfortable in your working environment
- If you have an idea for a positive change in your office, put together a good case (with evidence of the wellbeing benefits) before presenting it to senior staff
- Remember to stay active throughout the day, even if your office layout may not be designed to promote this - rather than bring one large bottle of water to work, use a smaller glass that encourages you to stand and refill it regularly, for example



USEFUL REFERENCES

The WELL Building Standard: www.wellcertified.com

Happy by Design - A Guide to Architecture and Mental Wellbeing: www.ribabookshops.com/item/happy-by-design-a-guide-to-architecture-and-mental-wellbeing/40070

BCO Guide to improving productivity in the workplace: www.bco.org.uk/Research/Publications/Improving_Productivity_in_the_Workplace.aspx

A short guide to how office spaces can affect wellbeing: www.forbes.com/sites/alankohl/2019/01/24/how-your-office-space-affects-employee-wellbeing/#1a208b3e64f3

TECHNOLOGY



On the surface, it is easy to assume that technology has made life easier for architects. However, it brings with it its own stresses, such as software crashes, lost files, and the frustration of the spinning loading wheel. All of these reduce the amount of control we have over our work - decreasing autonomy and making us feel less empowered.

Technology can also make it harder to predict how long a given task will take. A great deal can depend on how the software or server is performing on any given day - which creates 'unknowns' in trying to plan your time. As some of the more senior members of the forum have attested, in the days of the drawing board you generally had a better idea of how long a drawing was going to take.

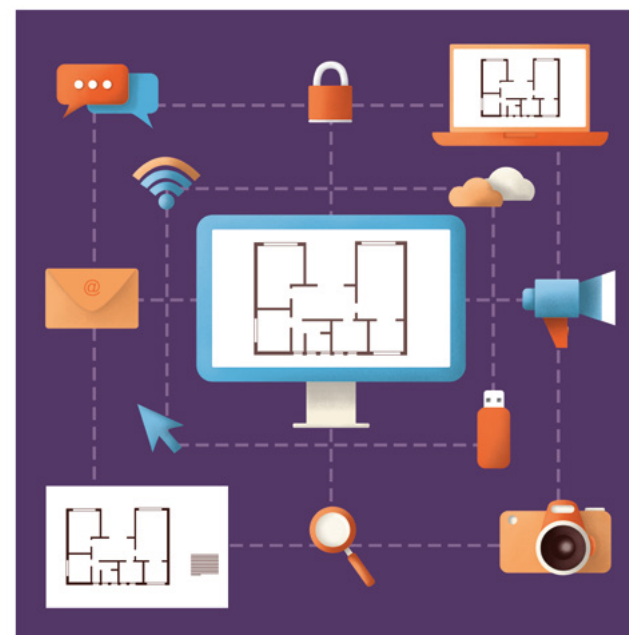
On top of this, CAD and now BIM bring with them the perception of increased working speeds for clients, who are expecting increasing amounts of work and levels of detail in less and less time. This creates additional stress, and the potential for more overtime (as discussed earlier in this Toolkit). However, this is not to say that we should not embrace technology and the incredible power that it does have to improve the way we work, when used correctly.

TIPS FOR PRACTICES

- Ensure senior staff are aware of the additional stresses technology can cause
- Put systems in place to create an efficient working methodology (with a good backup system!)
- Software and hardware are expensive, but investing in good equipment (and training) can save money in the long-term
- Provide good technical support systems
- Consider the impact of mobile email on staff wellbeing and work-life balance when supporting remote working

TIPS FOR INDIVIDUALS

- Speak to your boss if you feel training may help with a lack of software knowledge, or see if tutorials are available online (or on YouTube)
- Remember it is ok not to reply immediately - and try to avoid emailing somebody in the office you could go and have a conversation with (although we all do it!)
- Try to adopt an approach of 'out of the office: not working', unless absolutely necessary - rest time is vital to good performance, so switch off those emails!



USEFUL REFERENCES

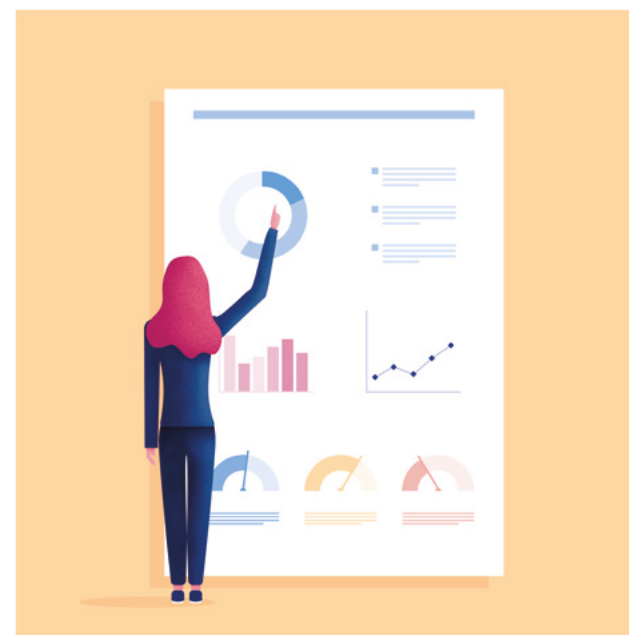
- How to choose the right BIM software: bimlearningcenter.com/how-to-choose-the-right-software
- The impact of remote working on wellbeing: www.cipd.co.uk/news-views/nutshell/issue-83/employee-well-being
- Deep Work: Rules for Focused Success in a Distracted World - Cal Newport
- Ways to stop letting email control your day: hbr.org/2017/09/stop-letting-email-control-your-work-day
- Why is IT support so important?: smallbusinessdotbetter.com/2017/09/5-reasons-support-important
- Guidance on choosing the right IT support for your business: www.entrepreneur.com/article/217462

MONITORING STAFF WELLBEING



As with any element of the workplace we seek to improve, it is important to measure and record staff mental wellbeing - or at the very least attempt to. There is often, understandably, resistance to this by some employers, out of fear that it may make issues worse or bring to surface concerns that would otherwise have remained dormant. It is also a very difficult topic to approach, although there are a number of existing surveys and resources out there that can help.

Fundamentally however, without gaining a broad understanding of the level of mental wellbeing in a workplace, it is very difficult to effectively establish whether it is improving or deteriorating. Asking about staff wellbeing can also highlight potential areas for improvement or 'easy wins', as well as generating ideas that may not previously have been considered.



TIPS FOR PRACTICES

- Establish whether a staff wellbeing survey or a more informal method would be most appropriate for your company
- Make surveys anonymous and carefully worded - the resources opposite can give further information and sample questions
- Be wary of anonymity issues at smaller practices - in such cases potential problems can also be monitored by staff and management trained to understand signs of stress and mental health warning signs
- Create points of contact (e.g. MHFAs) who staff feel comfortable approaching to discuss stress and mental health - these staff can then monitor the frequency of issues

TIPS FOR INDIVIDUALS

- Open up (to an appropriate person) if you feel your mental health or stress levels are not where they should be
- Open up to family or friends if you do not feel it is possible to speak to a senior staff member or even a team-mate about this
- Get in touch with the organisations referenced throughout this Toolkit who will be happy to listen or offer support if you are struggling to open up to colleagues, family or friends - while it may not always feel like it, talking is the first step to solving any mental health problem



USEFUL REFERENCES

- HSE Management Standard Indicator Tool: www.hse.gov.uk/stress/standards/pdfs/indicatortool.pdf
- The Happiness at Work Survey: www.happinessatworksurvey.com
- The Happiness Index - workplace happiness consultants: thehappinessindex.com
- The Samaritans: www.samaritans.org
- Anxiety Mouse- Lessons in coping with anxiety: consciouseed.org/wiki/anxiety-mouse
- Online wellbeing audits via The Wellbeing Project: thewellbeingproject.co.uk/ourservices/workplace-wellbeing-audit

CHAMPION AN ACTIVE, MINDFUL APPROACH



While much of this Toolkit has been focused on ways to make the working day itself a happier and more open environment, extra-curricular office activities can play a major role in supporting staff wellbeing, both physically and mentally.

We have already touched upon the impact that physical exercise can have on our state of mind, but taking part in group activities can be a great catalyst for strengthening social bonds, reducing isolation, and developing a strong support network - all of which can have enormous benefits for our mental health.

TIPS FOR PRACTICES

- Celebrate and promote group sports or clubs - for smaller practices this could mean pairing up with one or more practices, which brings further benefits such as socialising with new people
- Explore less competitive sports and activities if this puts people off - group cycling or walking can both fall into this category and are easy 'clubs' to establish
- Motivate staff to get active through charity events - making charity events part of a company's culture can not only improve the corporate brand, but foster an attitude of giving
- Offer activities such as yoga and mindfulness that people with a range of physical abilities can participate in, and are shown to have huge impacts on mental wellbeing, creativity and focus

TIPS FOR INDIVIDUALS

- Explore ways to set up clubs and teams in your practice if none exist - this could range from joining a softball league to organising a time for staff to sit quietly and listen to a mindfulness app
- Explore 'active commuting' - be it cycling to work or getting off the bus one stop earlier to up your daily step count
- Remember to get up and move throughout the day - standing desks are good but to stay healthy we should move as much as possible
- Take a lunch break! As architects we have all been guilty of having lunch at our desks, but getting out of the office for a short walk has benefits to both our mental and cardiovascular health - and the productivity boost you will get in the afternoon will almost certainly outweigh the lost time!



USEFUL REFERENCES

Headspace - meditation app: www.headspace.com

Calm - meditation app: www.calm.com

NHS guide to mindfulness: www.nhs.uk/conditions/stress-anxiety-depression/mindfulness

Be Mindful - mindfulness guide from the Mental Health Foundation: bemindful.co.uk

R.E.D. January - an example of an active fundraising event: redtogether.co.uk

Mental health foundation - diet and mental health: www.mentalhealth.org.uk/a-to-z/d/diet-and-mental-health

TED Talk - the brain changing benefits of exercise: www.ted.com/talks/wendy_suzuki_the_brain_changing_benefits_of_exercise

TED Talk - All it takes is 10 mindful minutes: www.ted.com/talks/andy_puddicombe_all_it_takes_is_10_mindful_minutes?referrer=playlist-talks_to_help_you_manage_stres

SUMMARY



We hope that you found this first version of the AMWF Toolkit for Practices useful. We would welcome thoughts, input and further references from the profession so that we can improve and update the guidance over time.

If you would like to get in touch with us, please visit www.amwf.co.uk

Implementing the advice within this Toolkit depends on the level of input and investment that a practice is prepared to make. This could range from making small everyday changes, to the implementation of a large-scale mental wellbeing programme. Ultimately, anything that can be done to improve the mental wellbeing of staff should be celebrated.

The key points that we would like people to take away are the importance of mental health within the industry, and an understanding of how architectural practices can effectively support staff. We believe that a healthy profession, both physically and mentally, is a stronger profession, and that all involved can benefit enormously from this.



FURTHER REFERENCES

Wellbeing at work resources from NEF: www.nefconsulting.com/our-services/strategy-culture-change/well-being-at-work

NICE guidelines on mental health at work: www.nice.org.uk/guidance/ph22

Time to Change Employer Pledge: www.time-to-change.org.uk/get-involved/get-your-workplace-involved/employer-pledge#toc-2

Association of mental health advocates: www.amha-uk.org

Money and Mental Health Policy Institute: www.moneyandmentalhealth.org

MHFA resources: mhfaengland.org/mhfa-centre/resources

Depression Alliance: www.depressionalliance.org

Centre for Mental Health: www.centreformentalhealth.org.uk

Elefriends - a supportive online community: www.elefriends.org.uk

Mindful - a website full of useful tips on mindfulness: www.mindful.org

We would like to thank everybody who has contributed to this Toolkit. Thank you first to all the members of the Forum for giving up your time and energy. Thank you also to John Assael for helping us to kick-start this group, and to all of the architectural practices involved for recognising the importance of this issue.

Thank you very much to Artemis Nikolopoulou for the fantastic graphics in this Toolkit and her many hours spent on InDesign, and special thanks to Siân Rearden for her wonderful illustrations!

We are also incredibly grateful to everybody who reviewed this document and provided us with invaluable feedback, from the industry experts to the architects and students who deal with mental health problems on a daily basis.

Thank you again to The RIBA and The Architects' Benevolent Society for generously contributing towards the printed copies of this document.

We would like to thank the architects who have become Supporting Practices on our website, showing their commitment to supporting good mental health within the industry. If your practice would like to show their support, please visit our website to find out more.

Finally, thanks to you for using this Toolkit, and helping us to champion a better approach to mental health within architecture. Please share generously!

The Architects' Mental Wellbeing Forum

www.amwf.co.uk

*Supported by the Royal Institute of British Architects and
the Architects Benevolent Society*

