AXA Health

The path to flourishing mind health

2024 UK mind health workplace report

Interactive PDF
optimised for desktop

Table of contents

Mind health
vs mental health

Throughout this report, you'll notice that we tend to use the term 'mind health' rather than 'mental health'. This decision was made, in part, to avoid the common misconception that 'mental health' only refers to mental illness.

Our research, and the support we offer, cover the full breadth of mental health, including mental wellbeing. So the term 'mind health' helps us maintain the fundamental distinction between mental health and mental illness.

We also take a holistic approach to health and wellbeing. Our mental health is intrinsically linked to our circumstances, lifestyle, physical health and personal characteristics.

About this report

AXA has recently completed its fourth annual mind health study, which measures mental wellbeing around the globe.

Online interviews were conducted with 16,000 participants between the ages of 18 and 75 across 16 countries: UK, Ireland, Belgium, France, Germany, Italy, Spain, Switzerland, China, Hong Kong, Japan, Mexico, Philippines, Thailand, Turkey and the USA.

This 2024 UK workplace mind health report extracts and examines the key insights we gathered from the UK population, with a focus on working people. You can also download the global report, here:

Mind Your Health in The Workplace

2024 Mind health report

[2024 mind health report | AXA](#)

The Mind Health Index

The data gathered during the study has been analysed and scored to form the AXA Mind Health Index (MHI).
MHI scores are calculated using a range of outcomes, positive actions and modifiers, which
provide us with a way to gauge where each respondent is on the Mind Health Index.

From struggling to flourishing

MHI scores are grouped into four mind health categories – struggling, languishing, getting by and
flourishing. We'll refer to these terms regularly throughout this study, so here's a brief outline of each:

For more information on the
mind health categories, as well
as how the index works, download
the AXA Mind Health Index here:

Struggling

is the absence of mental
wellbeing in most areas
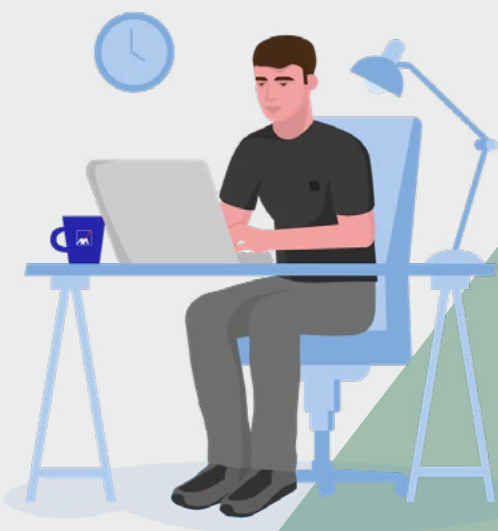and is associated with
emotional distress.

Languishing

often represents an absence
of positive wellbeing and an
increased risk of developing
mental illness.

Getting by

describes those who may
have some areas of good
wellbeing but not enough
to be flourishing.

Flourishing

represents the pinnacle of
good mind health where
individuals score well across
a range of determinants
and outcomes.

The AXA Mind Health Index | AXA
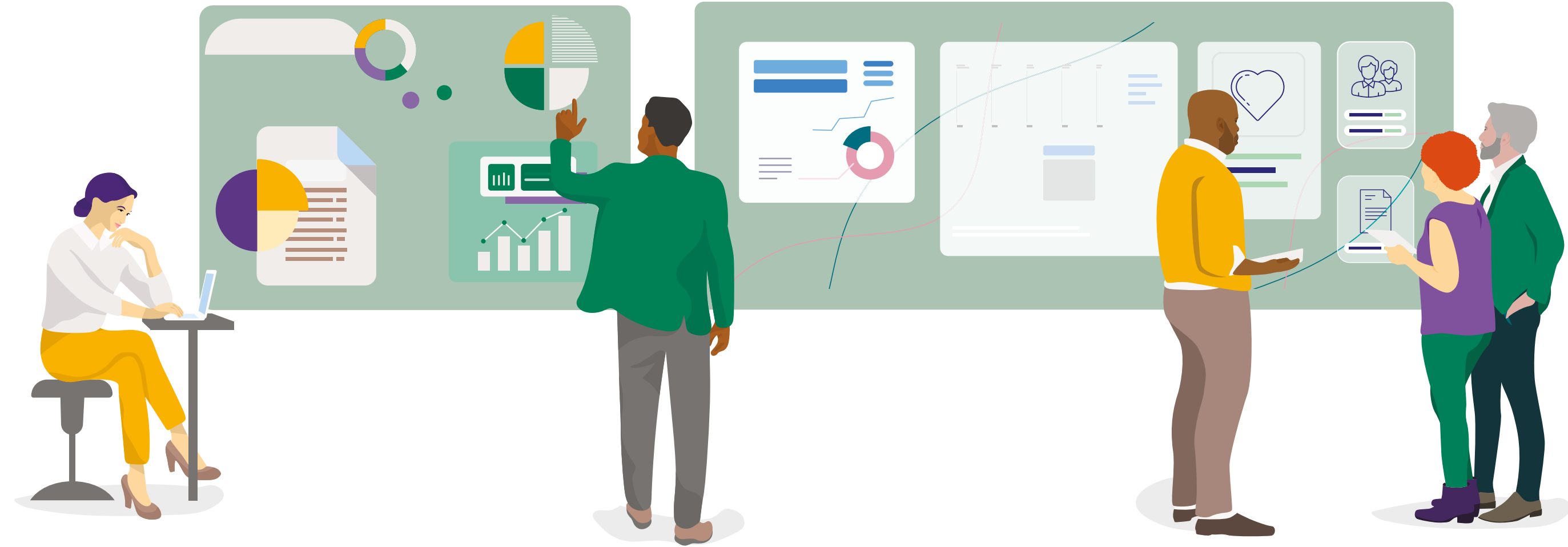
3 questions to Heather Smith

CEO AXA Health

> There have been some areas of real improvement when it comes to the positive impact of workplace support, but it's clear that there's still work to do and this is no time for complacency.

Heather Smith,
Chief Executive Officer
AXA Health

5 key insights

1. We can't afford to be complacent

+7

The percentage of UK people languishing has risen by seven points.

After an uplift last year, flourishing levels have gone back down to where they were during the pandemic (18%). Meanwhile, the number of people languishing is up seven percentage points.

We can see that the UK's worsening mind health is being driven by an increased prevalence of mental health conditions among the over 35s, as well as lower levels of trust in friends and family for mental health support across all ages and genders.

18%

of people in the UK are flourishing in 2024.

2. Younger workers need a sense of connection

Workers in the UK aged between 18 and 24 have seen an overall improvement in their mind health since last year, yet they still have the highest rates of loneliness and social isolation compared to other age groups.

Just over half (51%) said they feel lonely some or almost all of the time while well over a third (38%)

reported social isolation as a difficult situation they've faced in the past year.

65% of those who have experienced loneliness said that the office environment had a positive impact on their wellbeing. This shows us that the workplace is more than just a place of work for young people – it offers social connection and a sense of community.

51%

of 18-to-24-year-old UK workers feel lonely.

3. Managers aren't immune to mind health issues

Managers reported higher rates of stress, depression and anxiety symptoms than non-managers. Nearly a third (29%) have moderate to extremely severe symptoms of depression and 14% are dealing with anxiety symptoms, compared to 16% and 3.6% of non-managers respectively.

Managers were also twice as likely to have taken sick leave due to their mental health within the last year. We therefore need to ensure they have the right support in place so they can help themselves and others.

29%

of managers have moderate to extremely severe symptoms of depression.

4. People can learn the skills that will help them flourish

Developing the right skills can help us progress towards flourishing mind health. In this year's study, we've seen a significant fall in self-confidence and pride among respondents, but improvements in sleep, exercise and taking time out to relax.

The more mind health skills a person has, the more likely they are to be flourishing. By contrast, those who are struggling will likely have fewer mind health skills. The good news is that mind health skills can be learned, honed and strengthened. Employers are in a unique position to support the development of these skills and give their people opportunities for personal and professional growth.
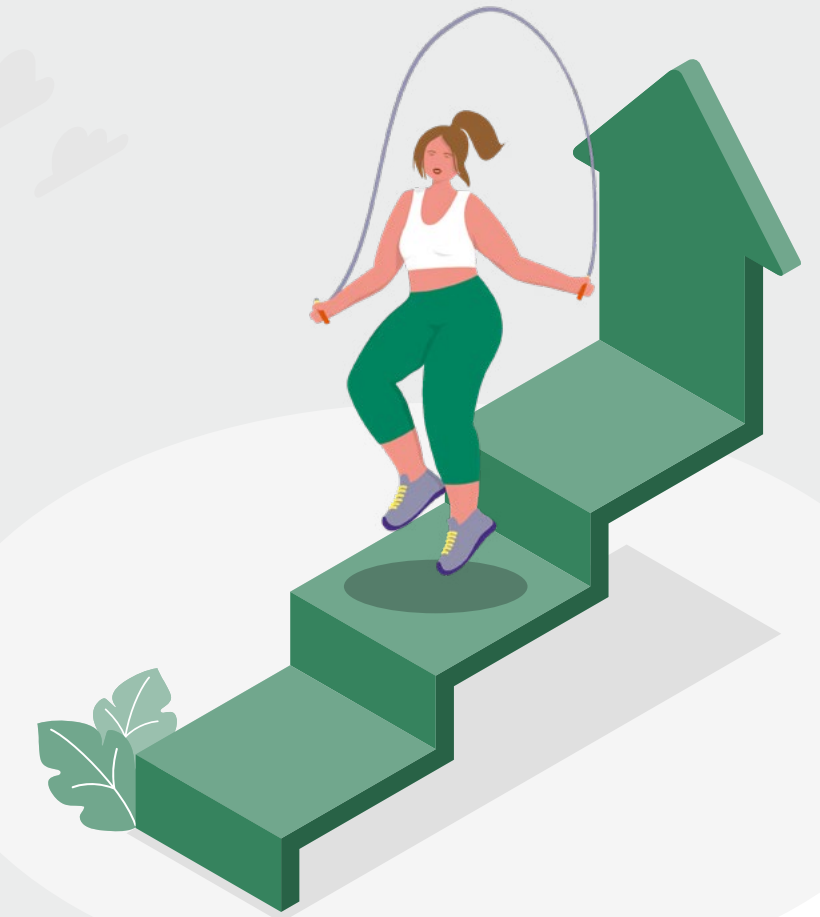
5. The right resources make all the difference during challenging times

Difficult situations and general worries outside the workplace can lead to poor sleep, raised stress levels, low energy and poor concentration. All these issues affect an employee's mind health in a way that could impact their work, reduce productivity and lead to time off.

The workplace plays an important role in preparing employees to deal with these personal difficulties and day-to-day challenges. By creating the right culture and environment, and offering effective mental health support services, employers can empower their people to build resilience or signpost them to the help they need to aid their recovery.

Employees who have experienced a difficult situation in the past 12 months but were satisfied with their company's support were three times more likely to have flourishing mind health than those who weren't satisfied. And employees who believe their company cares about the mental health of its employees and is taking action to help them are almost twice as likely to have flourishing mind health.

The evolution of mind health in the UK

The rise and fall of UK mind health

Where are we falling down?

This year's study shows that only 18% of people are flourishing in the UK. To put that into perspective, the top two flourishing nations – the USA and Switzerland – are both at 31%.

But how has this shifted over the last year? Well, as we mentioned in our key insights, in 2023 the number of people **flourishing in the UK had risen from 18% to 23%**, so over the last year we've actually returned to where we were in 2022.

At the same time, the number of people in the UK who are languishing has increased from 26% to 33% – the highest it's been since we initiated the mind health study four years ago.

These figures indicate a relapse in UK mind health after the uptick we saw last year.

Where are we on the rise?

Despite the overall decline in the UK's mind health, there are still some reasons to be optimistic.

For example, the number of people who are in the lowest, most concerning state of mind health – struggling – has continued to fall. It was as high as 24% in 2022 but, after a drop last year, it's come down another percentage point over the last year to 20%.

And while, on a global scale, the mind health gender gap continues to widen, in the UK it has narrowed from 14 percentage points in 2023 to six points this year. The study also revealed that the number of women in the UK who are struggling has reduced from 24% to 22%, in contrast to global figures where there's been an overall increase.
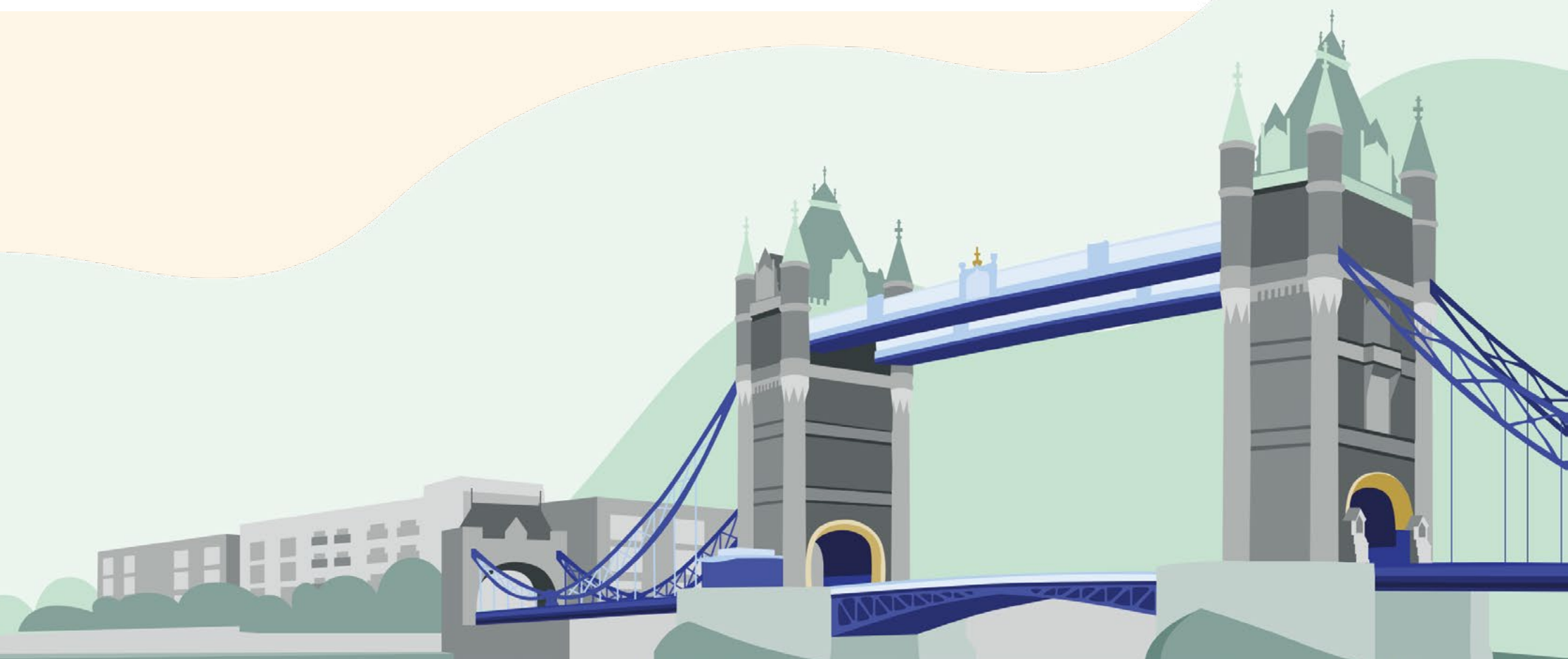
+7

The percentage of UK people languishing has risen by seven percentage points.

The mind health landscape in the UK

Since 2021, when we first started compiling the Mind Health Index, the landscape has changed significantly.

Back then, we were still living with the global pandemic, and the countless challenges it brought with it. And while that chapter in our history reshaped the way we live and work today, the spectre of COVID has given way to a range of other issues that test and threaten our mental wellbeing; issues like rising inflation, the cost-of-living crisis, environmental concerns, world conflicts and geopolitical tensions.

On an individual level, the 2024 Mind Health Index reveals that financial worries and loneliness are the leading causes of concern.

In all, 61% of the UK population have experienced at least one personal difficulty over the last 12 months and the number of people who said that they are happy with their life at the moment dropped by six percentage points to 53%.

Symptomatic of the times

37% of the UK population reported living with a mental health condition, such as anxiety or depression.

That's up by five percentage points from last year and puts us back in line with the levels we saw in 2022. The increase is being driven by the over 35 age group, whereas last year young people were at greater risk. However, less than half of those with a mental health condition (48%) are being looked after by healthcare professionals compared to 59% last year.

During the survey, 55% of respondents said they'd experienced moderate to high levels of depression, anxiety or stress symptoms within the last week.

The results also showed that younger people (66%) tend to be more affected than those over the age of 24.

59%
2023

48%
2024
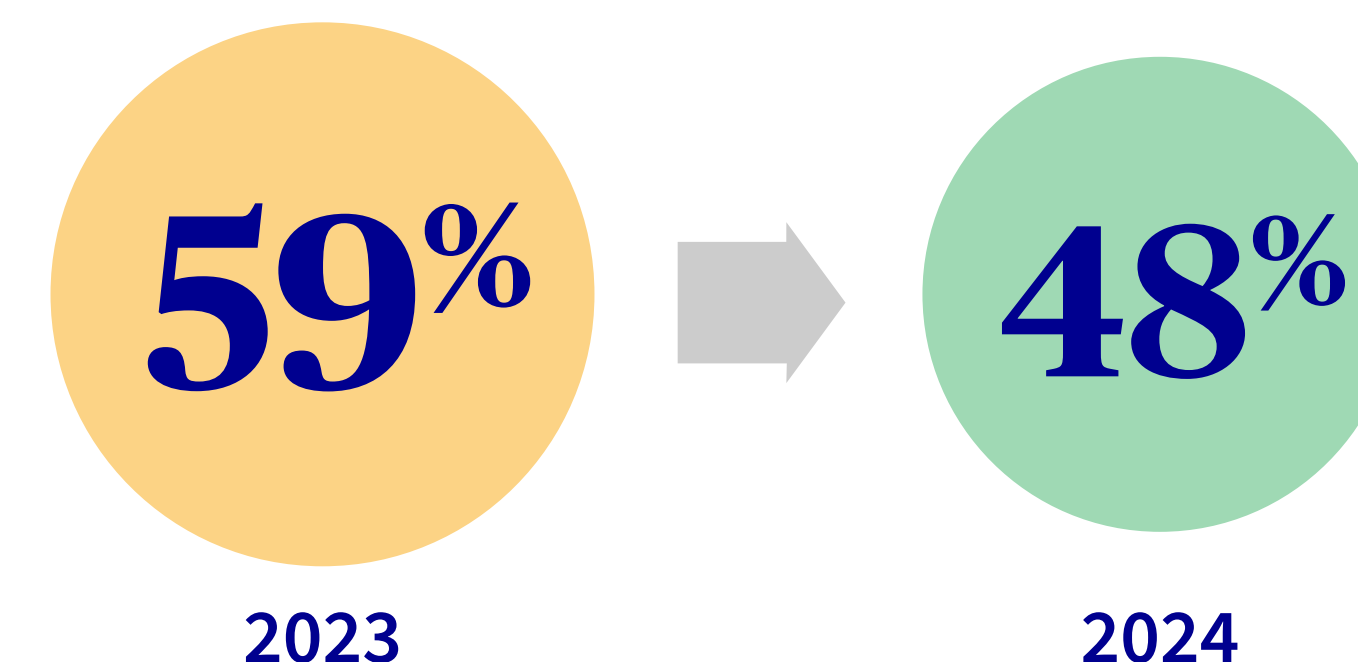
Percentage of the population with a mental health condition who are monitored by healthcare professionals.

Dr. Imren Sterno

We spoke to Dr. Imren Sterno, AXA Health's Lead Consultant Clinical Psychologist, for her perspective on the mind health landscape in the UK and the challenges we're facing.
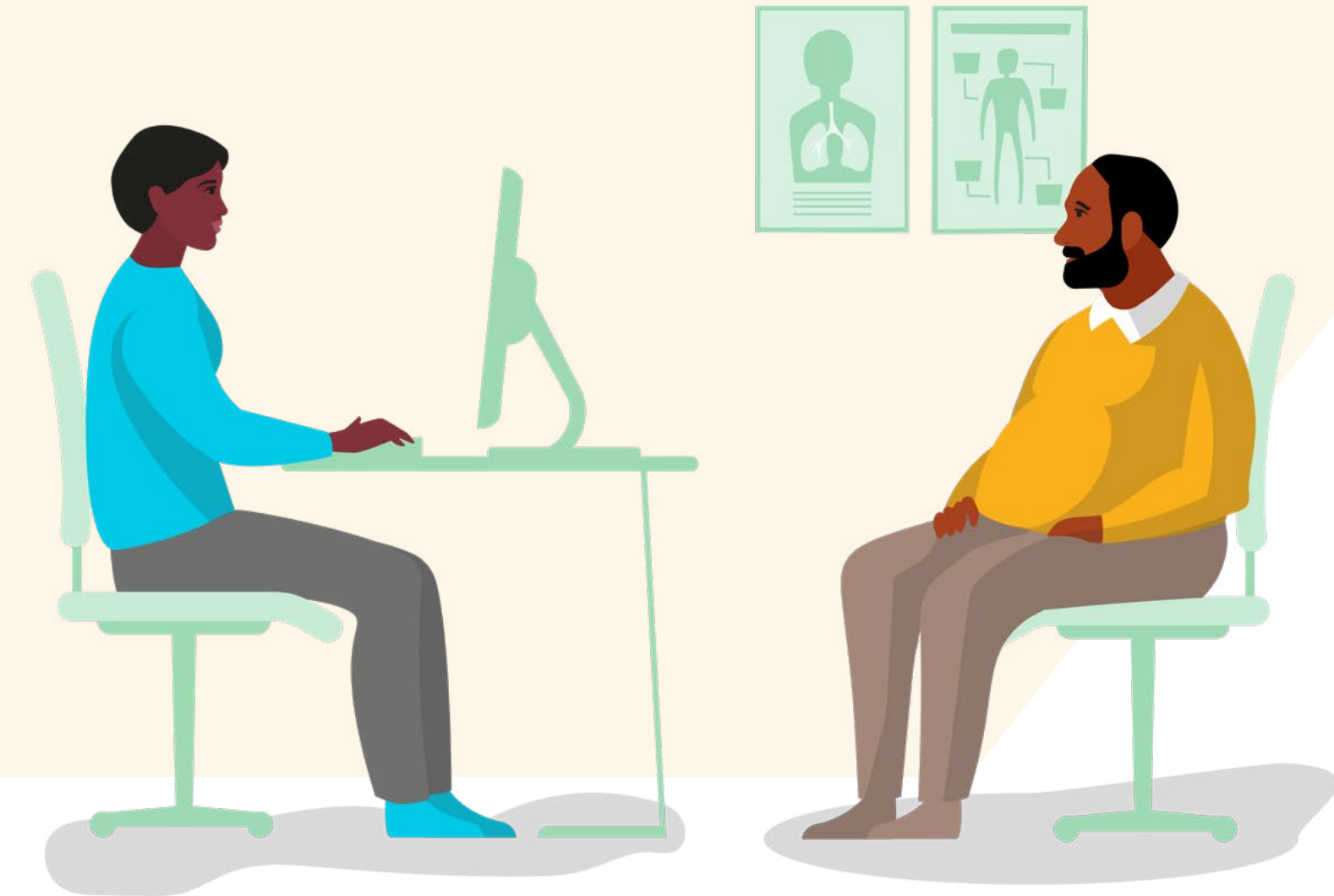
"We should strive to look after our mind health every day, so it becomes a habit and part of daily life. Much like eating your five-a-day or doing at least 30 minutes of exercise three times a week.

Dr. Imren Sterno,
Lead Consultant
Clinical Psychologist
AXA Health

Do workplaces hold the key to rebuilding mind health?

Building a healthy company culture

Businesses have an important role to play in helping to support and improve the mind health of their people.

And it's not just about offering health benefits and support services. While those things are important, they count for very little if the workplace culture is toxic or doesn't encourage people to reach out when they need help. So one of the most effective ways businesses can help support and improve the mind health of their employees is to create the right culture. Our study shows that those who believe their company really cares for the mental health of its employees, and is taking action to help them, are almost twice as likely to be flourishing.

Relationships are key

Employees are much more likely to be happy when their relationships with managers and colleagues positively impact their wellbeing.

70% of employees who reported having a positive relationship with their manager said that, overall, they're satisfied with their life. And among those who have positive relationships with their colleagues, 71% said they feel like what they do is worthwhile.

Staying power

Creating a great place to work also means people are more likely to stay. Some of our recent research[1] on workplace culture shows that a toxic workplace (57%) and poor work-life balance (52%) were the main reasons why people would consider leaving a job. In fact, in our mind health study, only 13% of people said that the level of company mind health care doesn't impact their decision to stay in their role.

And, bringing it back to relationships again, people are almost twice as likely to want to leave their role when their relationship with a manager negatively impacts their wellbeing. And only 25% of people who have positive relationships with colleagues are planning to leave their job compared to 54% of those who have negative colleague relationships.

[1] Additional research for the Mind Health Study campaign was conducted by One Poll between 4 March – 8 March 2024 among 2,000 UK employed adults.

A new generation of mind health challenges

Young workers between the ages of 18 and 24 place a great deal of importance on mental health employee benefits, initiatives and support.

72% even said that mental health benefits and initiatives were important in their decision to stay with their current employer. And while only 7% of young workers are struggling this year – down from 24% in 2023 – they continue to report the highest prevalence of current mental health conditions (41%) of any age group. Symptoms of stress, anxiety, and depression are also highest among 18 to 24-year-old workers this year.

Isolating the issue

Loneliness has long been linked to poor mind health. And, while the level of loneliness among 18 to 24-year-old workers has gone down from 57% to 51% in the last year, this generation continues to experience the highest rates of loneliness and social isolation of any age group. To them, more than most, the workplace is a place of community, connection and social development, so they may struggle with remote working and hot-desking more than we might expect.

38% of young workers in the UK reported social isolation as a difficult situation they'd faced in the past 12 months. We know that this seriously impacts their ability to flourish. In fact, those who said they have felt lonely in the past month are four times more likely to have struggling mind health, so this is an important area to address.

A positive workplace environment can counteract loneliness. 65% of young workers who experience loneliness said their office environment has a positive impact on their wellbeing and 77% identified a good work-life balance as being important. This shines a light on the significance of helping young people feel socially connected and included at the same time as building their self-confidence, both when they enter the workforce and throughout their employment.

Dr. Alex George,
UK Ambassador
AXA Health

More young people need to access professional healthcare services

Dr. Alex George, UK Ambassador for Mental Health.
@dralexgeorge – host of @thestompcast podcast

A 20-year-old today has lived their formative years not only in a global pandemic but also in a time of geopolitical instability, a cost-of-living crisis, job insecurity as well as growing concerns about climate change. If living through lockdowns weren't difficult enough, there have also been huge changes in technology, social media and cultural norms.

It's little surprise that many 18-to-34-year-olds feel extremely anxious, stressed and alone. The message from the MHI is that more young people need to access professional healthcare services that can help protect their mental wellbeing at such an important period of their lives.

Managers are feeling the squeeze

The study shone a light on the added stress and anxiety felt by UK managers.

Our people leaders often face intense pressure to meet targets and take on wider responsibilities, which can extend their working hours and create stressful situations at work. Middle managers may also be reluctant to take necessary breaks or share their difficulties with senior leadership.

The impact of this psychological burden

This year, we've seen reported higher rates of work-related mind health difficulties among managers. Over half (53%) reported a loss of interest or pleasure in usual activities while 57% said they'd experienced a great deal of tiredness and loss of energy. Managers were almost twice as likely to be experiencing the symptoms of burnout as non-managers.

With 53% of managers experiencing stress and anxiety that were difficult to control, it stands to reason that 43% of them said they were planning on seeking professional help because of the impact work was having on their psychological wellbeing. That's more than double the number of non-managers (21%).

The knock-on effects

Over the last year, around a third (33%) of managers have taken time off work due to problems related to their mental health – again, this is more than double the number of non-managers (14%).

Meanwhile nearly one in three managers (32%) said they probably or certainly plan to be less involved at work due to the impact it has on their psychological wellbeing. This includes things like working fewer hours or taking on less responsibility.

So, investing in the mental wellbeing of managers should be a priority for companies to ensure they're well enough to bring their best selves to work and lead their teams effectively.

Beyond workplace benefits

When a business nurtures the mind health of its employees, the potential benefits extend far beyond the workplace.

Companies are in a unique position to provide training and resources to help their people acquire and hone the skills associated with flourishing mind health. This not only helps create a positive organisational culture and a workplace where people want to stay; it also helps promote a good work-life balance, which benefits families and broader society.

For example, people with self-confidence – an important mind health skill – are almost three times more likely to be happy.

Channels of mind health support

Many employees don't feel well supported in the workplace. Only 34% of workers feel able to approach their managers for help and around 39% don't believe that their company actively cares about the mind health of its people or is taking action to help them. Mind health support needs to extend beyond the benefits package. People need a culture of kindness, connection and trust. They need to feel empowered to manage their own mind health. They need to know what support is available and how to access it. And they need to have managers, mind health allies and colleagues who can signpost them to relevant services, so they can get the help they need when they need it.

The workplace has an increasingly important part to play, as the number of those who trust their friends or family to provide mind health support has dropped in the last year from 70% to 61%. In fact, 45% of working people who don't trust loved ones for mind health support are struggling, so it's important to rebuild that trust and make sure conversations about mind health are happening – both at work and at home.

In the UK those with self-confidence are almost

3x

more likely to be happy.
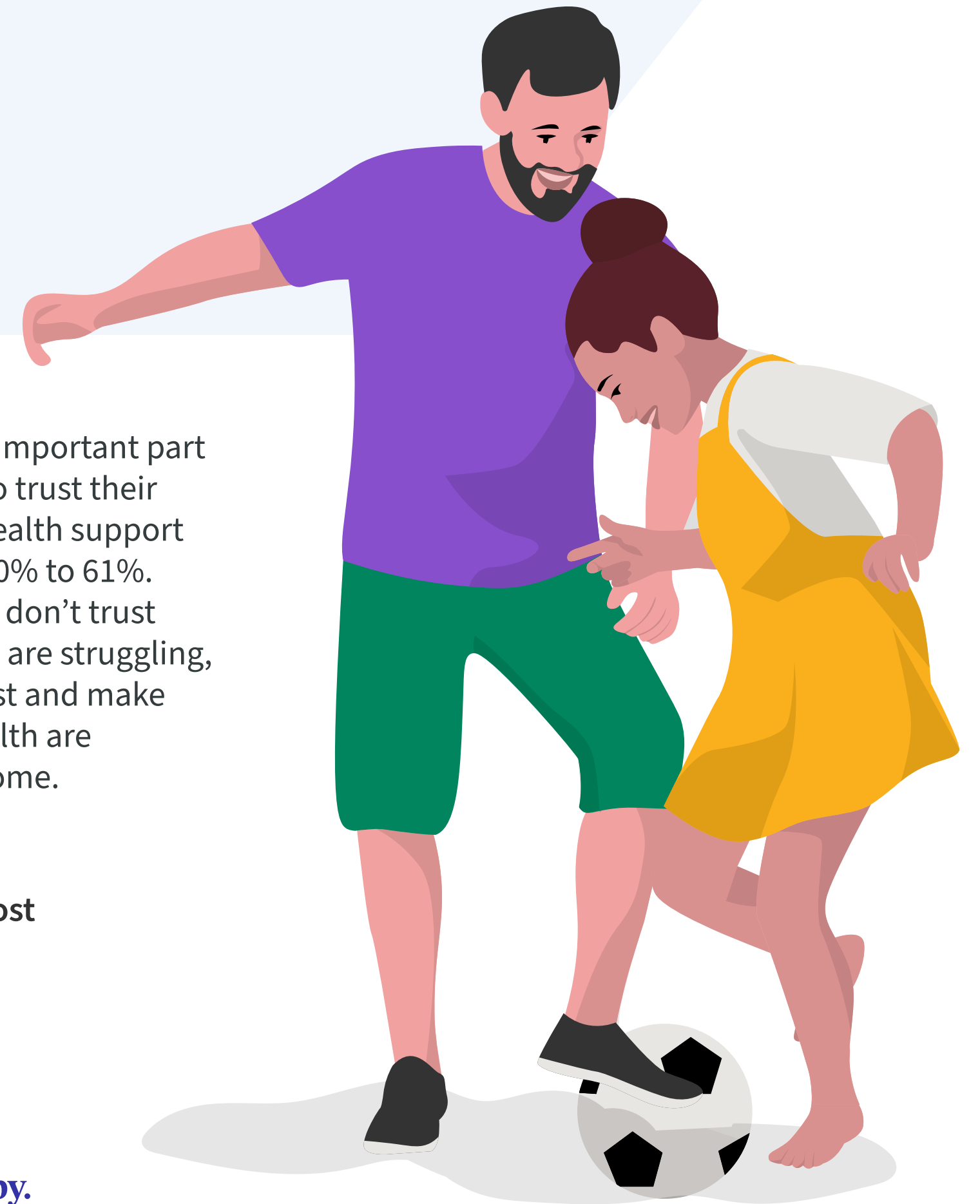
A conversation with...

AXA Health's Eugene Farrell, Mental Health Consultancy Lead and Kelly Morris, Head of Client Retention and Client Delivery

How important is kindness in the workplace?

Kelly: Kindness is one of the attributes I value the most in people, both professionally and in my personal life. I find myself drawn to kind people, and I'm more likely to want to go above and beyond for them.

Eugene: Absolutely! Kindness is contagious. It makes people feel valued, respected and included. And when people feel those things, the kinder they are to others. It becomes a virtuous circle, which can be a really powerful thing, particularly in the workplace.

Kelly: Yes, I've seen how powerful it can be. Especially acts or demonstrations of kindness from leaders when their team is going through a tough time and morale is low. Even something as small as taking a bit of extra time to listen and acknowledge challenges can cut through the negativity. It helps create an environment where people feel comfortable expressing their feelings or ideas. This fosters creative thinking, problem solving and innovation – which is exactly what we need in challenging times.

Eugene: Exactly! When leaders lean into kindness, they ease the pressure and invite everybody to be their best and most authentic selves. And, of course, the more people flourish, the more they contribute. As you say, it doesn't have to be a grand gesture. It might be a chat, asking someone how they are or even just a smile – you don't have to go out of your way to perform acts of kindness.

Kelly: Of course, since the pandemic, a lot of us are spending more time working from home, so we have less face-to-face interaction. In the office, acts of kindness come easier. Things like holding a door open, making a cup of tea, a spontaneous catch-up or even just a warm smile can make all the difference. It's not as easy to do through a screen, and it's also not as easy to tell when someone needs a boost. Managers need to take the time to consciously check in with people and ask them how they're doing – and not just in a work context. And we need to be more spontaneous with positive feedback when someone's done a good job. A quick word of praise or a call out can really make someone's day.

> **Kindness is contagious. It makes people feel valued, respected and included. And when people feel those things, the kinder they are to others.**

Eugene Farrell,
Mental Health Consultancy Lead AXA Health

Eugene: It can. Kindness can actually have several beneficial psychological effects for both the giver and the receiver, so it's in the interests of everyone to adapt to this post-pandemic way of working. Kindness creates elevated levels of happiness and an increased sense of wellbeing. It can also help lower blood pressure and reduce stress and anxiety.

Kelly: I also think kindness is about honesty. As a leader, it's sometimes necessary to give feedback that might not be positive or entirely comfortable. But it's still possible to show kindness through a respectful, balanced and empathetic exchange.

Some of my best personal growth, and that of my team, has come from constructive feedback delivered kindly and respectfully. It's important for both parties to come away feeling positive so they can move forward without any guilt or ill feeling.

Eugene: That's a good point. Kindness is a two-way street. I often say there are two types of kindness: there's the kindness we give to others and then, often overlooked, there's the kindness we afford ourselves. The first one is done with intent and characterised by friendly, considerate or generous acts towards others. But when it comes to self-kindness, it's not always as simple. Kindness towards others, regardless of the circumstances, is one way to be kind to ourselves. But I think we can also be our own biggest critic and overly judge ourselves. So part of self-kindness is accepting who we are, that we're not perfect and that it's okay to make mistakes. This is just as important.

How can managers create a supportive, inclusive work environment?

Eugene: Firstly, to look after your team you need to look after yourself. Be aware of your own behaviours, thoughts and emotions. When we understand ourselves, it helps us be more open to understanding others.

Kelly: I couldn't agree more. I think a big part of looking after yourself is finding the right work-life balance. As a mum of two, with ageing parents and a demanding career that I love, I know first-hand that you need to work on finding that balance. It requires an investment of time, organisation, prioritisation, and forward planning.

Eugene: Yes, it can take some work. But when a team leader finds the right balance, it makes it easier and more natural for them to foster open communications and promote work-life balance throughout the team. They can lead by example and, when they need to, they can draw upon their own experience when supporting employees' mental wellbeing or managing work-related stress.

Kelly: That's such an important point. As leaders, it's essential to set a good example around self-care. Take your annual leave, and really switch off – don't

message the team while you're away. Tell the team if you're logging off for an hour for an appointment or finishing early to attend your child's school play and be clear on how you've rearranged your working hours to fit. That way, the team will feel more confident in doing the same when they need to. And if you need to work late, acknowledge that this is out of the ordinary and that there's no expectation for others to be responsive outside of core hours as a result. You can't do your best work if you're not practicing self-care, and neither can your team. If they see you doing it, they'll find it easier to follow suit.

Eugene: It's about creating a culture of psychological safety. An environment where people know their mental health and personal wellbeing is always a priority. It needs to be embedded into the fabric of the company, so people know they're always safe at work and can feel empowered to express any concerns or struggles.

Kelly: Yes, that openness is key. We're all different. Every team member has their own personal style and techniques for recharging or finding motivation. They'll also face different mind health challenges at different time, so they need to feel able to tell you what they need and confident that you'll listen. Regular, honest conversation is needed.

Eugene: That's the bottom line, isn't it? Encourage openness in conversation – talking about mental health should be as normal as talking about the weather.

> You can't do your best work if you're not practicing self-care, and neither can your team. If they see you doing it, they'll find it easier to follow suit.

Kelly Morris,
Head of Client Retention and Client Delivery AXA Health

What strategies are effective in cultivating a caring culture?

Eugene: Culture is hugely important. It sets the tone of a person's working day. It defines how they feel and affects how they behave and look out for each other.

Kelly: I agree; culture is everything. As managers we're in a privileged position to really help create a positive, supportive culture. Colleagues and team members need to be able to confide in us about how they're feeling or share what's going on at home. It's important to really listen. Ask how the company can help, whether that's with flexible work patterns, mentoring or even company resources like

EAP or coaching. Or, if you can't directly help the situation, sometimes it's enough to show that you understand they have a life outside of work. How we respond to those conversations can make or break employee relationships and determine the culture within your team.

Eugene: Exactly, all the company's efforts come to nothing if the culture isn't supportive. People need to be able to be themselves and feel looked after and psychologically safe at work. As you rightly say, it's about creating a culture that allows and encourages people to be open about their mental health. To share who they are and talk about their experiences without fear of retribution.

Kelly: I think it's also important for managers to allow and incentivise their people to set the tone in developing a positive culture. That means recognising positive behaviour and highlighting or rewarding acts of kindness, compassion and collaboration.

There will be people in the team who always help colleagues get to grips with a new system or process; there are those who organise cards and collections for their colleagues' big life events; and there are those who take the time to recognise when someone goes the extra mile – these people and these small actions are creating a culture of support and care for us. All we need to do is encourage them to keep it up, and it'll permeate throughout the team.

Eugene: And beyond! Let's not forget that a positive culture affects customers too. When employees are working in a positive culture, customers can feel it in how they're treated. It's translated in the employee's attitude, behaviour and actions, so they have more positive interactions with customers.

We said at the start that culture affects how people behave and look out for each other. But it's deeper than that. Your people, their actions and the way they care for one another – that *is* your culture.

> **Culture is hugely important. It sets the tone of a person's working day. It defines how they feel and affects how they behave and look out for each other.**

Eugene Farrell,
Mental Health Consultancy Lead AXA Health

Time for action

5 actionable insights

1. Find different ways to flourish

There's a clear link between flourishing mind health and employee retention.

Only 10% of flourishing UK workers said they planned on leaving their job due to the impact of their work on their wellbeing, compared to 33% of those who were languishing. And when employees feel as though their employer really cares about their mental health, they're almost twice as likely to be flourishing.

There are plenty of ways to improve mind health outcomes and help your people flourish. This can include empowering employees to manage their own mind health by promoting and offering convenient self-help tools, or providing access to mind health coaching, an EAP, therapy or appropriate treatment when required. You can also offer training or L&D courses that help them develop more of the skills associated with flourishing mind health.

33%
of languishing workers plan to leave their jobs.

2. Focus on flexibility

A good work-life balance is essential for healthy and happy employees, and good for business.

62% of people whose work-life balance has a strong positive impact on their wellbeing are happy, and 79% are satisfied with their life overall. We're all different and have varying needs at different life stages, so what works for one employee may not be ideal for another. Flexibility is key. Listen to each employee's needs and try and tailor your support to the individual as much as possible.

This may include offering flexible hours, remote working and virtual meetings, giving someone a permanent desk in an otherwise hot-desking environment. Communication is key here.

You also need to consider every life stage and challenge that your benefits support. Are there areas that are important to your teams which need to be addressed or improved? Is your programme flexible or wide-ranging enough to be of value to everyone? Listen to what it is the employee needs and work with them to ensure the right balance.

62%
of people whose work-life balance has a positive impact on their wellbeing are happy.

3. Train, support and empower your managers

Managers are more likely than other employees to experience symptoms of stress, anxiety and depression, so it's essential to focus on supporting their mind health.

Managers who are comfortable with their strengths and weaknesses are more than twice as likely to be satisfied with life, while those who feel proud of their achievements are almost four times more likely to be happy. It's important to ensure they're equipped to help their team members deal with any issues, but that they also have the time and encouragement to look after their own mind health.

Give managers the right support and easy access to training and refresher training, and it will have a positive effect on the workforce as a whole.

4. Invest in your young talent to help them flourish

Over half (57%) of 18-to-24-year-olds are planning to change or quit their job due to the impact of their work on their psychological wellbeing. They're also most likely to disengage from work if it's negatively impacting their psychological wellbeing.

On the other hand, young workers are most likely to benefit from a supportive working environment. Good employee-manager relationships, for example, have been found to have a positive impact on their wellbeing, particularly in those experiencing loneliness. In fact, young workers with a great social support network of people they value and trust are over three times as likely to be happy.

Young people need ongoing support to build the skills associated with flourishing mind health. You could look to provide both formal and informal support from line managers and colleagues, with plenty of potential intervention points to help young workers feel more socially connected and confident.

5. Create a culture based on trust, respect and kindness

Find new ways to engage with your employees. Put a range of initiatives in place to drive this forward and normalise the conversation about mind health. This could include training mental health first aiders, conducting staff surveys, taking advantage of awareness days or expert speakers to help address the stigma around mental health, and taking a holistic approach to health and wellbeing.

And remember, workplace relationships are key. When employees have positive relationships with managers or colleagues, they're much more likely to be happy and less likely to be planning to leave their job. So, make sure managers are properly equipped to deal with difficult conversations and employees are educated and incentivised to support one another.

Interview with Zoe Ashdown

We spoke to Zoe Ashdown, AXA's Head of Culture & People Engagement, for her unique perspective as a thought leader and expert on supporting employee health.

> Behind every situation there's a person. They each have a life outside of work, which will impact their mind health, so support needs to help people navigate challenges both in and out of work.

Zoe Ashdown,
Head of Culture &
People Engagement
AXA UK

Testimony from an AXA Health customer

Dana Citron, Director for Global Health and Wellbeing at the delivery leader DHL Group outlines the importance of local empowerment to ensure employees receive the mental health services they need.

At DHL Group, our overall strategy encapsulates the understanding that mental and physical health are interconnected. We take into account the various social determinants that can significantly impact the wellbeing of our employees.

On a global level, we have established a framework, that includes mind health issues, which empowers the local business operations to implement programmes based on the unique needs of their workforce.

Our focus on mental health pre-dates the challenges brought on by the COVID-19 pandemic. However, the global health crisis helped to heighten the importance of such programmes, prompting increased activity in local business operations.

At DHL Group, we look to optimise the health impact of our programmes. We emphasise how they are communicated, promoted to individuals and, most importantly, evaluated at the local level. This approach is part of our continuous improvement cycle, ensuring that our programmes are not only effective but also responsive to the evolving needs of our diverse workforce.

> **Mental and physical health are interconnected.**

Dana Citron,
Director for Global Health and Wellbeing DHL Group

AXA | **Health**

For more information on AXA Health's approach to mind health and wellbeing, and how we can support your business, please visit axahealth.co.uk/mindhealth

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