A Better Place of Business

Episode 1: Transcript

Mental wellness takes centre stage in the workplace

[00:00:00] **Linda Mzamane:** In the wake of a global pandemic, a seismic shift has occurred in the way we perceive and address mental health in the workplace. The emergence of Covid-19 forced society to confront the unthinkable and shattered the silence surrounding mental well-being. Suddenly, discussions about burnout, depression and anxiety have become not only acceptable but necessary.

[00:00:24] **Video Clip:** I'm thrilled that so many companies are now taking mental health as part of their responsibility alongside physical healthcare. That means through a time period like we're going through right now, you understand that everyone's going through something.

[00:00:37] **Linda Mzamane:** In this new era, employers can rise to the occasion, recognising that they play a pivotal role in fostering a mentally healthy workforce. The well-being of employees is not only a humanitarian concern but also a crucial factor in maintaining productivity, engagement and overall organisational success. Prioritising mental health is not only the right thing to do, it is also in a business's best interest.

[00:01:05] **Video Clip:** It's about trust, ultimately, and that's what the last few years have shown us. So much of the traditional ways of working were about monitoring. They were about, 'Hey, this person came in at 9:03' or 'They're leaving a little early'. Or the opposite side was, 'Let's promote this person 'cause they're working super hard.' We need to abandon those ways of measuring success. If someone's not showing up for a meeting today because they have to pick up their kid from school 'cause there was a Covid outbreak, that's just okay right now. And then even further than that, mental well-being days once every few months just to go and, you know, make sure you're taking care of yourself.

[00:01:43] **Linda Mzamane:** An article from *TIME* speaks about how mental health is a growing priority in businesses, but not always at the top of the list. This got me thinking – how many of our listeners feel seen and heard by leaders and line managers in their jobs? Another article recently released by [00:02:00] Investec speaks about the financial impact of mental health in the workplace.

[00:02:04] **Linda Mzamane:** 'Health economists estimate that unaddressed mental health conditions (including depression and anxiety) cost our economy an estimated R161 billion per year as a result of lost days of work on account of illness,

"presenteeism" (working longer hours) and, in extreme cases, premature mortality.' You can imagine the online backlash that the BBC received with the headline, 'Mental-health crisis from Covid pandemic was minimal', downplaying the impact of the pandemic on people's mental health.

[00:02:36] **Linda Mzamane:** This is quite a statement. Personally, I have a few thoughts that come to mind around what resilience actually is and the difference between that and being in survival mode. I'm looking forward to unpacking this topic further. Welcome to the first episode of a Better Place of Business, brought to you by Life Health Solutions.

[00:02:57] **Linda Mzamane:** I'm your host, Linda Mzamane. Few people have a greater opportunity to make a difference than business leaders, the people who help set the agendas. Are you ready to champion health and wellness support at scale? In season one of *A Better Place of Business*, I'll be talking to business leaders and change-makers in South Africa, who'll be sharing their insights to move us all just that much closer to our workspace goals.

[00:03:22] **Linda Mzamane:** Our guests today are Safia Joseph, psychologist and Training Manager at Life Health Solutions, and Head of People at Stitch, Thelma Janse van Rensburg, both of whom have a wealth of knowledge and experience to share. Safia and Thelma, welcome to you both and thank you for joining us.

[00:03:39] **Thelma Janse van Rensburg:** Thank you, Linda.

[00:03:40] **Safia Joseph:** Thanks, Linda.

[00:03:43] **Linda Mzamane:** So before we head into the workplace, I just wanted to start off with the mental health of South Africans and the world in general. How would you describe it today?

[00:03:54] **Thelma Janse van Rensburg:** Well, I just recently had a look at the exchange rate, the dollar to rand exchange [00:04:00] rate, and I don't know how many other South Africans are keeping an eye on that. But, um, it's enough to cause some anxiety, right? So if you think of what's going on when you look at your newsfeed with regards to recent developments… Well, not even recent developments, but recent things that have come to light, I think most South Africans are feeling quite anxious about the future of the country. Um, and that's when the lights are on. And when they have connectivity. The last three years we've done a lot to come out of Covid, to make it to the other side – those of us who have made it to the other side – but now you're dealing with a lot of bad things: corruption, war raging in certain parts of the world… And it's often that you see people, especially in the workplace, when they have moments to not think about the

work that they have to do, that they're feeling quite down about, like a lack of positivity. If you look at the race of the world and their events that are happening.

[00:04:55] **Linda Mzamane:** For sure. Safia, have you found that mental health is [00:05:00] becoming more topical in the workplace or just in general?

[00:05:03] **Safia Joseph:** I think that, um, with Covid, um, it was very much initially around, uh, a flattening the viral curve. But one of the perhaps unanticipated consequences was also needing to flatten the mental health, the mental ill health curve as well.

[00:05:22] **Safia Joseph:** So we've started from there and it's just gone, well, I think downhill since then. So where Covid made it a red flag, what we are picking up now is the remnants of what has happened as a result of the pandemic. And the fallout as a result of that with, um, employees in the workplace struggling with work-life balance issues, uh, depression, anxiety...

[00:05:48] **Safia Joseph:** I think, uh, what Covid also did was for people that had preexisting mental health conditions, it made it that much more difficult for people to access care. [00:06:00] So fear of contagion, not, uh, leaving their homes, not being compliant with their meds, um, that exacerbated that condition. And for people that didn't have preexisting mental health conditions, we saw that Covid kind of started up that process with people feeling very anxious and very depressed, and we're now continuing to deal with that.

[00:06:23] **Linda Mzamane:** Absolutely. Absolutely. And, um, following onto that, uh, Safia, what are some of the challenges that clients mention most often when expressing their experiences with mental health at, at work? What are you finding are the, are the biggest concerns they express?

[00:06:37] **Safia Joseph:** Burnout, um, lots of anxiety around job security. Lots of concerns, not just for themselves and their own job security, but for partners who, um, might also be on the line and now having to transition from a double-income home to a single-income home. Worries about their kids and how their kids [00:07:00] are coping, initially as a result of being back at school, but now that's just one more thing that's adding to it. And I think that, fundamentally, at its core, makes it so difficult, um, for employees to get assistance around this is the stigma around mental health. So concerns around disclosure. Do I tell somebody that I'm struggling? Is it seen as a sign of weakness?

[00:07:27] **Safia Joseph:** Will I be discriminated against at work? Would my manager understand? So people are, uh, challenged to be able to deal with what's going on on the

inside, and they're not verbalising that on the outside and as a result not getting the help that they need. And then when you add to that our declining economy, I think that unless somebody is on a medical aid, um, uh, or they have access to an employee well-being programme at work, um, [00:08:00] mental health is seen probably as a last thing that they need to deal with because of everything else that they're having to deal with.

[00:08:07] **Linda Mzamane:** Safia, you mention a very key word there in your response, which was 'stigma'. And I want to just touch on that a little bit because, um, the, the biggest part of overcoming the sort of mental health challenges that people face in the workplace is a fear of stigmatisation and a fear of judgement at work. So Thelma, what do you say to the sort of, the strategies that could be, uh, employed to kind of assist employers overcome this challenge of stigma so that employees feel a bit more comfortable to be able to express these, these issues and not, you know, leave their problems at the door as it were.

[00:08:47] **Thelma Janse van Rensburg:** Something that's very important is for employers to acknowledge that we want to allow employees to bring their whole selves to work, right?

[00:08:55] **Thelma Janse van Rensburg:** Not leave any part of them at the door, whether it's a virtual door or a physical door, and now [00:09:00] you have to develop different strategies for the kind of work environment that you have, whether you are in office, or whether you are virtual, or whether you are hybrid. In your company values you need to address these things so that it becomes part of your culture and so that people feel, feel that it is more acceptable to address these things so that they have those conversations and their check-ins with their managers so that they have those conversations when it comes to performance reviews, for example. A lot of companies now use this as a buzz thing, right? The company values and how important it is for our culture. But if you don't put those things in there from the start, then it's very difficult to then kind of fix it at a later stage, and that also helps you make decisions around what kind of support can we put in place so that people can have these conversations?

[00:09:46] **Thelma Janse van Rensburg:** Something Safia mentioned earlier was employee wellness programmes. So often you'll see from the company values and deciding what we stand for as a company and how we allow individuals to be their, their whole selves at work and bring their whole selves to the company. [00:10:00] So it's very important to start there and then build it up from there.

[00:10:04] **Linda Mzamane:** Absolutely. Absolutely. Um, and in terms of the benefits of talking about and instituting policies and procedures around mental health in the workplace, Safia, how can a focus on mental health lead to a better place of business?

[00:10:18] **Safia Joseph:** You know, I think that it is really important. I think from an employer point of view, Thelma alluded to, uh, bringing your whole self to work.

[00:10:30] **Safia Joseph:** I think that inculcating psychological safety practices within a workplace becomes really important. We need to help employees feel comfortable discussing their mental health at work. By doing that, they'll then seek help when it's needed. So having these kind of a culture of accountability, a culture of openness and transparency, where people feel free to be able to talk about what they're going [00:11:00] through without feeling like they need to hope that it will disappear, go away, or that they need to speak to, uh, a, a lay person around it. To be able to flag it makes employees then realise that I have a manager who is empathic, who is supportive, who's going to help me through this, and if there's reasonable accommodation that needs to be made in order for me to be able to deal with what I'm going through and then come back to work. A happy employee is a productive employee.

[00:11:33] **Linda Mzamane:** Absolutely. I think, um, kind of seeing, um, businesses that have policies in place and that sort of thing is, is wonderful. But when a business takes its employees' mental health seriously, um, Thelma, what would you say that looks like? You know, what does it look like when a business takes employees' mental health seriously?

[00:11:55] **Thelma Janse van Rensburg:** Linda, you know, if an employee is taking it seriously, then you would see [00:12:00] aspects of support in all of their policies, right? All the way from how they attract employees through their recruiting processes, addressing the way that they support, the benefits that they offer in recruiting already, and understanding, um, how they could potentially discriminate against a candidate when they recruit in the recruitment process. A candidate might be looking at how an employer could support them once they are hired. And then also when they start working at that company, understanding what's available to them in the, in the form of flexibility in the workplace. In the form of time off, in the form of employee assistance or wellness programmes, all of those things.

[00:12:41] **Thelma Janse van Rensburg:** And then seeing it through to how they distribute work, also, in teams, among teams, how they cater for events such as, um, life events, you know, things that happen, things that can take someone's time or focus away from work, or just apply more pressure to them, um, on a mental level. So [00:13:00] seeing the support throughout all the different, uh, touch points in the employee journey at that employer, you would notice different things that they've put in place to support their well-being, not just on, uh, on a physical level, but on a mental level as well.

[00:13:13] **Linda Mzamane:** And now I just want to personalise it a little bit for you there, Thelma, as well. In your experience, how have you made mental wellness a priority at work?

[00:13:22] **Linda Mzamane:** You've made some great examples there. Have you, um, sort of employed any of those and what else have you seen that would make mental health a priority at, at work in your personal experience?

[00:13:33] **Thelma Janse van Rensburg:** Yes, absolutely. Uh, Linda, that's a very good question. I can give some practical examples. So, um, something that's very close to heart for me is I'm a mother.

[00:13:44] **Thelma Janse van Rensburg:** I have a couple of kids and, uh, at my first job we didn't have parental leave, for example. Uh, we did, well, we didn't have paid parental leave to be clear. Um, employers have to have parental leave whether they like to or not. But we didn't have paid [00:14:00] parental leave and that caused a, a lot, a, a big burden, um, for me and my family, right when I had to take my first, uh, parental leave.

[00:14:09] **Thelma Janse van Rensburg:** What we did, uh, when I got back to work now because I was one of the kind of advocates for this, was to put something in place where people doesn't have, they didn't have to worry about taking parental leave when it got to that. Now I'm working for a company where you have a different generation, where you have a couple of individuals that might not actually be interested in having a family..

[00:14:31] **Thelma Janse van Rensburg:** Uh, but, but they still want to be able to do things outside of work that speaks to the different, um, aspects of them as a person, as a, as a human being. Right? And how can we, as an employer, give them the flexibility to really focus on those things from time to time. A lot of companies are looking at, uh, four-day work weeks, for example, to allow people more time back to do [00:15:00] other things, to take care of things that might be placing an unseen burden on their shoulders that you don't notice at work. Right? But other things that I know, um, some employers are looking at is, uh, in the shape of long tenure sabbaticals. For example, taking some time off to focus on a passion project or do something that, um, really speaks to you as an individual and something that you can get passionate about.

[00:15:26] **Linda Mzamane:** Yeah, absolutely. And I think businesses are definitely coming around to the idea that concepts like four-day weeks don't necessarily mean, uh, less productivity, which is amazing. Now Safia, I just want to pose this next question to you, which is, um, in terms of leadership in organisations, what role do leaders play in maintaining and supporting mental health in businesses?

[00:15:50] **Safia Joseph:** Gosh, Linda, you know, they play such a huge role. It really starts with them. It starts from the top, and I think the first step is the [00:16:00] transition from seeing themselves as managers or line managers to being a situational leader and to be able to understand the role, the pivotal role really, that they play in reducing workplace stress and improving morale and engagement. Because really line managers are best placed to be able to identify when you have a vulnerable or a troubled employee. They see their employees on the ground every single day, so they are in the best placed position to recognise any disparities in behaviour, disparities in, in attitude, in how somebody is at work, how productive they are at work.

[00:16:42] **Safia Joseph:** They're really in the best position to be able to identify that something is not right and to approach that situation. You know at Life Health Solutions, the one thing that we've tried to, uh, promote with all of our client companies is that psychological first [00:17:00] aid does not require somebody to have a degree in psychology or social work.

[00:17:06] **Safia Joseph:** For managers to be trained in psychological first aid allows them the opportunity to be that first point of support for an employee where you can go to an employee and say, 'Is everything okay? You don't seem like yourself today.' So on a very practical level, from an empathic, just one human being to another human being, and if there's a support, help, professional help that is needed, to make that kind of referral.

[00:17:38] **Safia Joseph:** I think leaders are in the best placed position to be able to do that and I think each of us is a leader in our own right. So it's not just about the, 'I am not a line manager', it's how we engage with one another. Self-leadership. How we recognise ourselves, how we recognise colleagues. So to be able to do that, I [00:18:00] think it needs to start all the way from the top.

[00:18:02] **Safia Joseph:** Thelma spoke about, uh, introducing workplace programmes. We've spoken a lot about, uh, uh, exploding some of the myths around mental health and the stigma around it. I think the more that leadership buys into mental health as a priority, the more they put in place programmes that raise awareness.

[00:18:25] **Linda Mzamane:** Absolutely. Absolutely. And I think key to that is for managers and leaders not to feel that they are sort of intruding on a person's personal life when they are asking these kinds of questions. You know, it definitely seems like something that would be part of that, um, psychological first aid, as you say.

[00:18:42] **Linda Mzamane:** Um, now, Thelma. Do you, do you think that the value or priority that mental health is given depends on the industry in which you are working in? Um, do you find that, uh, you know, some industries are more predisposed to sort of

value or place a higher value on mental health or, [00:19:00] you know, should it not depend on what industry you're in?

[00:19:04] **Thelma Janse van Rensburg:** Linda, it really shouldn't depend on what industry you are in. Like, I mean, every single industry needs people to do the work, right? And all people are affected by mental wellness. So, um, something that I think Covid has taught us is no one was left untouched by the pandemic. Right? And in that same way, no one should be left behind in the sense of, uh, you know, making sure that there is support for mental wellness. And it might not look the same, right? I think every single industry might need more targeted solutions depending on the type of work. Is it a high-risk industry? Is it a lower-risk industry? What kind of work, um, do the workers do on a daily basis?

[00:19:47] **Thelma Janse van Rensburg:** Uh, what are the macro-economical impacts on that industry at that specific point in time? Something like the introduction of ChatGPT and AI-powered systems – how is that impacting a [00:20:00] specific industry and the workers, how are they now thinking about this new thing that has, has hit the world? Right? Um, so it's really, I think it's up to the HR professionals, uh, in the industry to really understand, 'Okay. How should we approach mental wellness for our industry?' It's not about whether we should or shouldn't. It's about what should our approach be and how do we bring it into the workplace? Um, so. And I really appreciated what Safia said about leadership and the role of leadership. It has to come from the top, just as it has to be visible in the company's culture in terms of support and addressing these issues that have such a stigma around it, right?

[00:20:44] **Thelma Janse van Rensburg:** I have spoken to individuals in the past who are so fearful of bringing up the mental load that they carry because they feel that they'll be discriminated against during the selection process.

[00:20:57] **Linda Mzamane:** Mm-hmm Absolutely. Absolutely. Safia, you [00:21:00] mentioned something earlier about, um, you know, not having, um, these policies that just, you know, don't really, just for the sake of paying lip service, right?

[00:21:08] **Linda Mzamane:** And I think, I just want to really touch on this. It just goes beyond policies and posters hanging on a wall. You know, what are the ways in which employers can make this a real priority?

[00:21:20] **Safia Joseph:** It starts with an understanding of the value of this. For, for me, I'm quite passionate about mental health becoming a primary healthcare priority in the same way that if I had a sore throat and I was sneezing, my manager would say to me, 'Go to the doctor. Perhaps you've got the flu.' If I'm looking unhappy, depressed, anxious, there should be the same priority that's given to that and say, 'You don't look okay. Let's

refer you to a professional.' And it really does start all the way from the top. I think employee wellness programmes for [00:22:00] me are, uh, it's not a nice-to-have.

[00:22:03] **Safia Joseph:** It is essential in the same way that, um, industries and organisations recognise that occupational health and safety is a priority, our mental health is equally a priority. So it's not enough to just have an employee wellness programme. It's about being engaged with it. It's about raising awareness.

[00:22:26] **Safia Joseph:** It's about educating people, because first prize for me would be that it's not just a reactive service. The employee wellness programmes plays a huge role in identifying the trends that specific departments, specific organisations are seeing and that we see coming up regularly, and we can then guide and say, 'We are seeing an increase in people reaching out to us for trauma issues or workplace stress issues or burnout [00:23:00] issues. Let's do something. Let's plan an intervention that speaks to all of this.' So that even for people that are not yet brave enough to raise their hand and say, 'I need help', we're equipping them with the skills before it gets to the point where they need to be hospitalised or, uh, you know, taking time off because they're depressed or anxious.

[00:23:23] **Safia Joseph:** For me, it's also about leaders buying into this and also admitting that they sometimes struggle. I think that when, when people get to the top of the corporate ladder or anywhere higher up, they feel like they need to show that they've got it all together, and it's okay to not be okay. And if our leaders admit that sometimes we're not coping, sometimes we feel stressed, sometimes we are feeling overwhelmed because it feels like it's too much… We still got this, we can still do this, but we, we [00:24:00] need something helpful. We need to reach out. We need to speak to somebody. And for me, I think the media also plays a huge role in this. We need to, uh… The media needs to move away from depicting people with mental health issues or mental illness as crazy or weak or, you know, that, that there's something not … they're, they're wacko or, you know, the, terminology, the, the unflattering terminology that's used if somebody is not coping.

[00:24:31] **Safia Joseph:** So I think that once we start to normalise this… We've had celebrities come out and speak about their, their, uh, mental health challenges. I mean, Naomi Osaka, Simone Biles, uh, we had the former [prime minister] of New Zealand, Jacinda Arden, speak about, I can't do this anymore because I feel like I don't have enough in the tank.

[00:24:57] **Safia Joseph:** I think that once it's, it's… For me, [00:25:00] it's a long-term comprehensive approach. It's not just one thing. It's not just a pretty policy that we have in the bag. It's so much more than that. Yeah.

[00:25:11] **Linda Mzamane:** No, it's, it's, it's a very, it's a very important one. And I think you mentioned some, some, some barriers there, you know? To how, um, mental health can often not be a priority for business. Whether it's a lack of engagement or leadership themselves, not, um, you know, taking ownership of their, um, challenges that they face sometimes so that there can be more transparency. Thelma, how do you think we can develop a value for mental health within workplaces?

[00:25:42] **Thelma Janse van Rensburg:** Yeah, great question Linda. So, something that people don't realise, and this is something that I actively used previously, was the reports and the metrics that you can get from an employee wellness programme to take that back to your leadership and show them the usage of a platform to [00:26:00] show them, um, where it's really supporting the individuals in terms of like metrics, return on investment, but then also looking at the cost of absenteeism, right?

[00:26:11] **Thelma Janse van Rensburg:** So going back and saying like in terms of, you know, not dealing with this, this is what it can essentially cost. So this is now going back with like a stick basically, and saying like, this is what could happen and will continue to happen if we don't deal with this so we need to prioritise it. And that's not the ideal approach in my view, but that is something that you can do to show there's some real implications, right, of not dealing with this issue because this is everywhere, this issue is prevalent, so we need to make sure that we can deal with it because otherwise things are gonna get way beyond what we can actually control.

[00:26:49] **Linda Mzamane:** Absolutely. Absolutely. And I think if you had to then give advice to a business leader, Thelma, to do just one thing for their people's well-being, [00:27:00] what would that piece of advice be?

[00:27:02] **Thelma Janse van Rensburg:** My advice is very similar to what Safia said in terms of admitting that we are all human and that we all deal with these things, and then being very clear with the team in terms of acknowledging the need for better support and allowing that in terms of having those conversations at work and the value of putting, of putting a programme in place where you can actually refer people to the programme.

[00:27:32] **Thelma Janse van Rensburg:** Right? Um, Where that takes a load off leadership, where it's like, listen, either you can try and deal with this on your own, or you can partner with a trusted service that you can often bring into the workplace that can help you and the team really take care of this and not just pay lip service to it, like we said, earlier.

[00:27:56] **Linda Mzamane:** Safia, would you like to add to that? What advice would you give a business [00:28:00] leader to help with people's well-being?

[00:28:02] **Safia Joseph:** There's no one thing, but I think that if you put a gun to my head and you said 'just one', I'd say that they need to start with empathy – asking, 'How are you today? Is everything okay?' It makes a huge difference, and I think if we start there, I think a lot of things will fall into place.

[00:28:26] **Linda Mzamane:** Absolutely. I agree with that. Empathy is, um, a huge part of just being human in a, in a business, in a business environment. Um, Safia and Thelma, I want to thank you so much for, for sharing with us so generously. I really enjoyed this conversation and, um, I want to thank you very, very much for joining us.

[00:28:47] **Linda Mzamane:** Some of the key points that really stood out to me are, um, leaders in business and the crucial role that they play in creating an environment that fosters mental wellness and consistently addresses it. [00:29:00] Firstly. Secondly, that you don't need a psychology degree to be empathetic or to ask if someone's doing okay.

[00:29:05] **Linda Mzamane:** It comes down to how we recognise ourselves and our colleagues as people first. Noticing when someone isn't quite themselves is important, and asking how someone is doing isn't something we should shy away from. And lastly, one of the things that can help break stigma around mental health is the use of policies and procedures that bring the concept of psychological first aid to life.

[00:29:28] **Linda Mzamane:** It all needs to be rooted in an understanding of the value and priority that should be placed on mental wellness.

[00:29:36] **Linda Mzamane:** Life Health Solutions offers 24 hour support for employees and their families. This includes specialised care that includes not only physical health, but holistically covers counselling services, financial wellness, legal services and executive coaching.

[00:29:53] **Linda Mzamane:** Okay. Lastly, before we wrap up, this is what I would love to know. What are you watching or [00:30:00] listening to at the moment. Safia?

[00:30:03] **Safia Joseph:** Oh, so for me, I think like Thelma, I also have a couple of kids and right now they occupy a lot of my time. So any free time that I have, uh, I try to immerse myself in a book more than watching or, or listening to something. So right now, um, what I've got, uh, at my bedside table that has got me quite riveted, I must say, um, is a book on quiet leadership. So it's about helping managers help their employees think. So it's called *Quiet Leadership*, helping people think better.

[00:30:42] **Linda Mzamane:** That's very intense bedside reading there, Safia. And you, Thelma. Are you watching or listening to anything at the moment?

[00:30:49] **Thelma Janse van Rensburg:** Something that my husband and I manage to watch, uh, every now and again in, bits and bursts is *Ted Lasso*, [00:31:00] um, which is currently streaming on Apple TV. And I think like from a, from this idea of having bursts of positivity in your life, right? To be able to cope with everything that's going on, *Ted Lasso* is a really good series to have.

[00:31:15] **Linda Mzamane:** Just a reminder that with over 30 years' experience, life health solutions helps businesses make a meaningful, measurable difference by putting employees at the heart of what we do. Our services span across primary healthcare, occupational health and safety, wellness and emergency medical services. For more information, visit LifeHealthsolutions.org.

[00:31:37] **Linda Mzamane:** If you're keen to hear more from business and industry leaders, be sure to subscribe to this podcast so you don't miss out on our upcoming episodes. Just to note that views shared in this episode may not be shared by Life Healthcare Group Limited or Life Health Solutions. It is advised that you consult a healthcare professional should you have any queries.[00:32:00] This podcast is produced by 2Stories for Life Health Solutions, written by Hanilee van der Merwe and Celeste Jacobs. Produced by Carol Williams with audio editing, engineering and sound design by Kozi Mzimela and Jordyn Toohey. Thanks to *The Times*, the BBC and Investec for the audio clips and articles used in this episode. For more information, please refer to the show notes.