the mentl awards 2026

LESSONS FROM TWO 2025 WINNERS

When psychological safety goes hand in hand with physical safety.

Two frontline winners.
Two operating models.
One lesson: people must be safe to work and safe to speak.

DULSCO People
2025 Winner | Travel

ADNOC Group
2025 Winner | Energy

DULSCO PEOPLE | 2025 WINNER | TRAVEL

Safe to speak.
Safe to stop.



Mental readiness is part of safety.

In frontline operations, well-being is not separate from safety. Fatigue, stress, emotional load or poor mental health can affect whether someone is ready for work.

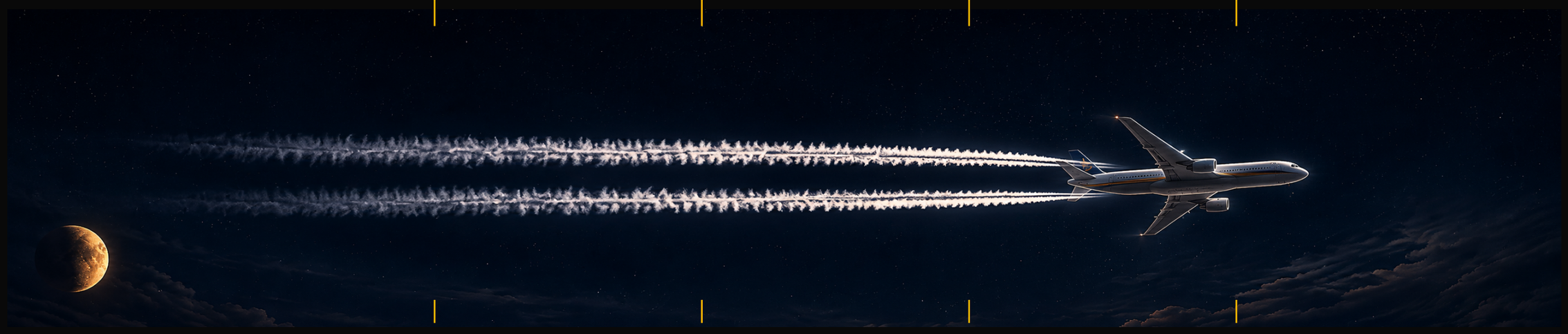
THE CORE SHIFT

Dulsco People treated mental health as equal to physical safety, creating a recognised route for employees to raise concerns before work began, not afterwards.

Source: Moving the Needle | Dulsco People | p. 11

TWO STREAMS. ONE DESTINATION.

Safe to work.
Safe to say when you cannot.



01 PHYSICAL SAFETY

Equipment check, risk awareness, fitness to work and a safe shift.

02 PSYCHOLOGICAL SAFETY

Self-health declaration, mental readiness, supervisor support, then rest or referral.

THE QUESTION THAT CHANGES THE SYSTEM

Physical safety asks: can the person work safely? Psychological safety asks: can they say when they cannot?

Source: Moving the Needle | Dulsco People | p. 11

HOW DULSCO MADE IT PRACTICAL

Make speaking up operational.

The strongest move was not only offering support. It was creating permission to speak before pressure became risk.

01 SIGNAL

Pre-shift self-health declarations made mental readiness visible.

02 RESPONSE

No-penalty rest, a 24/7 Medical Supervisor Team, paid mental health days and welfare engagement gave leaders a clearer response pathway.

03 SAFETY MEANING

Honesty protected the worker, the team and the work. Disclosure was not treated as weakness or failure.

EVIDENCE

5,300+
employees engaged in Welfare Month

1,320
sessions delivered

15,175
participants reached

17.3%
reduction in significant Accident Frequency Rate

Source: Moving the Needle | Dulsco People | p. 11

ADNOC GROUP | 2025 WINNER | ENERGY

Support where the work happens.



Head-office support cannot reach everyone.

Energy-sector well-being has to work across high-pressure, operational and remote environments. ADNOC Group made mental health support visible, credible and reachable across the group.

THE OPERATING MODEL

Energy for Wellbeing combined visible site-based touchpoints, remote access, in-house clinical care and post-incident support.

Source: Moving the Needle | ADNOC Group | p. 16

A SUPPORT PIPELINE

Awareness opens the door.
The route to care must continue.

The Worksite



Wellness Desks
Visible, site-based access points.

Sessions & roadshows
Across group sites.

In-house clinical care
Psychiatrist and psychologist services.

Post-incident care
Psychological support after unusual incidents.

Remote routes
EAP access and teleconsultations.

01 VISIBLE ACCESS

Wellness Desks and mental health sessions brought support across group sites.

02 REMOTE ROUTES

EAP access and teleconsultations made help reachable beyond the office.

03 CLINICAL CARE

In-house psychiatry and psychology created a direct path to specialist support.

04 POST-INCIDENT CARE

Psychological support followed unusual workplace incidents.

THE DESIGN PRINCIPLE

A well-being conversation should not become a dead end. Show which support fits which situation, and what the next step is.

Source: Moving the Needle | ADNOC Group | p. 16

LINK SUPPORT TO REAL EMPLOYEE SITUATIONS

Not a longer list of benefits.

ADNOC Group tracked multiple mental-health signals, then mapped support against real employee situations.

CHILDCARE

Leave, flexi time, nursing support, parent meetings and remote work.

ELDER CARE

EAP, leave, escort leave, medical coordination, insurance and remote work.

RELOCATION

EAP, TruDoc, Daman LifePlus, visas, housing, transport and shift support.

EVIDENCE

25,000
employees reached

250+
mental health sessions & roadshows

100+
online mental health courses

24/7
EAP & teleconsultation

Source: Moving the Needle | ADNOC Group | p. 16

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READ THE FULL STORIES

MOVING THE NEEDLE

A playbook of real-world case studies from the mentl awards.



EXPLORE THE FULL STORIES

Dulsco Group and ADNOC Group.

See the evidence, operating models and practical tactics in the Moving the Needle playbook.

Download your free copy at mentl.space

WHAT OTHER INDUSTRIES CAN APPLY

Start with the work.
Then design the route to support.

01 TREAT MENTAL READINESS AS SAFETY-CRITICAL

Build fatigue, stress, emotional load and fitness to work into readiness conversations.

02 MAKE EARLY DISCLOSURE SAFE

Let people say they are not fit today, receive support and rest without being treated as unreliable.

03 PUT SUPPORT INSIDE EXISTING WORK RHYTHMS

Use site visits, roadshows, briefings, visible access points or digital routes so help appears where people already are.

04 PREPARE BEFORE INCIDENTS HAPPEN

Define who responds, how support is offered, how confidentiality is protected and how follow-up happens.

Practical application of the playbook lessons | pp. 11 & 16

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