

Mental Health, Wellbeing and Financial Resilience

2025 - 2030



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From the Chairman



It is my privilege to introduce this initiative which embodies our commitment to doing even more to safeguard the mental health, wellbeing and financial resilience of every member.

Pharmacists are vital to the health and wellbeing of patients, yet we know the profession often brings with it unique workplace stressors that can damage both personal and professional lives.

Our work to support pharmacists who have problems in the workplace is there for all to see. We support members in more than 5,000 episodes each year. Where necessary we hold employers, regulators, educators and the government to account. For example, in the last 10 years, we have secured more than £6million of compensation for pharmacists who have been treated harshly or unfairly by their employers. This detailed expertise means that we understand both the causes and the caustic effect of systemic and inappropriate workplace stress. It has been clear to us that pharmacists need more than the legal support that we provide when something has already gone wrong, and this is why, since 2017, each year we have paid £1 per member to the Pharmacist Support Charity.

The time has now arrived for us to do even more. This strategy demonstrates how we commit more tangible resources to fostering a culture of greater compassion, resilience and proactive support, allowing pharmacists to focus on what they do best: caring for patients.

It has been informed by extensive consultation. It aligns with international best practices and sets out practical actions that will enable us to create a more supportive and equitable environment. In partnership with members, we hope to continue championing improvements in mental health awareness, financial resilience, and physical wellbeing. Our hope is to build a future where every pharmacist feels empowered not only to perform their role effectively but also to lead a balanced, fulfilling life, and I invite you to join us in this mission.

Whether you are a member, a partner or a stakeholder, your role in supporting and advocating for pharmacist wellbeing is essential. Together, we can work towards a healthier, more resilient pharmacy workforce – one that is better prepared to meet the demands being placed upon pharmacists by the evolving healthcare system.

A future in which much more emphasis is placed upon the wellbeing of pharmacists.

Thank you for your commitment to this vital cause.

Mark Koziol
Chairman, PDA

Introduction and background

The Pharmacists' Defence Association (PDA) recognises the critical importance of workforce wellbeing in ensuring health, happiness, and productivity.

The PDA is a representative and leadership organisation that aims to act upon and support the needs of individual pharmacists and, when necessary, defend their reputation. It is run by pharmacists for pharmacists' benefit, and with over 39,000 members across the UK and crown dependencies, it is the biggest membership organisation for pharmacists.

This strategy is aimed at everyone in PDA membership. It builds on the PDA's existing partnerships and initiatives, for example with Pharmacist Support,¹ and looks to expand the work further by seeking new partnership opportunities, empowering members, and supporting members who face their own challenges.

As a professional and leadership body committed to supporting pharmacists, the PDA acknowledges pharmacists' unique challenges in their roles, including high-pressure environments, long working hours, and increasing demands from patients seeking healthcare services. It also recognises the importance of supporting pharmacy students through their training, education, and early years careers.

The Workforce Strategy (WS) aims to promote a supportive and positive working environment, enhance individual empowerment, and provide resources and support to improve pharmacists' overall mental health and wellbeing. It aims to support members by creating pathways into support services and opportunities to build resilience within their practice as pharmacists while serving patients' needs within their area of practice.

Policies and practices will be embedded into the PDA's strategy and goals:

- To advance and protect good health by promoting proper standards and best practice in pharmacy.
- To support pharmacists' safe and effective practice at every stage of their education and career.
- To provide leadership and representation for employed and self-employed pharmacists and those in training.
- To enable employed and self-employed pharmacists to build financial resilience, supporting their overall mental health and wellbeing.
- To protect, defend, lobby for, and support the interests and reputations of pharmacists.
- To work with and support local, national, and international organisations with similar objectives.
- To facilitate professional indemnity insurance and income protection, arrange benefits, and undertake other activities supporting our broader objectives.

Our strategy builds on the NHS workplace plan² aligning it with the approaches taken by the World Health Organisation (WHO)'s Comprehensive Mental Health Action Plan 2013-2030³ and the Workforce Development plan from the International Pharmaceutical Federation (FIP).⁴

The PDA's Executive Board has overseen the development of the strategy, which has been informed by extensive consultation with a wide range of the membership (including student representatives) and a review of relevant research on support for mental health and wellbeing in a workplace and membership organisation setting.

¹ [PDA's work with charity partner Pharmacist Support | The Pharmacists' Defence Association](#)

² [Mental health in the workplace | NHS Employers](#)

³ [Comprehensive Mental Health Action Plan 2013-2030 \(who.int\)](#)

⁴ [Workforce development - FIP - International Pharmaceutical Federation](#)

Our vision

We envision a future where every pharmacist thrives in a profession prioritising mental wellbeing, financial security, and a supportive work environment.

Through advocacy, leadership, and strategic support, we will empower pharmacists to build resilience, achieve balance, and deliver the best care to patients.

Mental health and wellbeing are universal. Mental health refers to a spectrum of experiences, from good mental health to mental illness and distress and also includes wider physical, social, and economic experiences. All these aspects work in a continuum and may change over time for some.

Every person's mental health will shift along a spectrum over time and be influenced by several factors often experienced daily.⁵ Notably, mental health is more than just the absence of mental disorders or disabilities; it exists on a complex continuum, experienced differently by each person, with varying degrees of difficulty and distress.⁶

The mental health and wellbeing of our workforce and members are impacted by several influences, including those beyond our community and beyond our ability to control or mitigate – as demonstrated by the devastating impact the Covid-19 pandemic had on some people.

The PDA's Safer Pharmacies Charter⁷ does not exclusively explore mental health and wellbeing. Still, it does cover inadequate staffing, self-checking, etc., so it is an indicator of factors that may impact mental health and workplace wellbeing, especially as a result of significant changes that are introduced rapidly.

For example, the introduction of the Pharmacy First service in England generated significant concerns due to how it was introduced and the impact it had initially, and is still having, on the mental health and wellbeing of our members.⁸

By evaluating the delivery of our strategy and our progress in achieving our key goals, we will be mindful of the changing environment and its influence on mental health locally, nationally, and internationally.

Although the strategy focuses on mental health and wellbeing, we also recognise the importance of physical and financial wellbeing and the interrelationship between these aspects. Our commitments aim to address the benefits of physical and financial wellbeing and their impact on overall mental health.

Further, physical wellbeing will be encouraged by identifying and highlighting charitable events, such as walks, fun runs, etc., appropriate to persons with different fitness levels and accessibility to make it equitable for all who wish to participate.

We aim to strengthen pharmacists' financial resilience and wellbeing through partnership work. We will collaborate with our partners to educate and provide affordable solutions to manage the risks to their livelihoods and lifestyles.

⁵ Evidence for implementation of interventions to promote mental health in the workplace: a systematic scoping review protocol | Systematic Reviews | Full Text (biomedcentral.com)

⁶ Mental health (who.int)

⁷ Safer Pharmacies Charter | The Pharmacists' Defence Association

⁸ An insight into stress and wellbeing in the workplace | The Pharmacists' Defence Association (the-pda.org)

Our values

Pharmacists dedicate their lives to caring for others, but too often, their own wellbeing and financial security are overlooked. At the PDA, we believe every pharmacist deserves to feel supported, valued, and empowered to thrive in their career without sacrificing their mental health or financial stability.

Our seven values reflect our commitment to standing alongside our members, championing their rights, and creating a profession where they can feel safe, respected, and focused on what they do best – caring for patients.

By implementing these values, we are building a future in which pharmacists not only survive the pressures of their roles but truly flourish.

-  **Wellbeing first**

We prioritise our members' mental, physical, and emotional wellbeing and advocate for safe working environments that support personal and professional fulfilment.
-  **Empowerment through support**

We provide pharmacists with the tools, resources, and networks they need to navigate workplace challenges, build resilience, and take control of their health and career.
-  **Financial security as a right**

We believe that financial stability is fundamental to wellbeing. We help members build financial resilience and secure their future through advocacy, education, and practical support.
-  **Collaboration for change**

We work with members, employers, regulators, and key stakeholders to drive systemic improvements that enhance pharmacists' mental health and professional satisfaction.
-  **A culture of openness and respect**

We foster a supportive community where pharmacists feel heard, valued, and empowered to speak openly about their challenges without fear of stigma or discrimination.
-  **Leadership in advocacy**

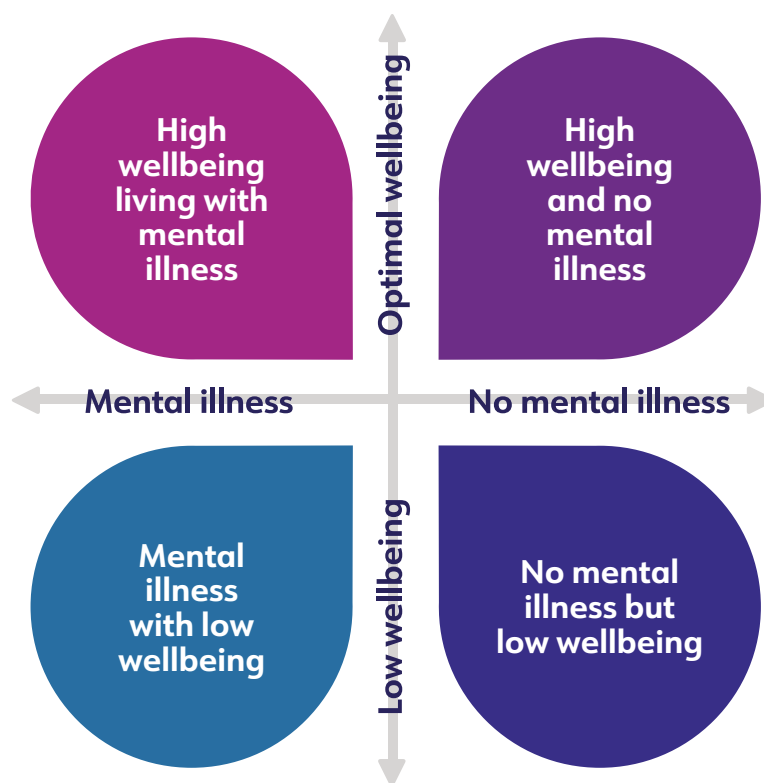
We lead the charge in improving working conditions, fighting for pharmacists' rights, and ensuring fair policies that protect their wellbeing and financial security.
-  **Evidenced-driven action**

We continuously assess our members' needs, using data, member feedback, and industry insights to refine our approach, respond to emerging challenges, and deliver meaningful, measurable impact.

Mental health and wellbeing continuum

The mental health and wellbeing continuum⁹ defines the concept on two scales: optimal wellbeing and low wellbeing. A series of emotions can affect a person's state of mind, in contrast to a mental illness, which is clinically diagnosed based on a series of specific symptoms.

The intersection of these two continua results in four separate quadrants. For example, someone positioned in the upper left quadrant has a diagnosed mental illness but exhibits behaviours and emotions indicative of optimal wellbeing. Similarly, an individual in the lower right quadrant lacks a diagnosed mental illness yet displays traits typically associated with low wellbeing.



Graphic 1: The mental health and wellbeing continuum

The WHO defines mental health as a state of mental wellbeing that enables people to cope with the stresses of life, realise their abilities, learn well, work effectively, and contribute to their community. It is an integral component of health and wellbeing, underpinning our individual and collective skills to make decisions, build relationships, and shape the world we live in.¹⁰

The WHO's efforts to improve mental health include promoting mental wellbeing, preventing mental disorders, protecting human rights, and caring for those affected by mental conditions.¹¹ While some people will join our strategy with known mental health issues,¹² others may develop or recognise issues while they are with us and benefit from our strategy.

Remember, good mental health encompasses the absence of illness and positive psychological and emotional wellbeing.

⁹ [The Mental Health Continuum: Flourishing, Languishing, and Everything in Between](#)

¹⁰ [Mental health \(who.int\)](#)

¹¹ [10 facts on mental health \(who.int\)](#)

¹² [Quarter of pharmacy workers suffered depression due to work over past year | Chemist+Druggist :: C+D \(chemistanddruggist.co.uk\)](#)

Case for action

There is a strong argument for the PDA to prioritise mental health strategically, both internally, as an employer, and externally as a membership and leadership organisation. This focus on mental health and wellbeing stems from the NHS's national recognition, greater openness about mental health issues, increased demand for support services, and an understanding that optimal mental health enables members and our workforce to reach their maximum potential.

The PDA is committed to upholding the mental health and wellbeing of the pharmacist workforce. We prioritise safeguarding the health, safety, and wellbeing of all our employed staff and members to the fullest extent feasible.

There has been a notable rise in our members seeking support for mental health and wellbeing throughout the UK, often part of employment issues and professional representation. However, we realise that our members may only seek our support when facing difficult situations directly impacting their mental health and wellbeing.

We are aware that many will not seek support. However, our strategy aims to include everyone by ensuring we have a variety of support tools and events that will be accessible through their membership of the PDA.

Equitable access to support and resources

The PDA values its diverse membership and workforce, which contributes to becoming the largest representative and leadership organisation for pharmacists.

Ensuring accessibility necessitates culturally competent services. Recent reports¹³ have highlighted concerns that some support services in the UK may not fully understand the experiences and requirements of specific pharmacist groups, such as Black, Asian, or Minority Ethnic students, women pharmacists, LGBTQ+ pharmacists, and pharmacists with disabilities. The PDA has well-established networks¹⁴ for like-minded pharmacists who identify with specific characteristics and actively advocate for their rights and wellbeing.

The PDA is also a full member of the International Pharmaceutical Federation (FIP), the global body representing over 4 million pharmacists and pharmaceutical scientists.¹⁵ We proudly stand together with their development goals to revolutionise global pharmacy by offering a comprehensive framework to enhance pharmacy practice, science, and workforce education. Among the 21 Goals, FIP Development Goal 10 is particularly impactful: The Equity & Equality Goal emphasises the need for clear strategies to address disparities in the pharmaceutical workforce, expand access to equitable pharmaceutical care services and ensure global equity in pharmaceutical sciences development.

Since the launch of FIP Development Goal 10: Equity & Equality in 2020¹⁶ the need to expand its scope has become even more pressing to ensure equitable access to healthcare for all individuals, regardless of their social, demographic, or health characteristics and how these intersect. The PDA actively supports this goal and is committed to advancing equity and equality within the UK through its work and membership.

To realise our strategic ambitions, we must also attract and retain top talent and offer an exceptional working environment, all of which contribute to helping our members work to their fullest potential. Our goal is to be a membership organisation where the workforce can thrive and receive the support they need to excel, positively affecting the membership and broader pharmacist community.

¹³ [Discrimination - Pharmacist Support](#)

¹⁴ [PDA Member Networks | The Pharmacists' Defence Association](#)

¹⁵ [Home - FIP - International Pharmaceutical Federation Home](#)

¹⁶ [Equity & Equality - FIP Development Goals](#)

Our strategic objectives and response

The PDA supports members in more than 5,000 episodes each year, and in the last 10 years, it has secured more than £6million of compensation for pharmacists who have been treated harshly or unfairly by their employers.

Our commitment to supporting pharmacists facing workplace challenges is well established, with over 5,000 cases handled annually. When necessary, we hold employers, regulators, educators, and the government to account – securing over £6 million in compensation over the past decade for pharmacists who have been treated unfairly.

Our extensive experience gives us deep insight into the root causes and the damaging effects of systemic workplace stress. However, we recognise that legal support alone is not enough. That's why, since 2017, we have contributed £1 per member annually to the Pharmacist Support Charity, reinforcing our commitment to proactive and meaningful support.

Despite the strategy's strong foundations, the increasing challenges in this area require us to enhance our efforts to fulfil our commitment to our membership.

We have established seven strategic objectives to guide our actions over the next five years.

These objectives ensure that we can achieve our vision of being a membership organisation that advocates for a focus on a healthy and safe working environment and promotes good mental health and wellbeing, including financial resilience. This, in turn, enables members to thrive and reach their full potential when practicing as pharmacists.



Graphic 2: Seven strategic objectives

To meet these objectives, we are implementing proactive measures to create an environment which helps our members mitigate the causes of mental ill health, and threats to their wellbeing and financial stability. We are also implementing reactive measures to support those experiencing poor mental health and wellbeing. Our action plan underpins our goals, which outline the steps we will take over the next five years.

Financial issues can significantly amplify the stress experienced by individuals already dealing with mental health challenges. It is therefore also crucial that the strategic objectives address these challenges and help individuals overcome some of the ways it may manifest:

Increased anxiety

Financial difficulties often lead to heightened anxiety levels. The constant worry about bills, debts, and financial stability can create a persistent state of unease, making it harder to manage existing mental health conditions.

Feelings of hopelessness

Struggling with finances can contribute to feelings of hopelessness and despair, particularly for those already facing depression or anxiety. This can lead to a negative feedback loop where financial stress worsens mental health, which in turn can lead to further financial difficulties.

Social isolation

Individuals may withdraw from social interactions due to embarrassment about their financial situation. This isolation can exacerbate feelings of loneliness and depression, making it even more challenging to seek help or support.

Physical health decline

The stress from financial issues can also impact physical health, leading to symptoms like fatigue, headaches, or other stress-related ailments. This physical toll can further complicate mental health issues, creating a cycle of stress and health decline.

Impaired decision-making or indecisiveness

Financial stress can cloud judgment and decision-making abilities, making it difficult for individuals to seek appropriate help or make sound choices regarding their mental health care.

Addressing both mental health and financial needs is essential to breaking this cycle, as without intervention, the challenges can intensify and further worsen the situation.



Our objectives

Our objectives focus on fostering a culture of wellbeing, support, and strong leadership within the pharmacy profession. We aim to provide high-quality support and leadership, ensuring our members feel empowered and equipped to succeed.

By building strategic partnerships and collaborating across sectors, we can drive meaningful change and enhance the impact of our achievements. We are committed to periodic reviews, using data and industry insights to assess our progress and adapt to emerging challenges.

Our approach is responsive, addressing findings as they arise and tackling obstacles with proactive solutions. Above all, we advocate for healthy, equitable environments and workplaces where every pharmacist can thrive.

Objective 1: Promote a culture of wellbeing, support and leadership

Promote a culture of wellbeing, support and leadership among our members by encouraging open communication, collaboration, and peer support networks. Fostering this culture of openness will encourage members to recognise, seek support and proactively address poor mental health in themselves and others.

Creating and maintaining a culture that supports our members' thriving is only possible if we are open about mental health and attuned to wellbeing. When individuals feel comfortable acknowledging their mental health, they are more likely to talk about it, seek help, engage in self-care, and support others in managing their mental health and wellbeing.

The PDA should be the place for pharmacists to seek help and support when they are going through times that affect their wellbeing. Mental ill-health can be as debilitating as physical illness, and we must prioritise good mental health as much as physical safety.

The PDA is committed to providing a wide range of mental health and wellbeing support for the membership, accessible in different formats and locations. We will consult with our members to discuss the impact of mental health issues on their work and respond to these findings.

Leadership plays a crucial role in fostering an open culture. Implementing, resourcing, and governing this strategy will demonstrate the PDA's commitment to mental health and wellbeing and integrate it into other key policies and strategies.

Through our awareness and education program, we will:

- Work in partnership and develop educational resources and training programs to raise awareness about the importance of wellbeing and self-care among pharmacists.
- Provide information and guidance on stress management, resilience-building, financial stability, work-life balance, and mental health awareness.
- Organise workshops, webinars, and seminars on various aspects of wellbeing, including mindfulness, positive wellbeing leadership, financial resilience, exercise, and relaxation techniques.
- Advocate for safe and healthy working environments.

We are also dedicated to hosting an annual wellbeing event where members and non-members can participate in wellness activities and better understand their mental wellbeing.

Objective 2: Provide high quality support to our membership

Provide high-quality support to our membership and the pharmacist workforce on the mental wellbeing agenda, enhancing their ability to serve patients.

We must provide our members with the support they need to produce their best work unhindered by poor mental health and wellbeing.

We will continue to improve our ability to support the wellbeing of our members. This is key to preventing and reducing the impact of poor mental health in the workplace and among our members, enhancing pharmacists' ability to serve patients.

It's worth noting the role sports and physical activity play. The physical benefits are well known, but the broad evidence of its positive influence on wellbeing is often overlooked. Research shows that physical activity can also boost self-esteem, mood, sleep quality, and energy, reduce your risk of stress, clinical depression, dementia, Alzheimer's disease, and other long-term conditions, and create a sense of social inclusion and happiness.

Our ability to support the wellbeing of our membership could have a direct impact on the number of working days our workforce and pharmacists in our membership lose to mental ill-health.

Through our peer support networking groups, we will:

- Facilitate the establishment of peer support groups or mentorship programs where pharmacists can connect with colleagues facing similar challenges.
- Encourage networking opportunities and regular meetups to foster camaraderie and a sense of belonging within the pharmacist community.
- Coordinate and actively participate in events that promote physical activity, ensuring that our members can fully benefit from the positive impacts on wellbeing, including improved self-esteem, mood, sleep quality, energy, and social inclusion, while reducing the risk of stress, depression, and long-term conditions.

Objective 3: Build strategic partnerships and collaboration

Build strategic partnerships and collaboration to collectively address challenges and stressors faced by PDA members, signpost members to relevant support services, and provide resources to help empower them to enhance their wellbeing and financial resilience.

We must continue to develop and maintain valuable strategic and operational partnerships and collaborations, such as Pharmacist Support.

We will work closely with employers and other organisations to help our members in their employment. Our work will be highlighted using, for example, the Safer Pharmacies Charters.^{17 18} However, we will also work closely with the NHS and other partners to improve and coordinate access to counselling and support services.

We will increase the scale and reach of our services by expanding the types of support we offer. We will provide training and development sessions to our members that can be delivered at scale and individually, such as online workshops, face-to-face development days, self-help courses, and one-to-one coaching.

As part of their PDA membership¹⁹, pharmacists have access to a range of benefits designed to support their wellbeing, financial resilience, and professional development. These include exclusive discounts on health and lifestyle services, access to wellbeing initiatives, and opportunities for professional growth. Through PDA Plus²⁰, members can also enjoy discounts on and exclusive offers, helping them to prioritise their physical and mental wellbeing alongside their careers.

We will host an annual wellbeing event and participate in physical activities yearly to encourage our members to develop positive health and lifestyle behaviours. Participants will benefit physically and in creating a sense of community and cohesion.

Furthermore, we will consider any further partnerships to strengthen our support during all stages of our members' lives, such as student membership, trainee pharmacists, and employed or self-employed pharmacists.

¹⁷ [Safer Pharmacies Charter | The Pharmacists' Defence Association](#)

¹⁸ [PDA publish Safer Hospital Pharmacies Charter | The Pharmacists' Defence Association](#)

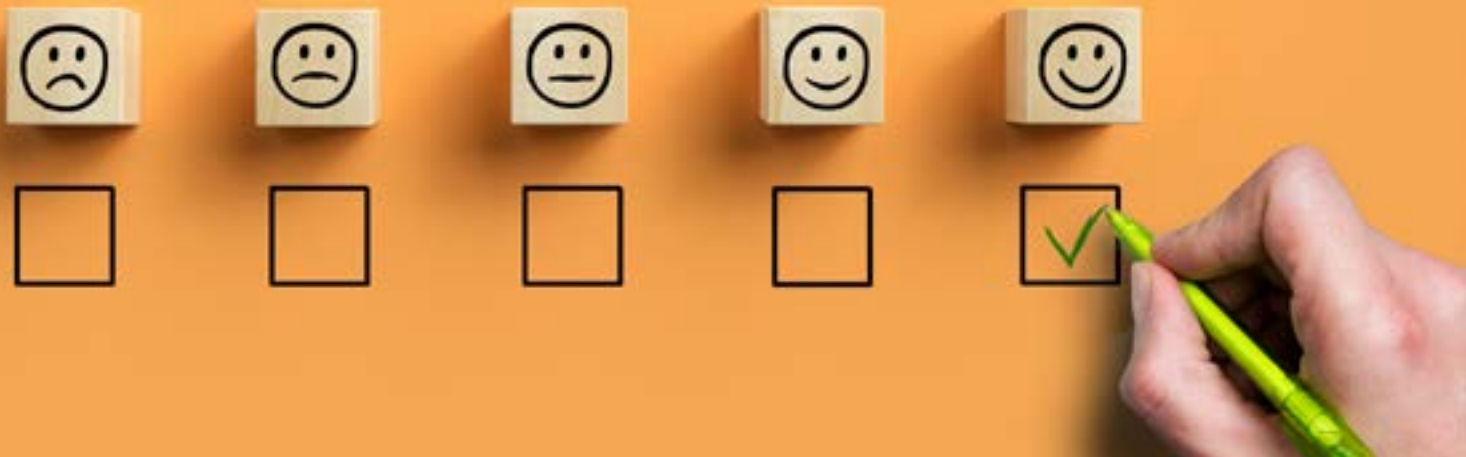
¹⁹ [PDA insurance policy](#)

²⁰ [PDA Plus](#)

Objective 4: Complete periodic reviews of our progress

Complete periodic reviews of our progress toward our goals based on member feedback and data together with industry insights from external sources.

We will gather data by surveying our members to shape and implement evidence-based strategies and policies for mental wellbeing. Our strategic partnership with Aston University enables us to gain external insight into our mental health and wellbeing strategy for our workforce and membership. This partnership also allows us to access specialist academic expertise for systematic and rigorous reviews of the interventions central to our strategic ambitions.



Objective 5: Respond to our findings and challenges

Respond to our findings and challenges to facilitate empowerment, foster resilience and the ability to cope with adversity our members face.

Our ability to change and respond to critical findings in our strategy is crucial to its success. Our ability to adopt new significant findings to realign our approach will enable us to be more adaptive, creative, and resilient. This, in turn, will establish the PDA as a leader in ensuring positive mental wellbeing for our members.

There is abundant evidence supporting the benefits of agile working for individuals and organisations.²¹ These include its ability to enhance mental health and wellbeing and contribute to better organisational outcomes. We will continue to advocate for a flexible and agile approach to employment, encourage flexible ways of working, where possible, to benefit both employees and employers. This will help the pharmacist workforce perform better in their roles while recognising the factors that could impact their (and others') mental health and wellbeing.

By ensuring we listen to our members and continue to advocate to employers to be responsive to our members' needs, we will maintain constructive relationships with employers whilst demonstrating our commitment to our members.

²¹ [Flexible working: The business case](#)

Objective 6: Creating and advocating for healthy, equitable environments and workplaces

Creating and advocating for healthy, equitable environments and workplaces for our membership, the pharmacist workforce, and the wider pharmacist community.

PDA members have produced the Safer Pharmacies Charter²² consisting of seven commitments to improve patient safety and care through better working conditions in UK pharmacy practice.

Keeping patients safe is key to every pharmacist's role. However, less-than-safe working conditions risk harm to patients and damaging consequences for pharmacists, such as impacting their physical or mental health.

Many have recognised the PDA's charter of seven commitments to improve safety and patient care through better working conditions in UK pharmacy practice. The commitments in the charter should be standard practice whenever and wherever pharmacy work is carried out. We actively encourage other interested parties to endorse the charter and those who own or manage pharmacies to adopt the charter and ensure the commitments are fulfilled in their pharmacies.

This charter initially defined basic standards to ensure safe practice wherever pharmacists work in the UK. The International Pharmaceutical Federation has also accepted and adopted it as a model for all its members.²³ The PDA will continue championing this for its UK members and pharmacists worldwide.

We will continue to advocate for measures to mitigate workplace hazards, such as ergonomic assessments, violence prevention training, and infection control protocols in all environments for the pharmacist workforce, in the different sectors where our members are employed.

Objective 7: Building financial resilience and providing advocacy for better financial outcomes

Building financial resilience and providing advocacy for better financial outcomes for our members through activities such as collective bargaining arrangements, representation, advocacy, organising, consultation, education and training, and shaping policy.

Enhancing financial resilience is essential to fostering overall wellbeing. The PDA will focus on providing members access to practical tools, resources and services that enable them to achieve greater financial stability and resilience. These include:

- **Resources and support tools:** These include offering income protection options, guidance on pension planning, financial advice, and budgeting support to address financial uncertainty.
- **Advocacy and collective bargaining:** Actively engaging to negotiate fair pay, bonuses, and working conditions, ensuring members' financial interests are protected.
- **Support for employment matters:** Providing legal and professional support in pay, benefits, or working conditions disputes.
- **Education and workshops:** Hosting seminars and training on financial management and resilience to empower members in securing their financial futures.
- **Union activities:** Strengthen our advocacy efforts to negotiate better terms for employed and self-employed members and ensure sustainable income models across the profession.

This objective underpins our commitment to supporting our members' financial health, which is intrinsically linked to their overall mental wellbeing and professional success.

²² [Safer Pharmacies Charter | The Pharmacists' Defence Association](#)

²³ [International Pharmaceutical Federation \(FIP\) supports Safer Pharmacies Charter | The Pharmacists' Defence Association](#)

Conclusion

The Mental Health, Wellbeing and Financial Resilience Strategy (2025-2030) represents the PDA's firm commitment to improving the lives of pharmacists by addressing the fundamental challenges affecting their mental health, wellbeing, and financial security.

Pharmacists play a vital role in delivering patient care, yet the pressures of the profession can take a significant toll. Through this strategy, we aim to ensure that every pharmacist has access to the support, resources, and protections they need to thrive, both professionally and personally.

By embedding a culture of openness, resilience, and proactive support, we seek to create an environment where pharmacists feel safe, valued, and empowered to speak up about their challenges. Our strategic objectives, informed by extensive consultation and global best practices, provide a clear framework for fostering healthier workplaces, stronger financial resilience, and a more sustainable pharmacy workforce.

As a membership and leadership organisation, the PDA will continue to champion the rights and wellbeing of pharmacists, holding employers, regulators, and policymakers to account where necessary. Through advocacy, education, partnerships, and direct support, we will work to remove barriers to mental and financial wellbeing, ensuring that pharmacists can focus on what they do best – caring for patients.

This strategy is just the beginning. As the profession evolves, we will remain agile and responsive, continuously refining our approach based on evidence, member feedback, and emerging challenges. By working together with our members, partners, and stakeholders, we can create a future where pharmacists not only survive the demands of their roles but truly flourish in a profession that supports and values them.

The PDA stands by its members and will continue to champion the values – now and in the years to come – building a healthier, fairer, and more resilient future for all pharmacists.



About the PDA

The Pharmacists' Defence Association (PDA) is a pharmacist membership and leadership organisation that aims to act upon and support the needs of individual pharmacists and, when necessary, defend their reputation. The PDA is run by pharmacists, it has over 39,000 members.

The primary objectives of the PDA are:

- to advance and protect good health by promoting proper standards and best practice in pharmacy
- to support the safe and effective practice of pharmacists at every stage of their education and career
- to provide leadership and representation for employed and self-employed pharmacists, and those in training
- to protect, defend, lobby for and support the interests and reputations of pharmacists
- to work with and support local, national and international organisations with similar objectives
- to facilitate professional indemnity insurance, arrange benefits and undertake any other activities that can support our wider objectives.

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