



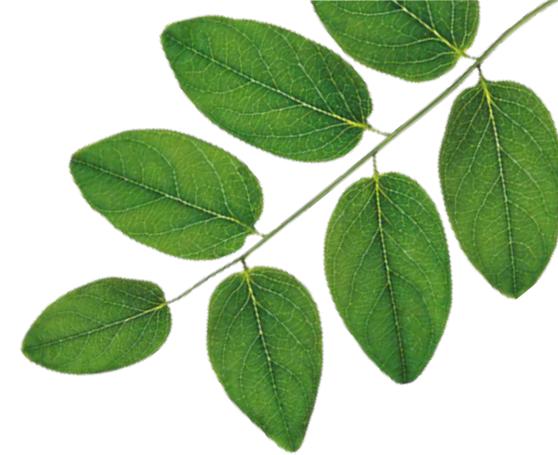
TELUS Mental Health Index.

Canada | September 2025

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What you need to know for September 2025.



Mental health among workers in Canada **declined in September**, erasing modest gains from the previous period and persisting at the same low levels recorded during the pandemic.

- At 63.2, the mental health of workers declined by nearly one point from June 2025
- 35 per cent of workers have a high mental health risk, 43 per cent have a moderate mental health risk, and 23 per cent have a low mental health risk
- All mental health sub-scores, except for general psychological health, have declined from June
- Anxiety and isolation have been the lowest mental health sub-scores for more than three years
- 35 per cent of workers feel anxious
- 31 per cent of workers feel isolated
- 30 per cent of workers do not have emergency savings for basic needs
- 29 per cent of workers say their mental health is impacting work productivity
- 27 per cent of workers feel depressed
- Mental health scores have declined or are unchanged from June 2025 in all provinces apart from British Columbia and Alberta
- Managers continue to have a higher mental health score than non-managers
- Labourers have a lower mental health score than service industry and office workers

Workers question the **reward-effort balance of leadership**; one-third see excessive stress.

- 55 per cent of workers believe leaders in their organisation can maintain a healthy work-life balance, though nearly half (45 per cent) are unsure or disagree
- 55 per cent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 18 per cent believe it's inadequate
- 40 per cent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 33 per cent view it as unmanageable

Strong leadership qualities, including autonomy, charisma, humanity, participation, team-orientation, and selflessness, directly correlate with higher employee mental health scores.

- Workers rating their manager as strong in six key leadership qualities: autonomy, charisma, humanity, participation, team-orientation, and selflessness have higher mental health scores than those rating their managers as weak in these areas
- Workers with managers who are weak in leadership qualities are more likely to report that support for work-life balance has declined over the past year
- 65 per cent of workers say that their manager's support for work-life balance has not changed over the past year; 24 per cent say it has improved, and 12 per cent say it is less supportive
- 63 per cent of workers say that senior leadership's support for work-life balance has not changed over the past year; 24 per cent say it has improved, and 13 per cent say it is less supportive
- Managers, workers under 40 and parents are more likely to report that their managers' and senior leadership's support for work-life balance has improved over the past year



Workers anticipate AI-driven job changes, with more than half confident in their ability to adapt.

- 32 per cent of workers believe that AI technology could lead to some change in their jobs; a further 11 per cent expect a lot of change in their jobs
- 70 per cent of workers in Technology, 68 per cent of workers in Utilities, and 66 per cent of workers in Information and Cultural Industries (excluding Media and Telecommunications) believe that AI will lead to changes in their jobs
- Managers and workers under 40 are more likely to believe that AI technology could lead to changes in their jobs
- 58 per cent of workers anticipate being able to deal well with changes in their jobs because of AI; 32 per cent of workers are unsure, and nine per cent anticipate not dealing well
- 48 per cent of workers say that AI is unlikely to lead to job loss for them; a further 26 per cent are unsure
- 52 per cent of workers in Information and Cultural Industries (excluding Media and Telecommunications), 42 per cent of workers in Technology, and 28 per cent of workers in Administrative and Support Services believe that AI could lead to job loss
- Labourers and office workers are 60 per cent more likely than service industry workers to be concerned that AI could lead to job loss



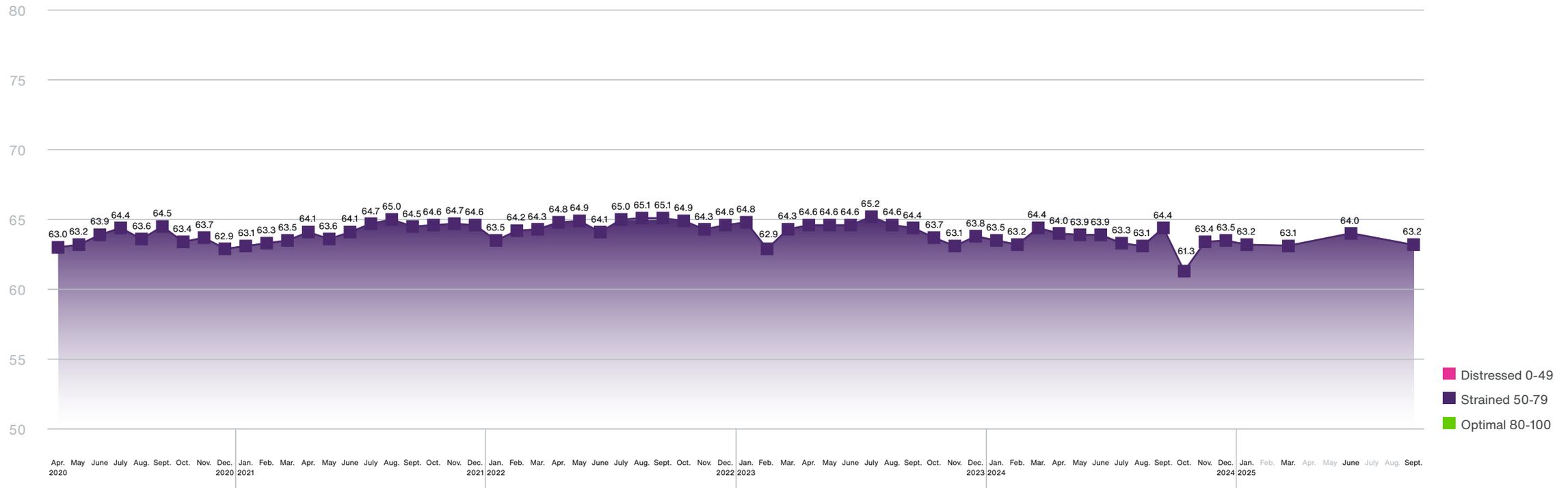
Nearly one-third of workers rate their employer's wellbeing support as inadequate, with women and non-managers being disproportionately affected; fewer than half are aware that their employer offers an EAP.

- 39 per cent of workers rate their employer's support for financial wellbeing as fair or poor
- Workers rating financial wellbeing support as poor have a mental health score that is 27 points lower than those reporting excellent support
- 32 per cent of workers rate their employer's support for mental wellbeing as fair or poor
- Workers rating mental wellbeing support as poor have a mental health score 29 points lower than those reporting excellent support
- 29 per cent of workers rate their employer's support for physical wellbeing as fair or poor
- Workers rating physical wellbeing support as poor have a mental health score nearly 28 points lower than those reporting excellent support
- Non-managers are more likely than managers to rate employer support for physical and mental wellbeing as poor
- Women are more likely than men to rate employer support as poor across all areas of wellbeing: financial, mental and physical
- 31 per cent of workers say their employer doesn't offer an Employee Assistance Program (EAP); a further 24 per cent are unsure

The Mental Health Index.

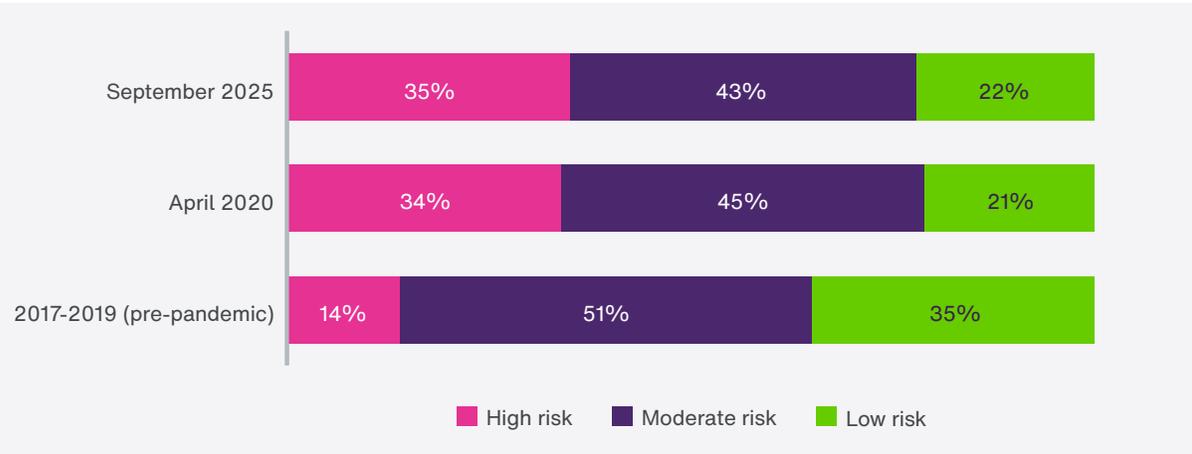
MHI Current Month September 2025	June 2025
63.2	64.0

The overall Mental Health Index (MHI) for September 2025 is 63.2. After a modest improvement in June 2025, the mental health of workers in Canada has declined by nearly one point in September.



Mental health risk.

In September 2025, 35 per cent of workers have a high mental health risk, 43 per cent have a moderate mental health risk, and 22 per cent have a low mental health risk. More than five years after the launch of the Mental Health Index in April 2020, the proportion of workers in the high-risk group has increased by one per cent.



Approximately 30 per cent of workers in the high-risk group report diagnosed anxiety or depression, seven per cent report diagnosed anxiety or depression in the moderate-risk group, and one per cent of workers in the low-risk group report diagnosed anxiety or depression.

Mental Health Index sub-scores.

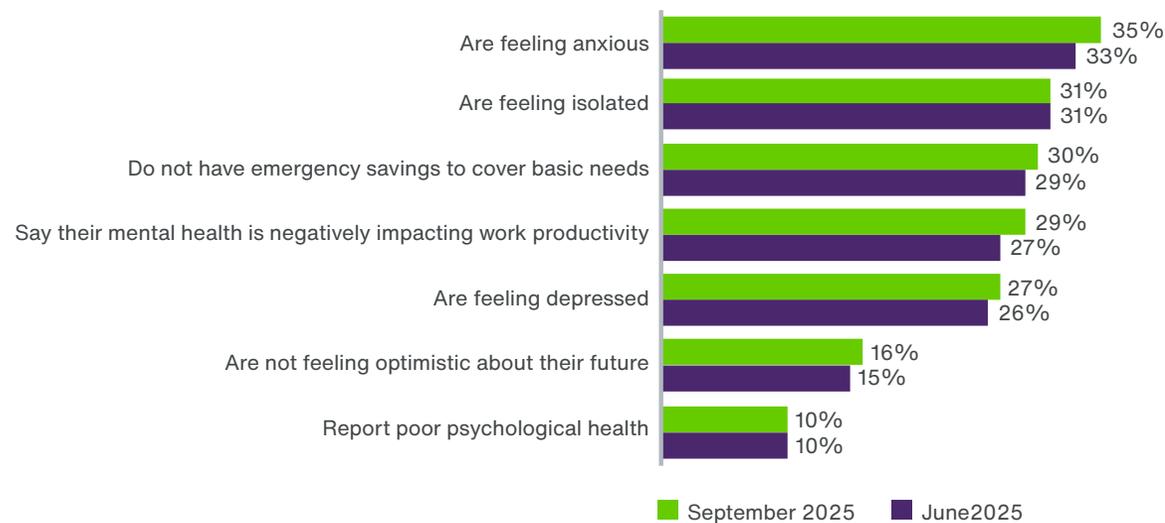
For more than three years, anxiety (55.5) has been the lowest Mental Health Index sub-score. Isolation (59.6), depression (61.4), work productivity (61.6), optimism (64.9), and financial risk (67.4) follow. General psychological health (71.4) remains the most favourable mental health measure in September 2025.

- Anxiety and isolation have been the lowest mental health sub-scores for more than three years
- All mental health sub-scores, apart from general psychological health, have declined from the previous period

More than one-third (35 per cent) of workers feel anxious, 31 per cent feel isolated, 30 per cent do not have emergency savings for basic needs, 29 per cent say their mental health is negatively impacting work productivity, 27 per cent feel depressed, 16 per cent do not feel optimistic about their future, and 10 per cent of workers cite poor psychological health.

Mental Health Index Sub-scores	September 2025	June 2025
Anxiety	55.5	57.2
Isolation	59.6	60.4
Depression	61.4	62.8
Work productivity	61.6	63.4
Optimism	64.9	65.1
Financial risk	67.4	68.3
Psychological health	71.4	71.3

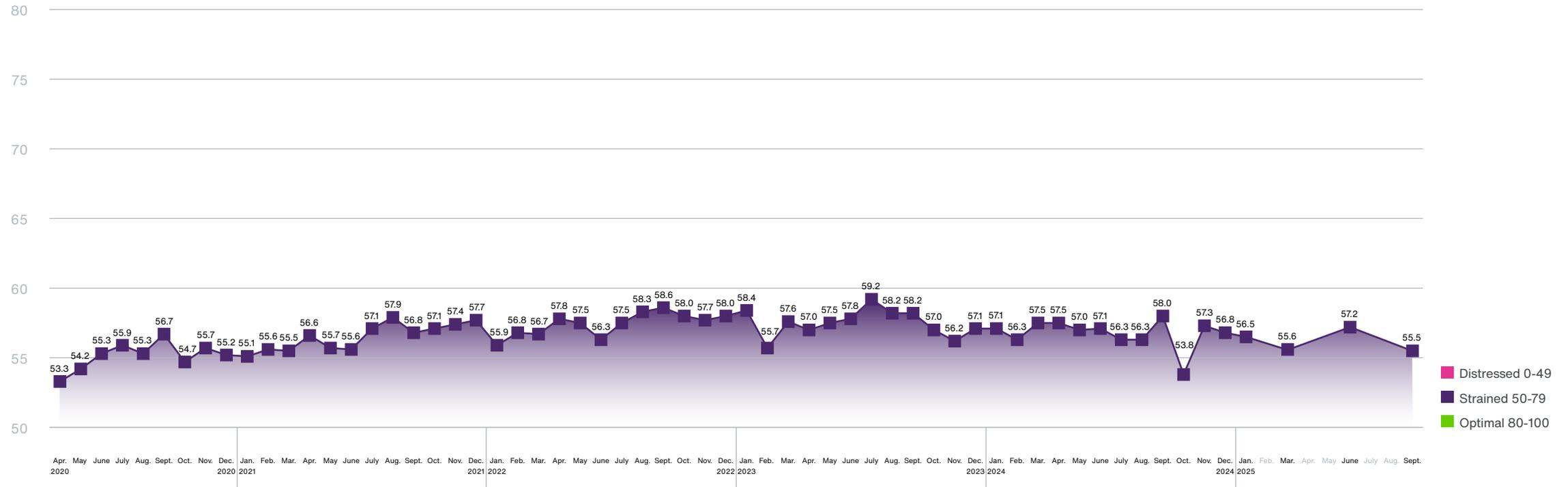
Percentage at risk by MHI sub-score



Anxiety

In September 2025, 35 per cent of workers report often feeling unsettled and nervous.

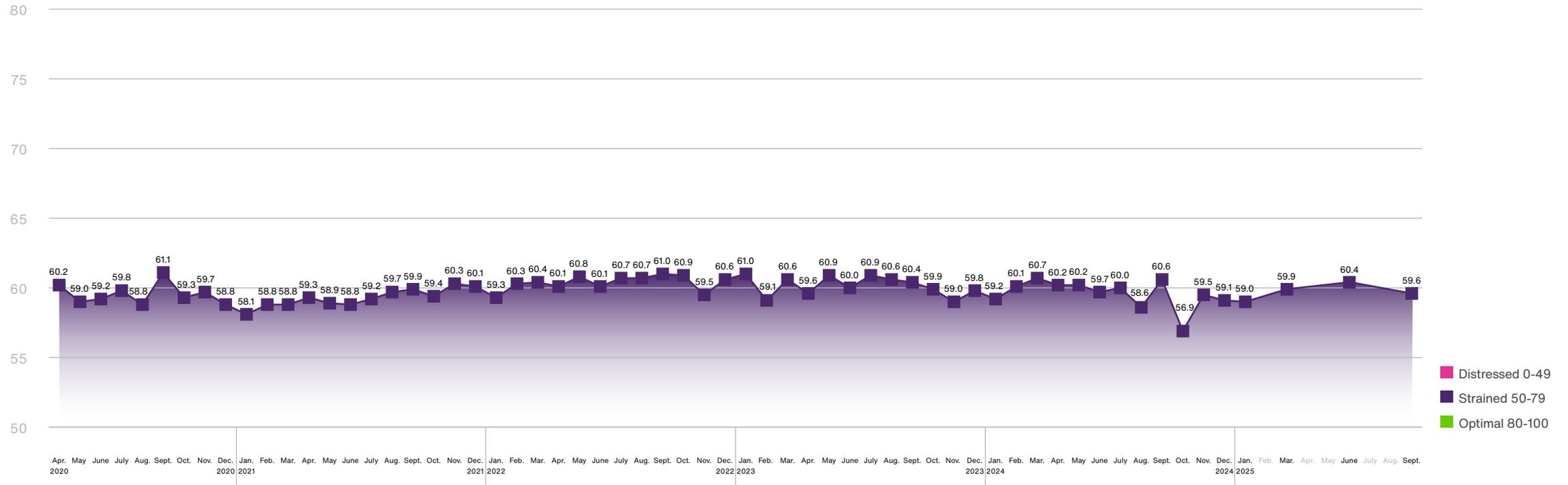
After peaking in July 2023, the anxiety sub-score has generally declined through September 2025 despite notable improvements in September 2024 and June 2025. The anxiety sub-score declined nearly two points from June 2025 to September, and remains the lowest mental health sub-score for more than three years.



Isolation

In September 2025, 31 per cent of workers report often feeling alone.

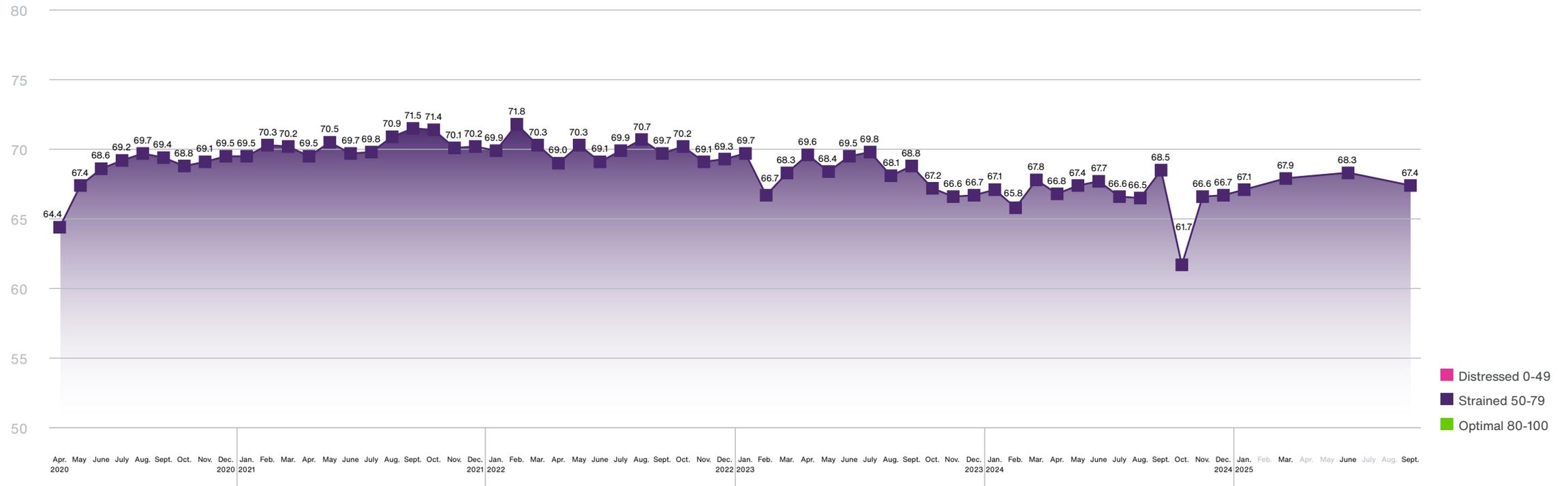
The isolation sub-score gradually improved despite fluctuating periods from April 2020 to October 2022. Ongoing volatility with no clear trend was observed from November 2022 through September 2024. After reaching its lowest point in October 2024, the isolation sub-score rebounded in November and continued to improve through June 2025. In September 2025, the isolation sub-score declined by nearly one point, and it remains the second-lowest mental health sub-score for more than three years.



Financial risk

In September 2025, 30 per cent of workers do not have emergency savings for basic needs.

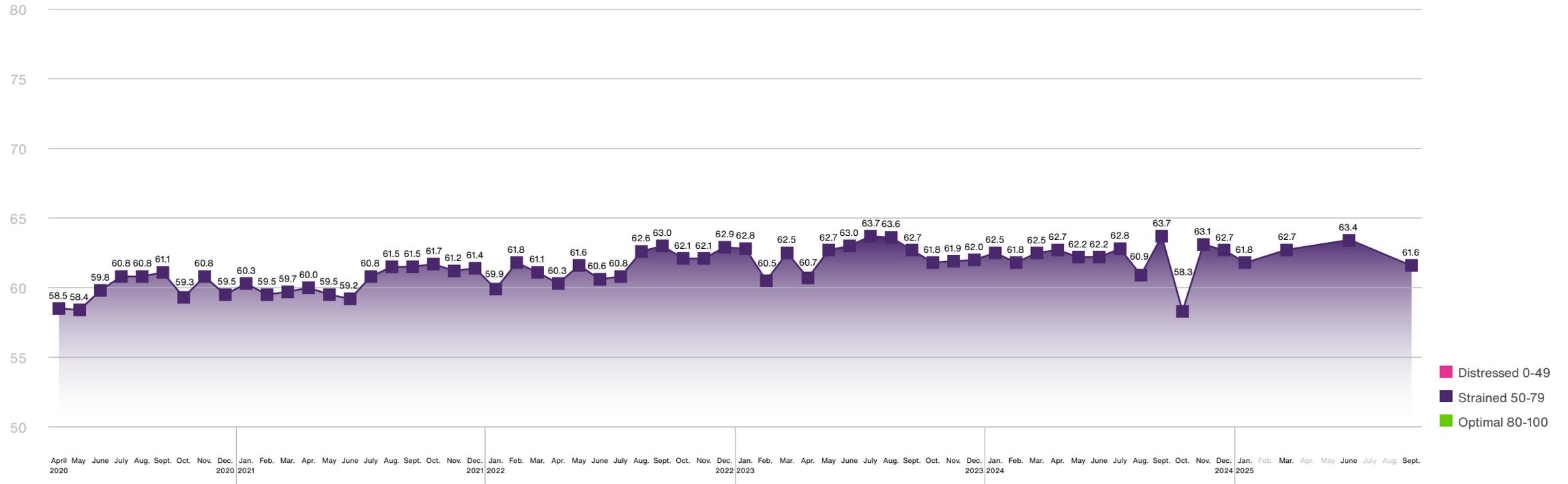
The financial risk sub-score showed gradual improvement from April 2020 to February 2022. Since then, some volatility has been observed, including lows in February 2023 and February 2024, as well as a dramatic 6.8-point decline in October 2024. The financial risk score rebounded in November 2024 and continued to improve incrementally through June 2025. In September 2025, the financial risk sub-score declined by nearly one point from the previous period.



Work productivity

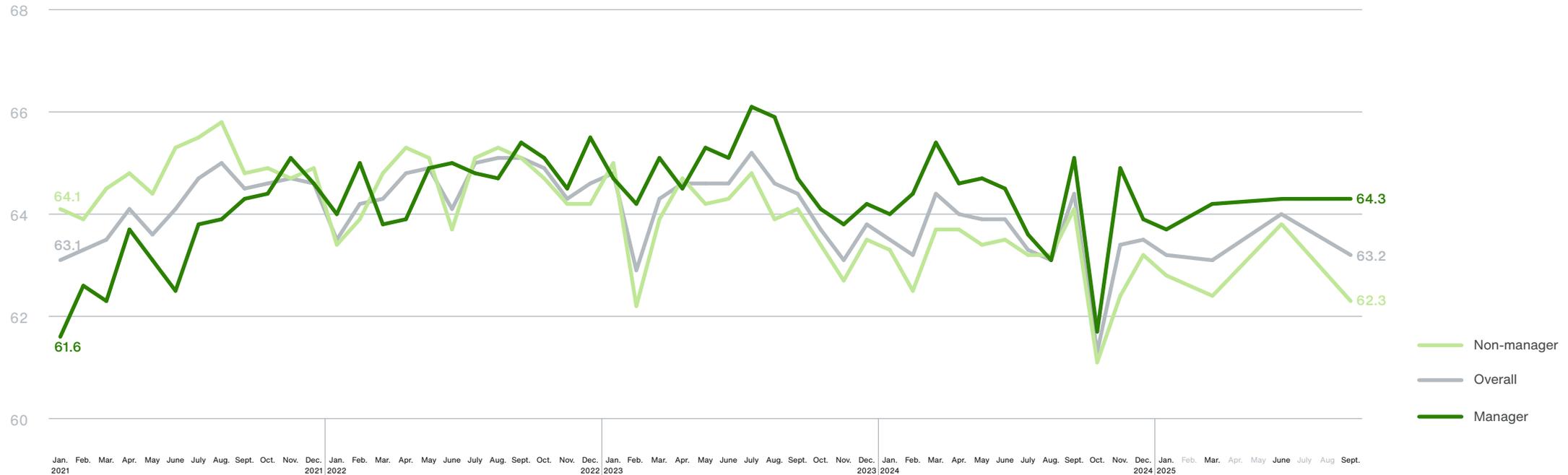
In September 2025, 29 per cent of workers say their mental health is negatively impacting their work productivity and goals.

Overall, the impact of mental health on work productivity has shown general improvement, suggesting that the adverse effects of mental health on work productivity have slowly decreased. After peaking in September 2024, the work productivity score declined significantly in October 2024, dropping to its lowest point since the launch of the MHI in April 2020. In November 2024, the work productivity sub-score rebounded and improved through June 2025. However, in September 2025, the work productivity score has declined by nearly two points from the previous period.



Managers compared to non-managers.

The mental health of managers and non-managers has undergone significant shifts since 2020. Initially, managers struggled more, having consistently lower mental health scores than non-managers and the national average through much of 2021. In November 2021, the scores for managers and non-managers converged and remained similar until January 2023. The dynamic shifted significantly in February 2023, when non-managers experienced a sharp mental health decline, and since then, managers have maintained higher mental health scores. In September 2025, the mental health score of managers is unchanged from the previous period, indicating that non-managers were the primary drivers of the decline in overall mental health. The mental health score of managers is higher than that of non-managers and the national average.



Mental health by gender and age.

- Since the launch of the MHI, women have had significantly lower mental health scores than men. In September 2025, the mental health score of women is 60.7 compared to 65.8 for men
- Since April 2020, mental health scores have improved with age
- Differences in mental health scores between workers with and without minor children have been reported since the launch of MHI in April 2020. More than five years later, this pattern persists, with a lower score for workers with at least one child (60.7) compared to workers without children (64.4)

Mental health by employment status.

- Overall, four per cent of respondents are unemployed¹ and eight per cent report reduced hours or reduced salary
- Workers reporting fewer hours than the previous month have the lowest mental health score (54.0), followed by workers reporting reduced salary than the last month (54.3), respondents not currently employed (63.7), and workers with no change to salary or hours (64.0)
- Labourers have a lower mental health score (60.9) than service industry (63.5) and office workers (63.6)
- Managers have a higher mental health score (64.3) than non-managers (62.3)
- Respondents working for companies with more than 10,000 employees have the highest mental health score (65.0)
- Respondents working for companies with 51-100 employees have the lowest mental health score (60.6)



Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (49.3) than the overall group (63.2). Workers with emergency savings have a mental health score of 69.2

¹ MHI respondents who have been employed in the past six months are included in the poll.

The Mental Health Index by province.

In September 2025, mental health scores in British Columbia and Alberta have improved, while scores in other provinces are unchanged or have declined compared to June 2025.

- The mental health score (64.5) in Manitoba has declined sharply, down 4.1 points from June 2025
- Despite a modest 0.9-point decline, Saskatchewan has the highest mental health score (67.2) in September 2025
- The lowest mental health score is in Newfoundland and Labrador (62.2), down 1.2 points from June 2025

Province	September 2025	June 2025	Change
British Columbia	64.0	63.7	0.3
Alberta	62.6	62.3	0.3
The Maritimes	62.3	62.3	0.0
Saskatchewan	67.2	68.1	-0.9
Ontario	62.8	63.8	-1.0
Newfoundland and Labrador	62.2	63.4	-1.2
Quebec	63.2	65.2	-2.0
Manitoba	64.5	68.6	-4.1

Numbers highlighted in pink are the lowest/worst scores in the group.

Numbers highlighted in green are the highest/best scores in the group.



Employment status	Sept. 2025	June 2025
Employed (no change in hours/salary)	64.0	64.9
Employed (fewer hours compared to last month)	54.0	53.6
Employed (reduced salary compared to last month)	54.3	53.5
Not currently employed	63.7	64.3

Age group	Sept. 2025	June 2025
Age 20-29	53.8	53.6
Age 30-39	58.3	57.9
Age 40-49	59.3	60.8
Age 50-59	65.0	64.7
Age 60-69	71.8	73.5

Number of children	Sept. 2025	June 2025
No children in household	64.4	65.4
1 child	61.9	60.7
2 children	59.7	61.8
3 children or more	57.8	57.0

Gender	Sept. 2025	June 2025
Men	65.8	66.4
Women	60.7	61.8

Household income/annum	Sept. 2025	June 2025
<\$30K	52.6	54.4
\$30K to <\$60K	58.4	59.8
\$60K to <\$100K	62.0	62.5
\$100K to <\$150K	64.7	65.3
\$150K or more	69.6	69.9

Employer size	Sept. 2025	June 2025
Self-employed/sole proprietor	61.8	64.7
2-50 employees	63.6	64.0
51-100 employees	60.6	62.7
101-500 employees	62.9	63.7
501-1,000 employees	61.9	63.8
1,001-5,000 employees	64.5	64.3
5,001-10,000 employees	62.2	62.1
More than 10,000 employees	65.0	65.2

Manager	Sept. 2025	June 2025
Manager	64.3	64.3
Non-manager	62.3	63.8

Work environment	Sept. 2025	June 2025
Labour	60.9	61.6
Office/desk	63.6	64.9
Service	63.5	63.3

Numbers highlighted in pink are the lowest/worst scores in the group.
Numbers highlighted in green are the highest/best scores in the group.

The Mental Health Index by industry.

Workers in Food Services have the lowest mental health score (53.0), followed by workers in Administrative and Support services (55.5), and Information and Cultural Industries (58.3).

Workers in Professional, Scientific and Technical Services (68.8), Agriculture, Forestry, Fishing and Hunting (67.2), and Educational Services (66.0) have the highest mental health scores in September.



Industry	September 2025	June 2025	Change
Media and Telecommunications	59.9	58.0	1.9
Utilities	59.6	58.6	1.0
Information and Cultural Industries	58.3	57.6	0.7
Other	63.6	63.0	0.6
Warehousing	63.8	63.2	0.6
Transportation	65.9	65.6	0.3
Educational Services	66.0	66.0	0.0
Finance and Insurance	64.3	64.3	0.0
Construction	63.4	63.4	0.0
Retail Trade	63.8	64.1	-0.3
Real Estate, Rental and Leasing	64.5	64.9	-0.4
Agriculture, Forestry, Fishing and Hunting	67.2	67.8	-0.6
Professional, Scientific and Technical Services	68.8	69.4	-0.6
Health Care and Social Assistance	60.9	61.7	-0.8
Public Administration	64.0	65.0	-1.0
Technology	63.5	64.5	-1.0
Manufacturing	64.6	66.0	-1.4
Accommodation	63.7	65.8	-2.1
Other services (except Public Administration)	62.1	64.3	-2.2
Wholesale Trade	64.7	67.3	-2.6
Administrative and Support Services	55.5	58.1	-2.6
Automotive Industry	62.8	65.8	-3.0
Mining, Quarrying, and Oil and Gas Extraction	58.5	63.6	-5.1
Food Services	53.0	58.4	-5.4
Arts, Entertainment and Recreation	59.1	64.9	-5.8

Spotlight

Employer support for wellbeing.

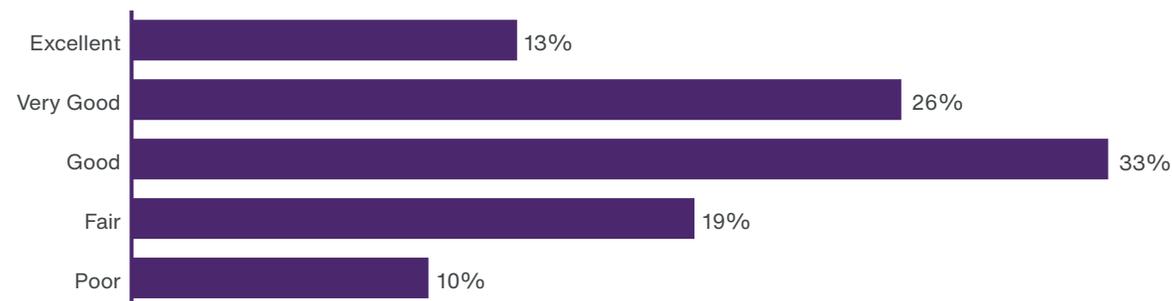
Physical wellbeing

Workers who rate their employer’s support for physical wellbeing as poor have a mental health score nearly 28 points lower than those who rate it as excellent.

- Nearly two in five (39 per cent) workers rate employer support for their physical wellbeing as very good/excellent; this group has the highest mental health scores (68.8 and 75.3 respectively), at least five points higher than the national average (63.2)
- The lowest mental health score (47.7) is among 10 per cent of workers rating employer support for their physical wellbeing as poor, at least 21 points lower than workers rating support as very good/excellent (68.8 and 75.3 respectively) and more than 15 points lower than the national average (63.2)
- Non-managers are twice as likely as managers to rate employer support for their physical wellbeing as poor
- Women are 60 per cent more likely than men to rate employer support for their physical wellbeing as poor



How would you rate your employer’s support for your physical health/wellbeing?



MHI score by “How would you rate your employer’s support for your physical health/wellbeing?”

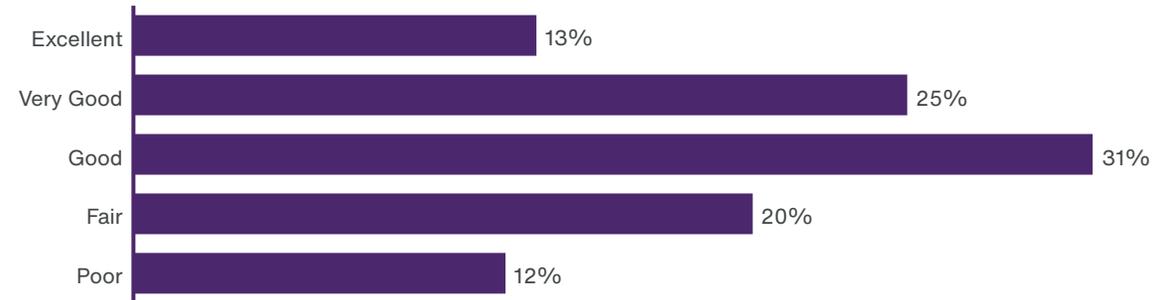


Mental wellbeing

Workers who rate their employer’s support for mental wellbeing as poor have a mental health score 29 points lower than those who rate it as excellent.

- Nearly two in five (38 per cent) workers rate employer support for their mental wellbeing as very good/excellent; this group has the highest mental health scores (70.1 and 76.1 respectively), at least seven points higher than the national average (63.2)
- The lowest mental health score (47.1) is among 12 per cent of workers rating employer support for their mental wellbeing as poor, at least 23 points lower than workers rating support as very good/excellent (70.1 and 76.1 respectively) and more than 16 points lower than the national average (63.2)
- Non-managers are 60 per cent more likely than managers to rate employer support for their mental wellbeing as poor
- Non-parents are 60 per cent more likely than parents to rate employer support for their mental wellbeing as poor
- Women are 50 per cent more likely than men to rate employer support for their mental wellbeing as poor

How would you rate your employer’s support for your mental health/wellbeing?



MHI score by “How would you rate your employer’s support for your mental health/wellbeing?”

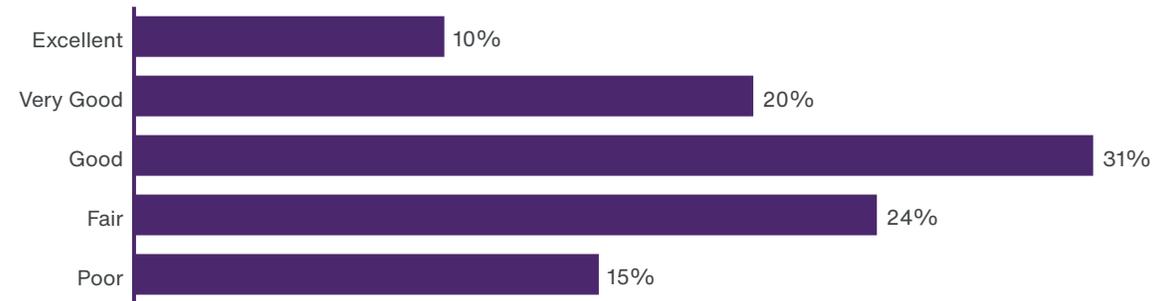


Financial wellbeing

Workers who rate their employer’s support for their financial wellbeing as poor have a mental health score that is 27 points lower than those who rate it as excellent.

- Three in ten (30 per cent) workers rate employer support for their financial wellbeing as very good/excellent; this group has the highest mental health scores (70.1 and 77.2 respectively), at least seven points higher than the national average (63.2)
- Managers are 50 per cent more likely than non-managers to rate employer support for their financial wellbeing as very good/excellent
- The lowest mental health score (49.8) is among 15 per cent of workers rating employer support for their financial wellbeing as poor, at least 20 points lower than workers rating support as very good/excellent (70.1 and 77.2 respectively) and more than 13 points lower than the national average (63.2)
- Women are 50 per cent more likely than men to rate employer support for their financial wellbeing as poor
- Workers over 50 are 50 per cent more likely than workers under 40 to rate employer support for their financial wellbeing as poor

How would you rate your employer’s support for your financial wellbeing?



MHI score by “How would you rate your employer’s support for your financial wellbeing?”



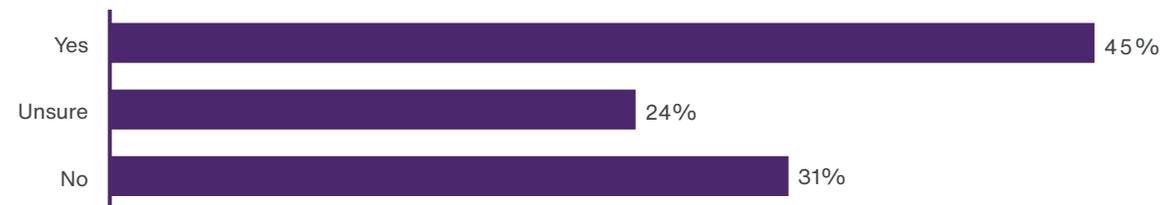
Employee Assistance Program (EAP).

Fewer than half of workers say their employer offers an Employee Assistance Program.

- The mental health score (65.1) of 45 per cent of workers who say their employer offers an Employee Assistance Program (EAP) is four points higher than 31 per cent of workers who report their employer doesn't offer an EAP (61.0) and two points higher than the national average (63.2)
- Workers with an annual household income less than \$100,000 are 80 per cent more likely than workers with a yearly household income greater than \$100,000 to say their employer doesn't offer an EAP



Does your employer offer an Employee Assistance Program (EAP)?



MHI score by “Does your employer offer an Employee Assistance Program (EAP)?”



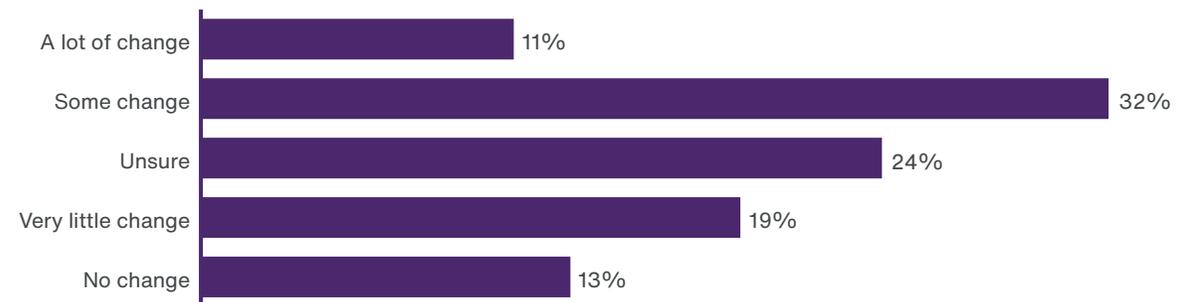
Artificial Intelligence in the workplace.

More than two in five workers expect that AI technology could lead to changes in their jobs.

- About one-third (32 per cent) of workers believe AI technology could lead to some change in their job; this group has a mental health score (62.9) modestly lower than the national average (63.2)
- Seventy per cent of workers in Technology believe that AI will lead to changes in their jobs, followed by 68 per cent of workers in Utilities and 66 per cent of workers in Information and Cultural Industries (excluding Media and Telecommunications)
- Workers under 40 are 50 per cent more likely than workers over 50 to believe that AI technology could lead to some change in their jobs
- Managers are 50 per cent more likely than non-managers to believe that AI technology could lead to some change in their jobs
- Parents are 50 per cent more likely than non-parents to believe that AI technology could lead to some change in their jobs



How much could AI technology lead to changes in your job?





- The lowest mental health score (56.7) is among 11 per cent of workers who believe that AI technology could lead to a lot of change in their jobs, more than 12 points lower than workers who believe that AI technology will not change their jobs (68.9) and more than six points lower than the national average (63.2)
- The highest mental health score (68.9) is among 13 per cent of workers reporting that AI technology will not lead to changes in their jobs, nearly six points higher than the national average (63.2)
- Labourers and service industry workers are nearly twice as likely as office workers to believe that AI technology will not lead to changes in their jobs
- Workers over 50 are 60 per cent more likely than workers under 40 to believe that AI technology will not lead to changes in their jobs

MHI score by “How much could AI technology lead to changes in your job?”

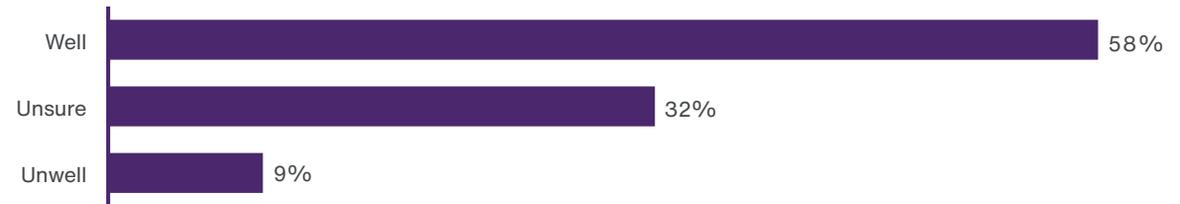


Nearly three in five workers say they anticipate coping well with job changes due to AI technology.

- Nearly three in five (58 per cent) workers anticipate being able to deal with changes in their jobs because of AI technology; this group has the highest mental health score (66.4), more than three points higher than the national average (63.2)
- The lowest mental health score (49.3) is among nine per cent of workers who anticipate not being able to deal well with changes in their jobs because of AI, 17 points lower than workers who anticipate being able to deal well with changes (66.4), and 14 points lower than the national average (63.2)
- Workers with an annual household income less than \$100,000 are 40 per cent more likely than workers with a yearly household income greater than \$100,000 to anticipate not being able to deal well with changes in their job because of AI technology



How well do you anticipate being able to deal with changes in your job because of AI technology?



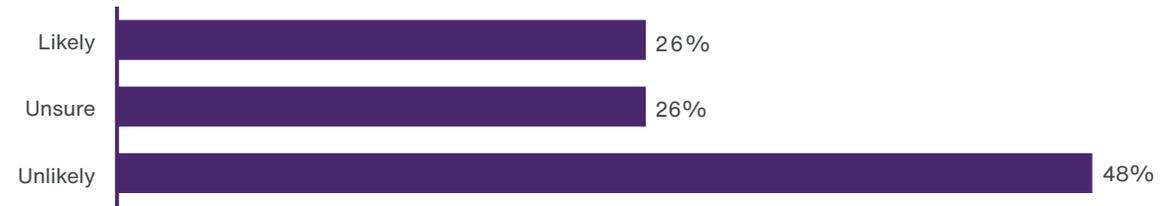
MHI score by “How well do you anticipate being able to deal with changes in your job because of AI technology?”



Nearly half of workers say job loss due to AI technology is unlikely.

- About half (48 per cent) of workers say that it is unlikely that AI technology could lead to job loss for them; this group has the highest mental health score (67.4), more than four points above the national average (63.2)
- More than one-quarter (26 per cent) of workers believe that AI technology could lead to potential job loss for them; this group has the lowest mental health score (56.4), 11 points lower than workers who disagree (67.4) and nearly seven points lower than the national average (63.2)
- 52 per cent of workers in Information and Cultural Industries (excluding Media and Telecommunications) believe that AI could lead to job loss, followed by 42 per cent of workers in Technology, and 38 per cent of workers in Administrative and Support services

How likely could AI technology lead to potential job loss for you?



MHI score by “How likely could AI technology lead to potential job loss for you?”



Balance and recognition: Perspective on managerial roles.

One-third of workers think becoming a leader would create excessive stress.

- Two in five (40 per cent) workers believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress; this group has the highest mental health score (66.3), three points higher than the national average (63.2)
- Managers are twice as likely as non-managers to believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress
- Workers under 40 are 50 per cent more likely than workers over 50 to believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress
- One-third (33 per cent) of workers don't believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress; this group has the lowest mental health score (59.5), nearly seven points lower than workers who agree (66.3) and almost four points lower than the national average (63.2)



I believe that taking on a higher-level leadership role in my organisation would be manageable without creating excessive stress



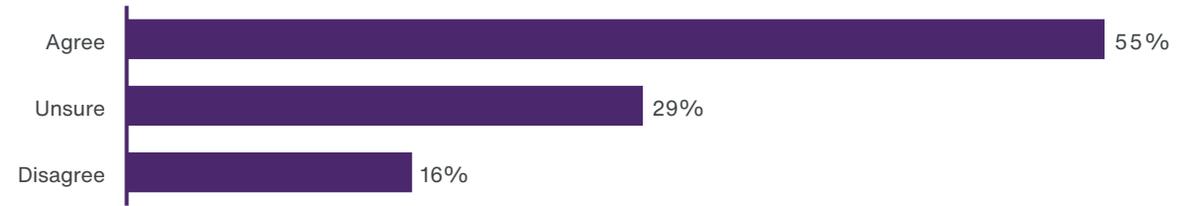
MHI score by “I believe that taking on a higher-level leadership role in my organisation would be manageable without creating excessive stress”



Just over half of workers believe their organisation’s leaders can maintain a healthy work-life balance.

- More than half (55 per cent) of workers agree that leaders in their organisation can maintain a healthy work-life balance; this group has the highest mental health score (67.4), more than four points higher than the national average (63.2)
- One in six (16 per cent) workers don’t believe that leaders in their organisation can maintain a healthy work-life balance; this group has the lowest mental health score (53.2), more than 14 points lower than workers who report leaders in their organisation can maintain a healthy work-life balance (67.4) and 10 points lower than the national average (63.2)

Leaders in my organisation can maintain a healthy work-life balance



MHI score by “Leaders in my organisation can maintain a healthy work-life balance”

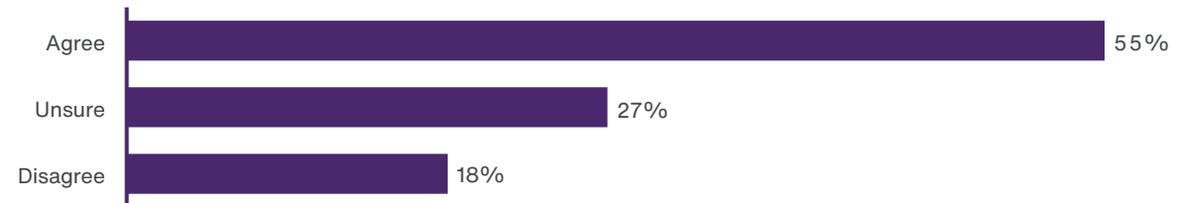


Nearly one in five workers believes leadership positions aren't adequately rewarded for the additional effort.

- More than half (55 per cent) of workers believe that sufficient rewards match the additional effort required in leadership positions; this group has the highest mental health score (66.5), more than three points higher than the national average (63.2)
- Nearly one in five (18 per cent) workers do not believe that sufficient rewards match the additional effort required in leadership positions; this group has the lowest mental health score (55.0), more than 11 points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (66.5), and more than eight points lower than the national average (63.2)
- Women are 50 per cent more likely than men to believe that sufficient rewards do not match the additional effort required in leadership positions
- Non-managers are 50 per cent more likely than managers to believe that sufficient rewards do not match the additional effort required in leadership positions



The additional effort required in leadership positions is matched by sufficient rewards



MHI score by “The additional effort required in leadership positions is matched by sufficient rewards”

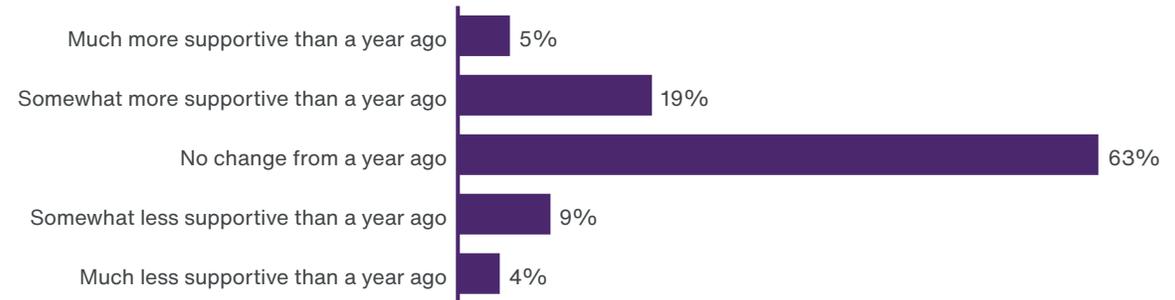


Leadership support for work-life balance.

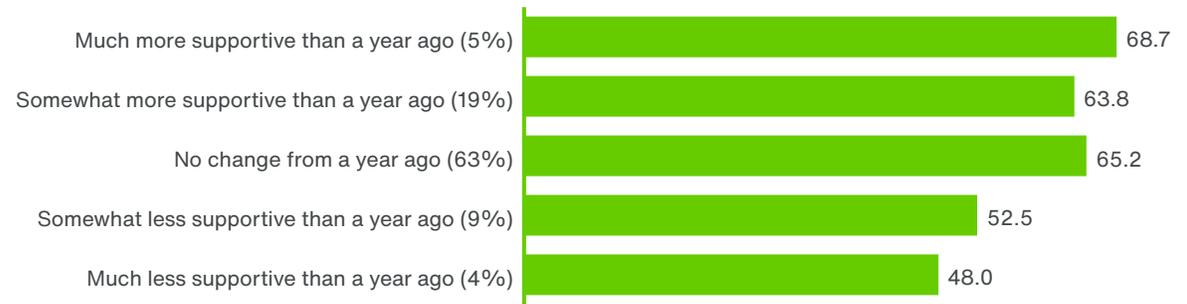
Almost one in four workers say senior leadership’s support for work-life balance has improved over the past year.

- Nearly two-thirds (63 per cent) of workers report senior leadership’s support for work-life balance has not changed over the past year; this group has a mental health score (65.2) two points higher than the national average (63.2)
- Nearly one in seven (13 per cent) report senior leadership has been less supportive of work-life balance over the past year; this group has the lowest mental health scores (48.0 and 52.5), at least 11 points lower than workers who report senior leadership has been more supportive (63.8 and 68.7), and at least 10 points lower than the national average (63.2)
- The highest mental health score (68.7) is among five per cent of workers reporting that senior leadership has been much more supportive of work-life balance over the past year, more than five points higher than the national average (63.2)
- Workers under 40 are two and a half times more likely than workers over 50 to report senior leadership has been more supportive of work-life balance over the past year
- Managers are nearly twice as likely as non-managers to report that senior leadership has been more supportive of work-life balance over the past year
- Parents are 60 per cent more likely than non-parents to report senior leadership has been more supportive of work-life balance over the past year

How has senior leadership’s support for work-life balance changed over the past year?



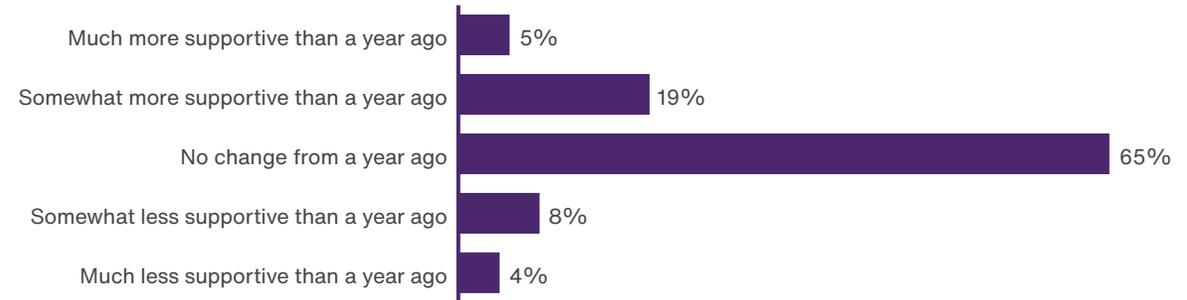
MHI score by “How has senior leadership’s support for work-life balance changed over the past year?”



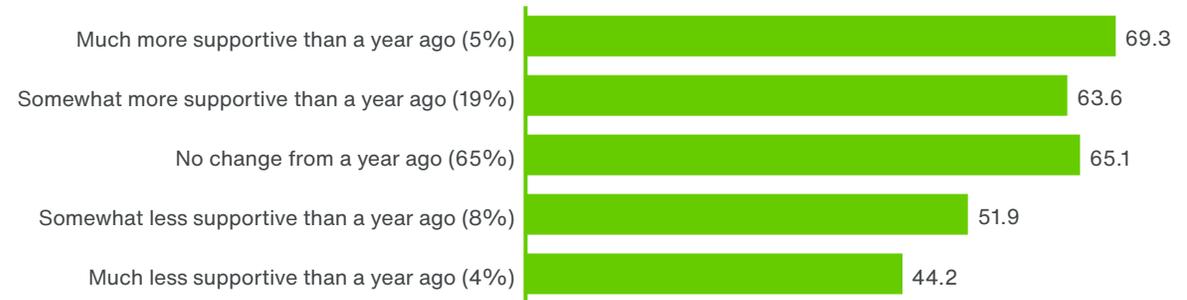
Almost one in four workers says their manager’s support for work-life balance has improved over the past year.

- Nearly two-thirds (65 per cent) of workers report their manager’s support for work-life balance has not changed over the past year; this group has a mental health score (65.1) two points higher than the national average (63.2)
- More than one in ten (12 per cent) report their manager has been less supportive of work-life balance over the past year; this group has the lowest mental health scores (44.2 and 51.9), at least 12 points lower than workers who report their manager has been more supportive (63.6 and 69.3), and at least 11 points lower than the national average (63.2)
- The highest mental health score (69.3) is among five per cent of workers reporting their manager has been much more supportive of work-life balance over the past year, six points higher than the national average (63.2)
- Workers under 40 are more than twice as likely as workers over 50 to report their manager has been more supportive of work-life balance over the past year
- Managers are twice as likely as non-managers to report their manager has been more supportive of work-life balance compared to the past year
- Parents are 60 per cent more likely than non-parents to report their manager has been more supportive of work-life balance over the past year

How has your manager’s support for work-life balance changed over the past year?



MHI score by “How has your manager’s support for work-life balance changed over the past year?”



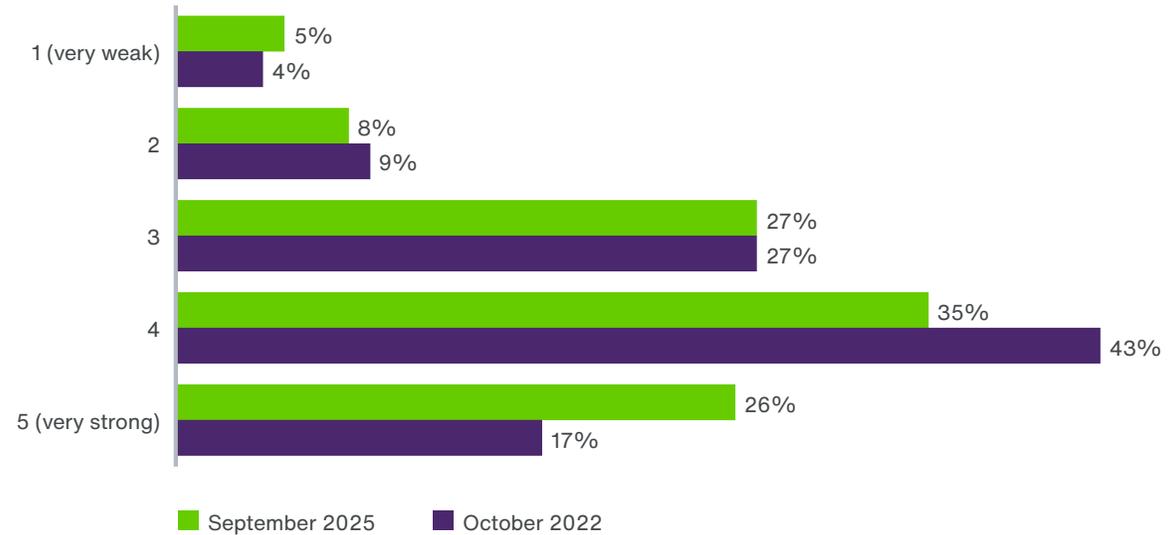
Manager traits and their impacts on mental health.

Autonomy

Workers were asked to rate the extent to which they perceive their manager to be autonomous (independent, individualistic) on a scale from one to five, with one being “very weak” and five being “very strong”.

- More than three in five (61 per cent) workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (64.2 and 69.0) are higher than the national average (63.2). Notably, the proportion of workers who rate their manager’s autonomy as 5 (very strong) has increased by 50 per cent since October 2022
- Nearly one in seven (13 per cent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (50.3 and 55.5) are at least seven points lower than the national average (63.2)

Manager characteristic: Autonomy

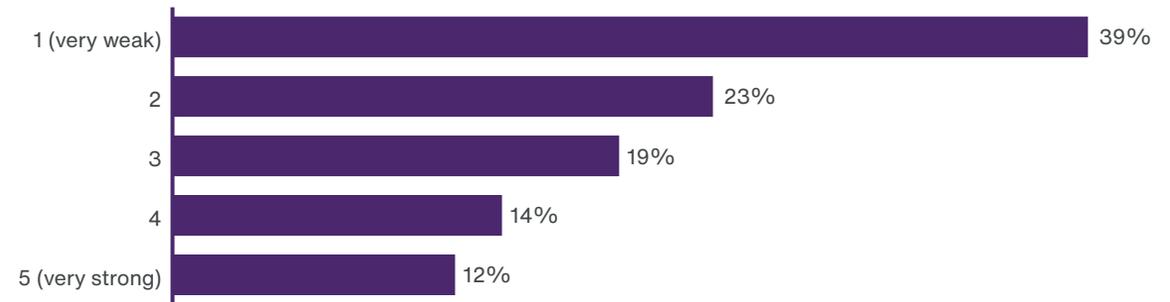


MHI score by manager characteristic: Autonomy

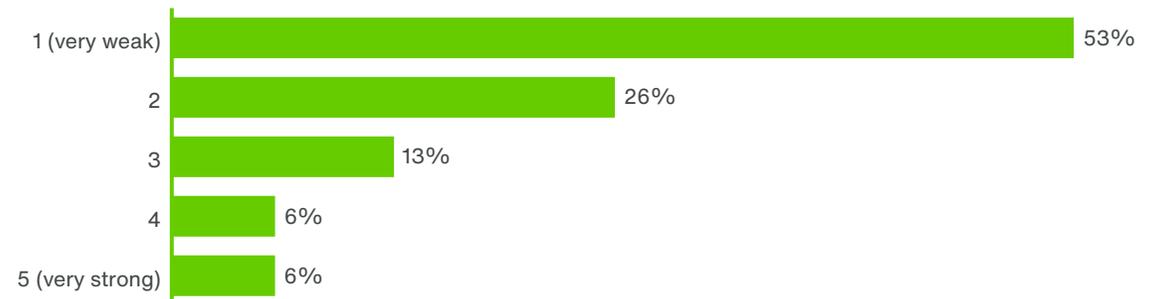


- Workers rating their manager as weak in autonomy (1 or 2) are 60 per cent more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in autonomy (1 or 2) are more than four times as likely to report that their manager’s support for work-life balance has **declined** over the past year, compared to those rating their manager as strongly autonomous (4 or 5)

Percentage of employees reporting poor manager work-life balance, by Autonomy



Percentage of employees reporting a decline in manager support for work-life balance, by Autonomy

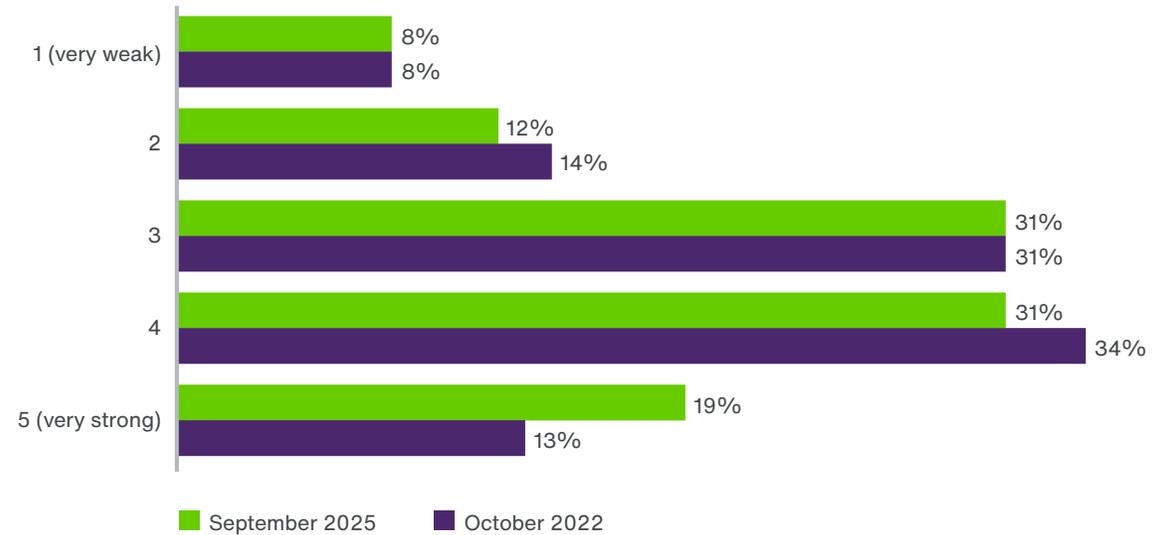


Charisma

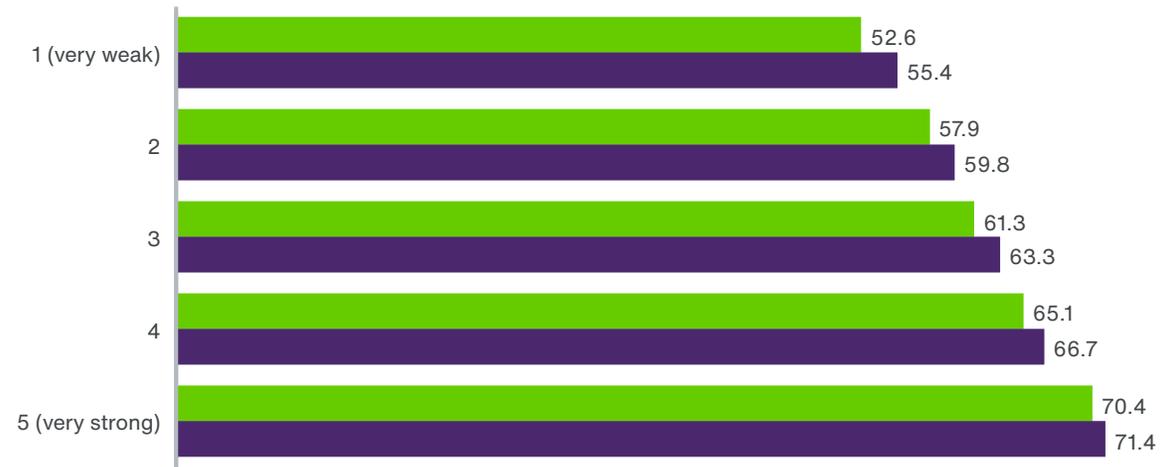
Workers were asked to rate the extent to which they perceive their manager to be charismatic (inspirational, motivational) on a scale from one to five, with one being “very weak” and five being “very strong”.

- Half (50 per cent) of workers rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (65.1 and 70.4) are at least two points higher than the national average (63.2). Notably, the proportion of workers who rate their manager’s charisma as 5 (very strong) has increased by 50 per cent compared to October 2022
- One in five (20 per cent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (52.6 and 57.9) are at least five points lower than the national average (63.2)

Manager characteristic: Charisma



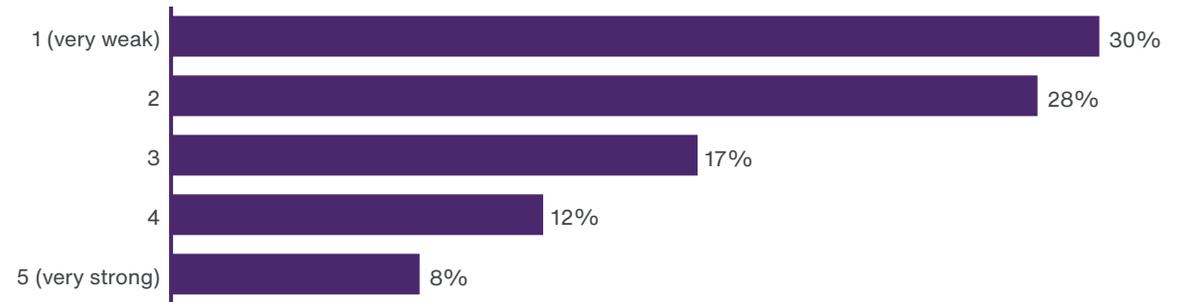
MHI score by manager characteristic: Charisma



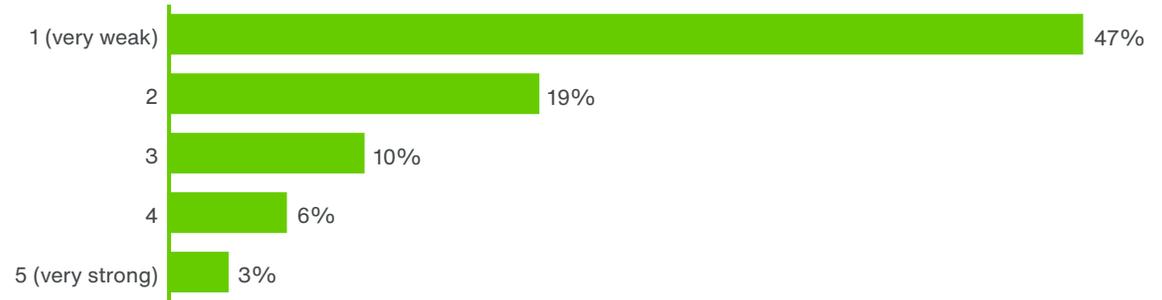
- Workers rating their manager as weak in charisma (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strong in charisma (4 or 5)
- Workers rating their manager as weak in charisma (1 or 2) are more than three times as likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager as strongly charismatic (4 or 5)



Percentage of employees reporting poor manager work-life balance, by Charisma



Percentage of employees reporting a decline in manager support for work-life balance, by Charisma

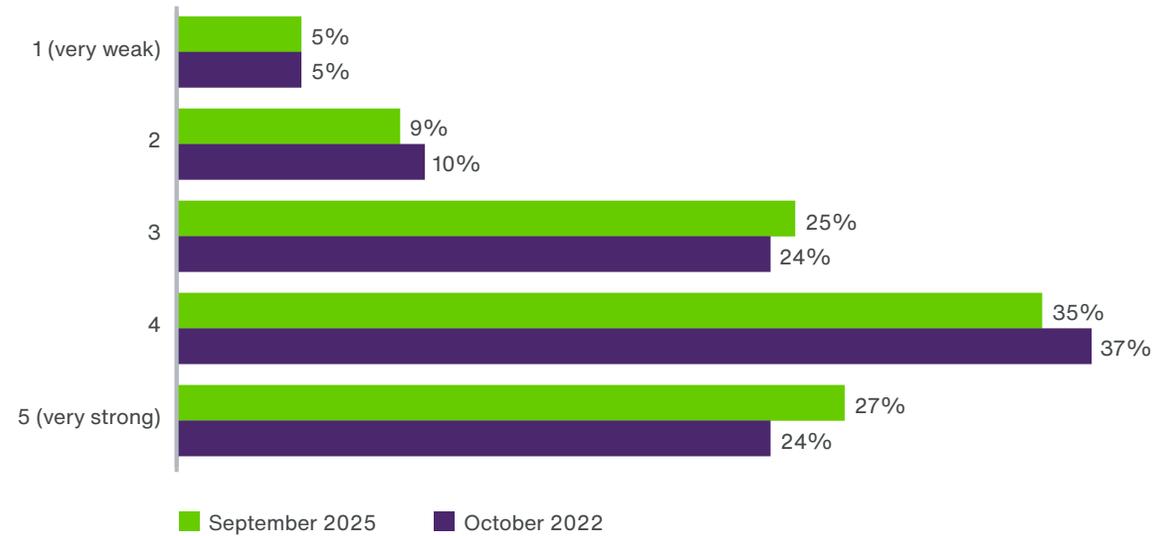


Humanity

Workers were asked to rate the extent to which they perceive their manager to be humane (supportive, considerate, compassionate) on a scale from one to five, with one being “very weak” and five being “very strong”.

- More than three in five (62 per cent) rate their manager 4 or 5 (strongly humane). The mental health scores of this group (65.2 and 69.8) are at least two points higher than the national average (63.2)
- One in seven (14 per cent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (48.6 and 53.6) are more than nine points lower than the national average (63.2)

Manager characteristic: Humanity



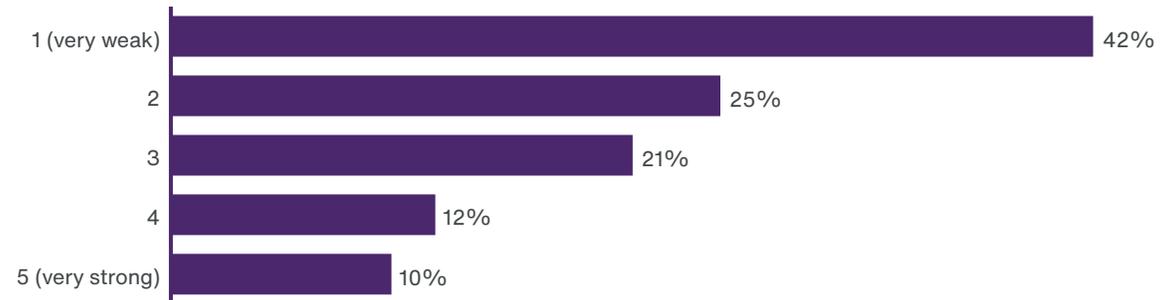
MHI score by manager characteristic: Humanity



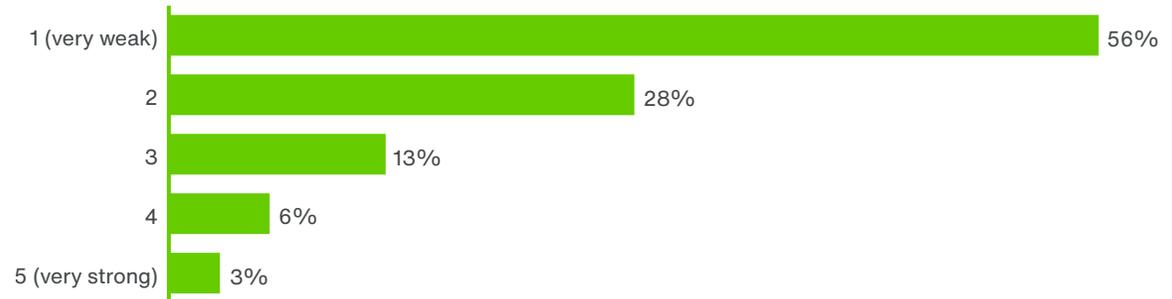
- Workers rating their manager as weak in humanity (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strong in humanity (4 or 5)
- Workers rating their manager as weak in humanity (1 or 2) are more than four times as likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager as strong in humanity (4 or 5)



Percentage of employees reporting poor manager work-life balance, by Humanity



Percentage of employees reporting a decline in manager support for work-life balance, by Humanity

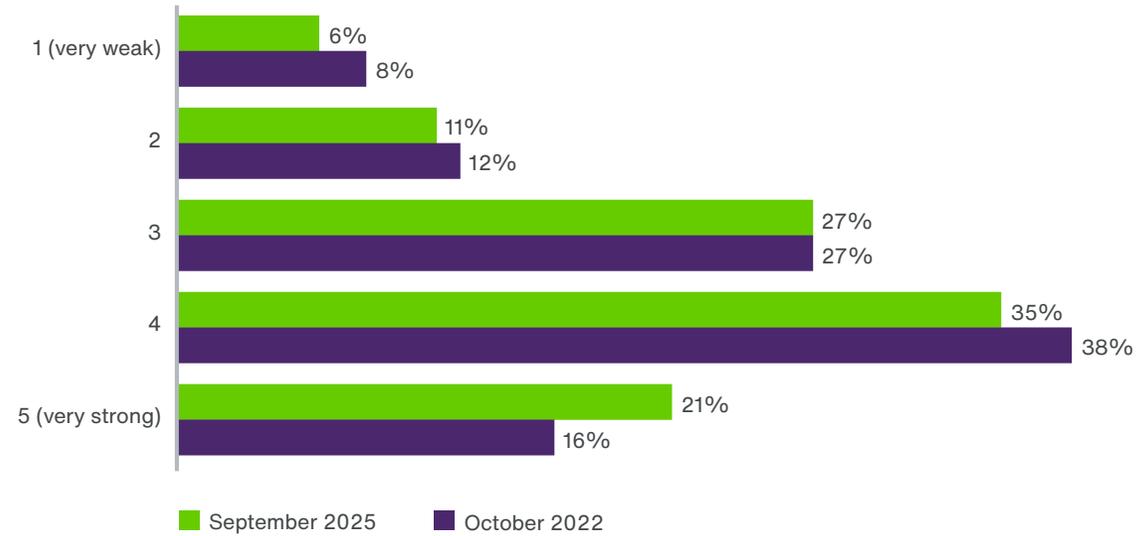


Participative

Workers were asked to rate the extent to which they perceive their manager to be participative (inclusive, rather than autocratic) on a scale from one to five, with one being “very weak” and five being “very strong”.

- More than half (56 per cent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (64.9 and 71.5) are higher than the national average (63.2). Notably, the proportion of workers who rate their manager’s participation as 5 (very strong) has increased by 30 per cent compared to October 2022
- One in six (17 per cent) rate their managers 1 or 2 (weakly participative). The mental health scores of this group (50.5 and 56.1) are at least seven points lower than the national average (63.2)

Manager characteristic: Participative



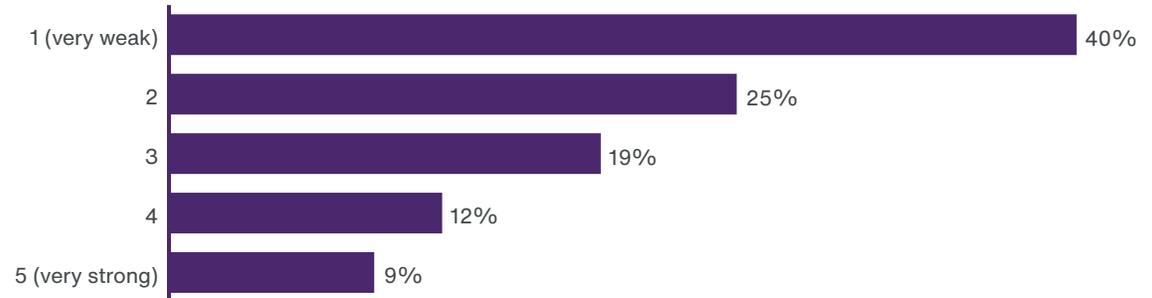
MHI score by manager characteristic: Participative



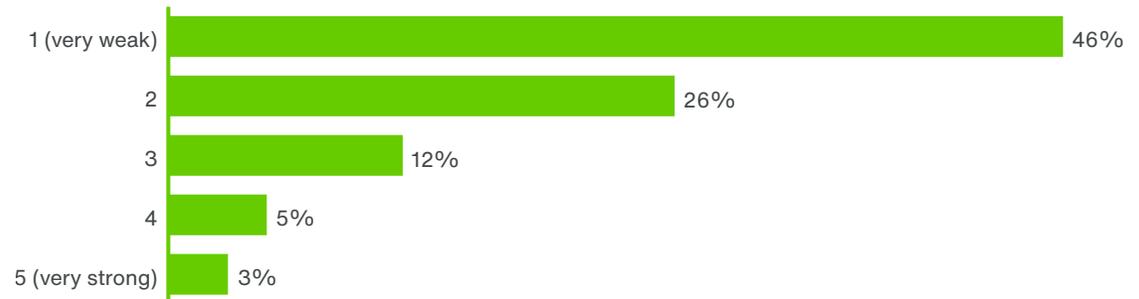
- Workers rating their manager as weakly participative (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly participative (4 or 5)
- Workers rating their manager as weakly participative (1 or 2) are more than five times as likely to report that their manager’s support for work-life balance has **declined** over the past year, compared to those rating their manager strongly participative (4 or 5)



Percentage of employees reporting poor manager work-life balance, by Participative



Percentage of employees reporting a decline in manager support for work-life balance, by Participative

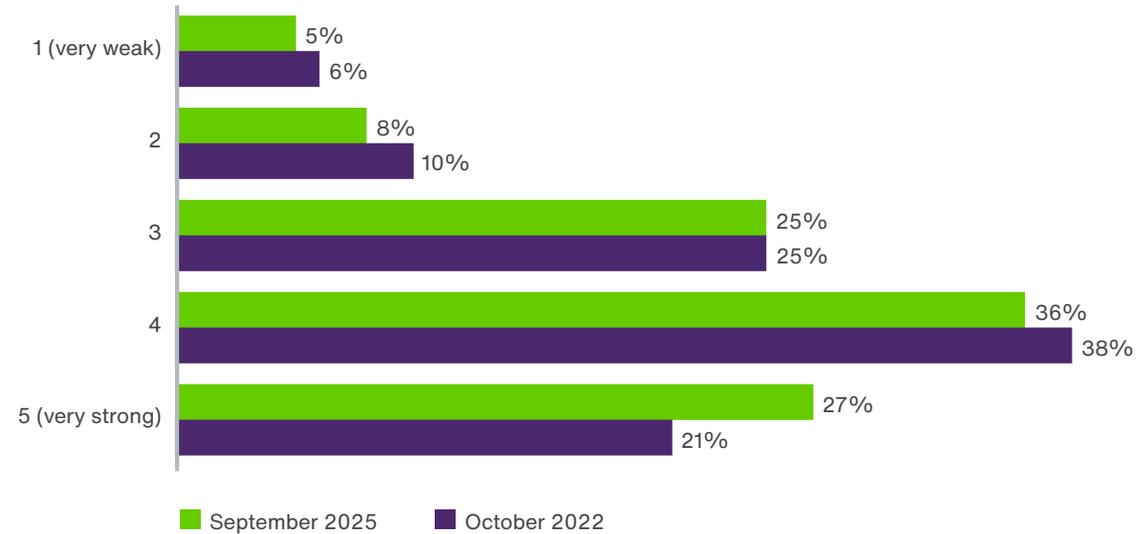


Team-oriented

Workers were asked to rate the extent to which they perceive their manager to be team-oriented (collaborative, working toward a common purpose) on a scale from one to five, with one being “very weak” and five being “very strong”.

- More than three in five (63 per cent) rate their manager 4 or 5 (strongly team-oriented). The mental health scores of this group (64.6 and 69.9) are higher than the national average (63.2). Notably, the proportion of workers who rate their manager as 5 (very strong) has increased by 30 per cent compared to October 2022
- Nearly one in seven (13 per cent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (49.4 and 57.0) are more than six points lower than the national average (63.2)

Manager characteristic: Team-oriented



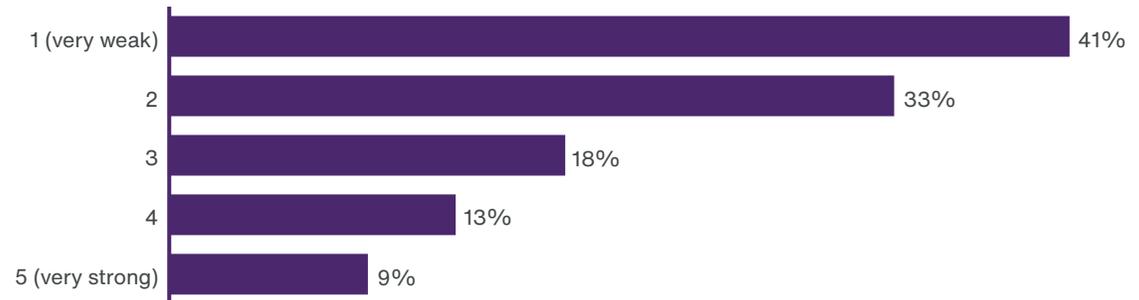
MHI score by manager characteristic: Team-oriented



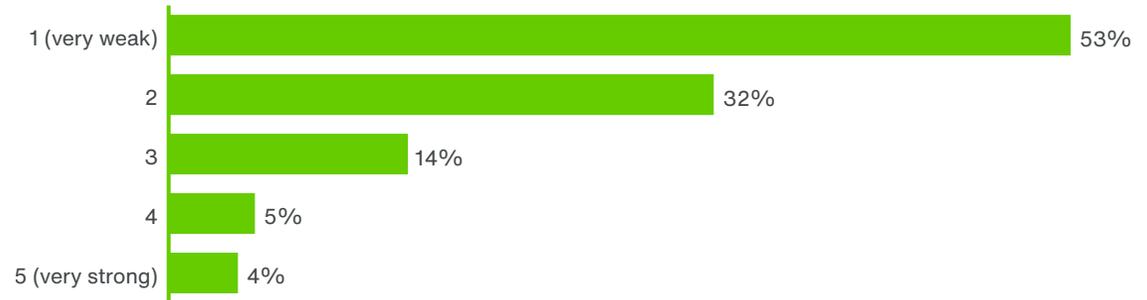
- Workers rating their manager as weakly team-oriented (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly team-oriented (4 or 5)
- Workers rating their manager as weakly team-oriented (1 or 2) are more than six times as likely to report that their manager’s support for work-life balance has **declined** over the past year, compared to those rating their manager strongly team-oriented (4 or 5)



Percentage of employees reporting poor manager work-life balance, by Team-oriented



Percentage of employees reporting a decline in manager support for work-life balance, by Team-oriented



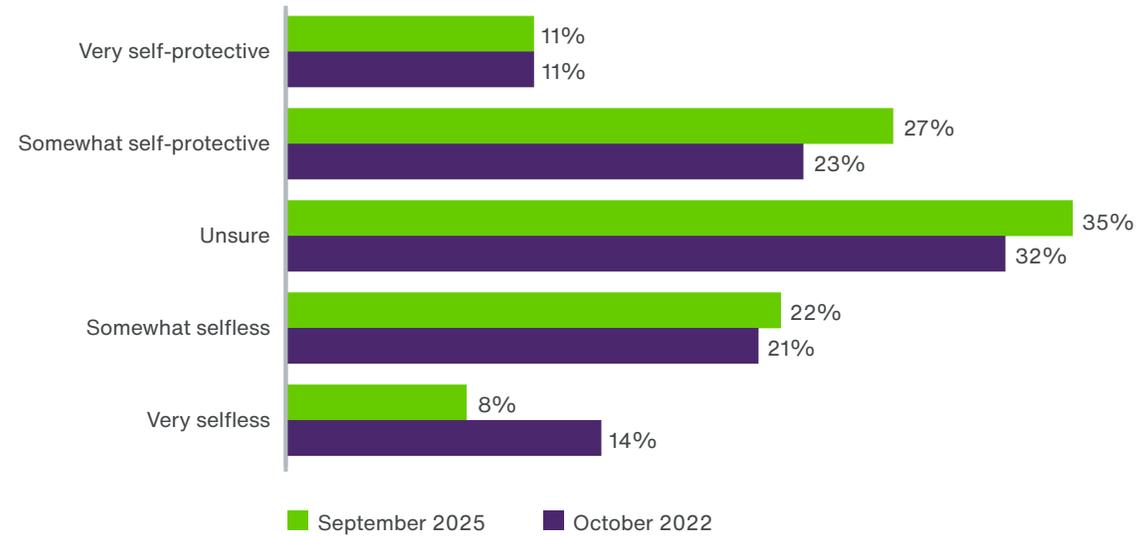
Self-protective

Workers were asked to rate the extent to which they perceive their manager as self-protective (i.e., self-centred, face-saving).

- Nearly two in five (38 per cent) rate their manager as self-protective. The mental health scores of this group (59.1 and 61.0) are over two points lower than the national average (63.2)
- Three in ten (30 per cent) rate their managers as selfless. The mental health scores of this group (67.4 and 70.1) are more than four points higher than the national average (63.2). Notably, the proportion of workers who rate their manager as very selfless has declined by 75 per cent compared to November 2022



Manager characteristic: Self-protective



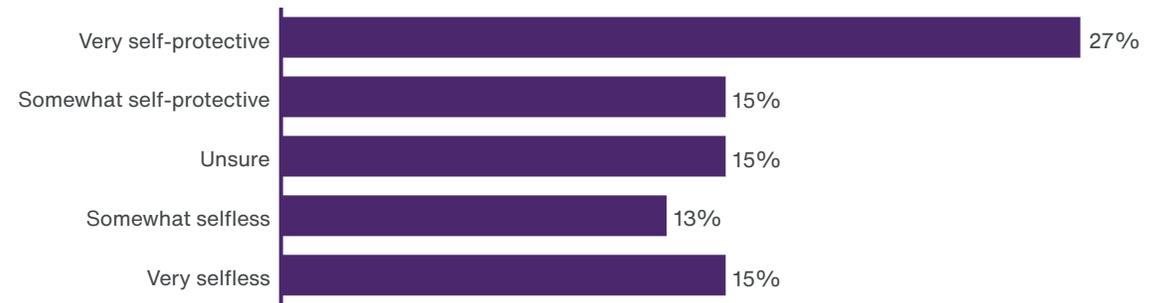
MHI score by manager characteristic: Self-protective



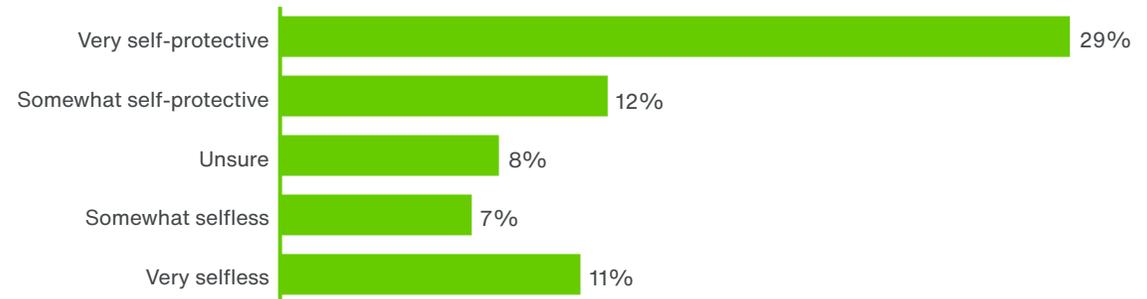
- Workers rating their manager as very self-protective are nearly twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as selfless
- Workers rating their manager as very self-protective are nearly twice as likely to report that their manager’s support for work-life balance has **declined** over the past year, compared to those rating their manager as selfless



Percentage of employees reporting poor manager work-life balance, by Self-protective



Percentage of employees reporting a decline in manager support for work-life balance, by Self-protective



Overview of the TELUS Mental Health Index.

The mental health and wellbeing of a population are essential to overall health and work productivity. The Mental Health Index measures the current mental health status of employed adults. Increases and decreases in the MHI are intended to predict cost and productivity risks, informing the need for investment in mental health support by businesses and governments.

The Mental Health Index report has two parts:

1. The overall Mental Health Index (MHI).
2. A spotlight section that reflects the specific impact of current issues in the community.

Methodology

Data for this report is collected through an online survey of 3,000 people living in Canada who are currently employed or who were employed within the previous six months. Participants are selected to represent the age, gender, industry, and geographic distribution in Canada. Respondents are asked to consider the prior two weeks when answering each question. Data for the current report was collected between September 18 and September 26, 2025.

Calculations

A scoring system that assigns point values to individual responses is used to create the Mental Health Index. Higher point values are associated with better mental health and less mental health risk. The sum of scores is divided by the total number of possible points to generate a score out of 100. The raw score is the mathematical mean of the individual scores. The distribution of scores is defined according to the following scale:

Distressed 0 - 49 **Strained** 50-79 **Optimal** 80 - 100

Additional data and analyses.

Demographic breakdowns of sub-scores and specific cross-correlational and custom analyses are available upon request. Benchmarking against the national results or any subgroup is available upon request.

Contact MHI@telushealth.com





www.telushealth.com

