



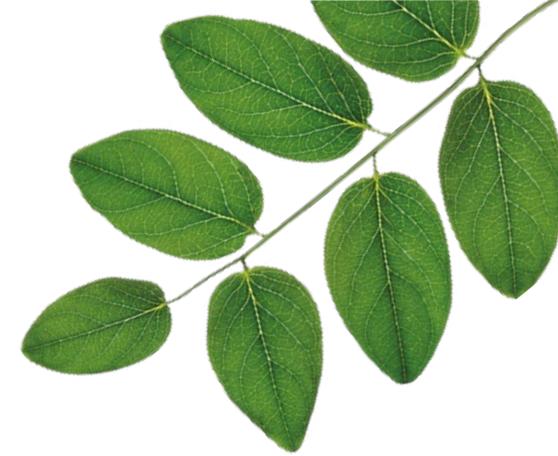
TELUS Mental Health Index.

Singapore | September 2025

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What you need to know for September 2025.



Mental health among workers in Singapore has declined sharply in September 2025, erasing gains achieved over the last year.

- At 61.9, the mental health of workers has declined by 1.6 points from June 2025
- 37 per cent of workers have a high mental health risk, 46 per cent have a moderate mental health risk, and 17 per cent have a low mental health risk
- All mental health sub-scores have declined from June 2025
- Anxiety and work productivity have been the lowest mental health sub-scores for more than three years
- 39 per cent of workers say their mental health is impacting work productivity
- 35 per cent of workers feel anxious
- 34 per cent of workers feel isolated
- 32 per cent of workers feel depressed
- 26 per cent of workers do not have emergency savings for basic needs
- 18 per cent of workers are not feeling optimistic about their future
- Managers continue to have a higher mental health score than non-managers
- Service industry workers have a lower mental health score than labourers and office workers

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

- 65 per cent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 14 per cent believe it's inadequate
- 55 per cent of workers believe leaders in their organisation can maintain a healthy work-life balance, though 45 per cent are unsure or disagree
- 44 per cent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 31 per cent view it as unmanageable

Workers anticipate AI-driven job changes, with almost two-thirds confident in their ability to adapt.

- 53 per cent of workers believe that AI technology could lead to some change in their jobs; a further 15 per cent expect a lot of change in their jobs
- 91 per cent of workers in Public Administration and Defence believe that AI will lead to changes in their jobs
- Men and parents are more likely to believe that AI technology could lead to changes in their jobs
- 65 per cent of workers anticipate being able to deal well with changes in their jobs because of AI; 27 per cent of workers are unsure, and nine per cent anticipate not dealing well
- 33 per cent of workers say that AI is unlikely to lead to job loss for them; a further 28 per cent are unsure



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
- 49 per cent of workers say that their manager's support for work-life balance has not changed over the past year; 39 per cent say it has improved, and 12 per cent say it is less supportive
- 49 per cent of workers say that senior leadership's support for work-life balance has not changed over the past year; 39 per cent say it has improved, and 12 per cent say it is less supportive
- Managers, workers under 40 and parents are more likely to report that their managers' support for work-life balance has improved over the past year



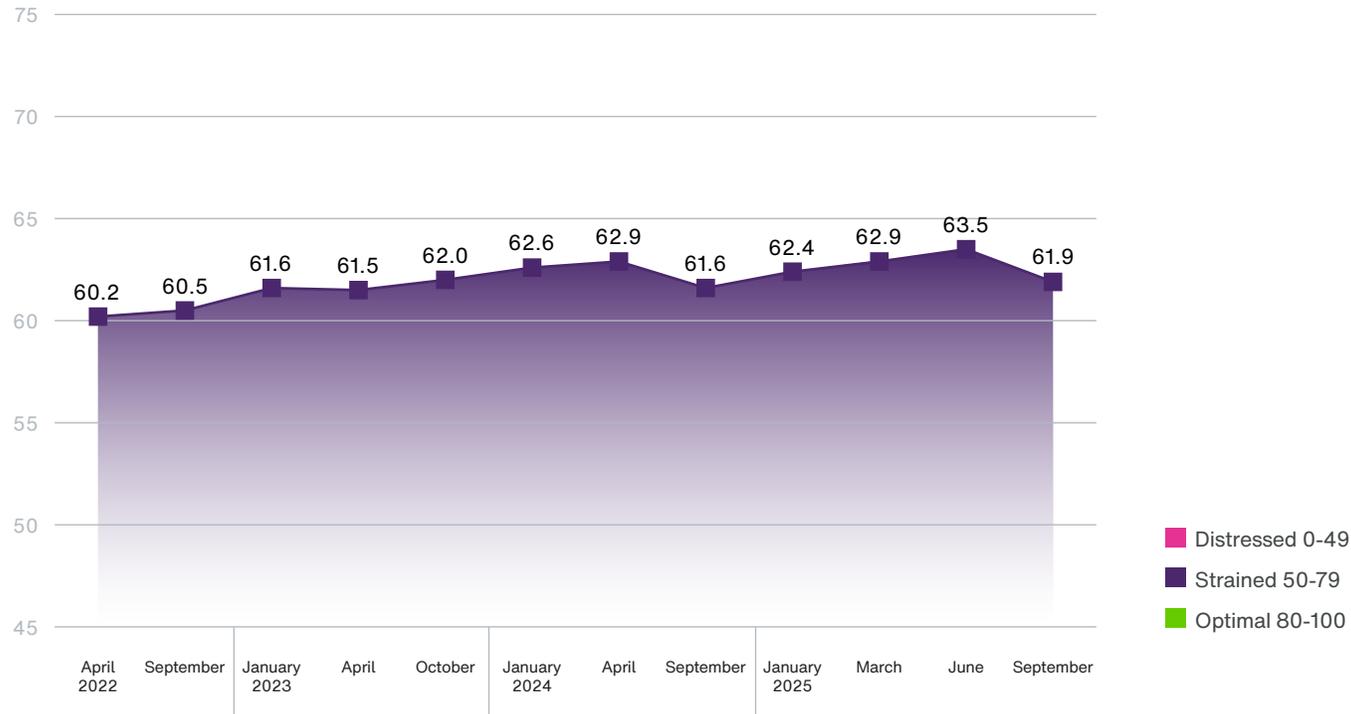
More than one-third of workers rate their employer's wellbeing support as inadequate; nearly half say their employer doesn't offer an EAP.

- 47 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 more than 22 points lower than those reporting excellent support
- 40 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 more than 27 points lower than those reporting excellent support
- 35 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 27 points lower than those reporting excellent support
- Workers under 40, men and managers are more likely to rate employer support as very good/excellent across all areas of wellbeing: financial, mental and physical
- 45 per cent of workers say their employer doesn't offer an Employee Assistance Program (EAP); a further 30 per cent are unsure

The Mental Health Index.

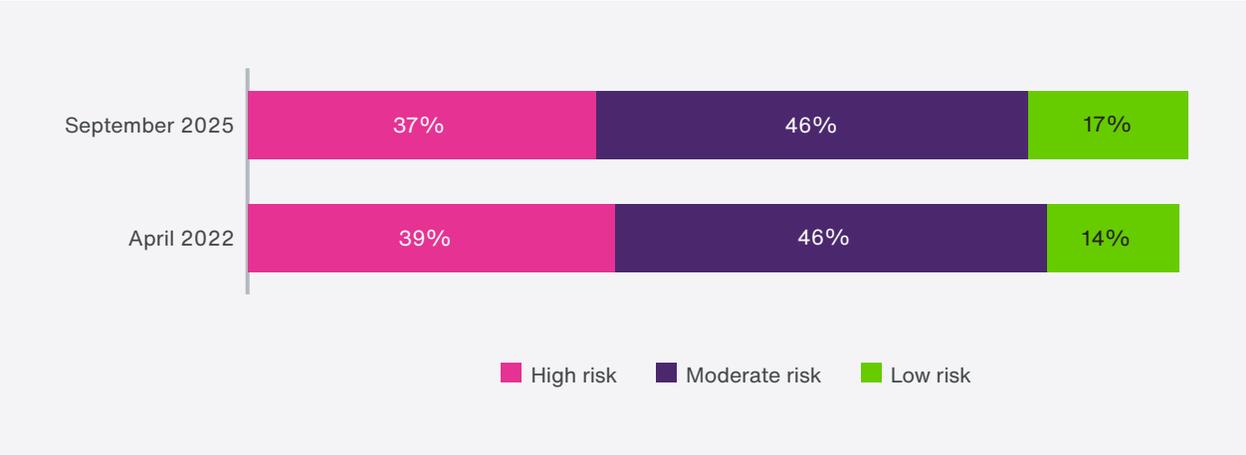
The overall Mental Health Index (MHI) for September 2025 is 61.9. After three periods of steady improvement, the mental health score of workers in Singapore has declined sharply in September.

MHI Current Month September 2025	June 2025
61.9	63.5



Mental health risk.

In September 2025, 37 per cent of workers have a high mental health risk, 46 per cent have a moderate mental health risk, and 17 per cent have a low mental health risk. More than three years after the launch of the Mental Health Index in April 2022, the proportion of workers in the high-risk group has decreased by two per cent.



Twenty-four per cent of workers in the high-risk group report a mental health condition or issue, six per cent report a mental health condition or issue in the moderate-risk group, and two per cent of workers in the low-risk group report a mental health condition or issue.

Mental Health Index sub-scores.

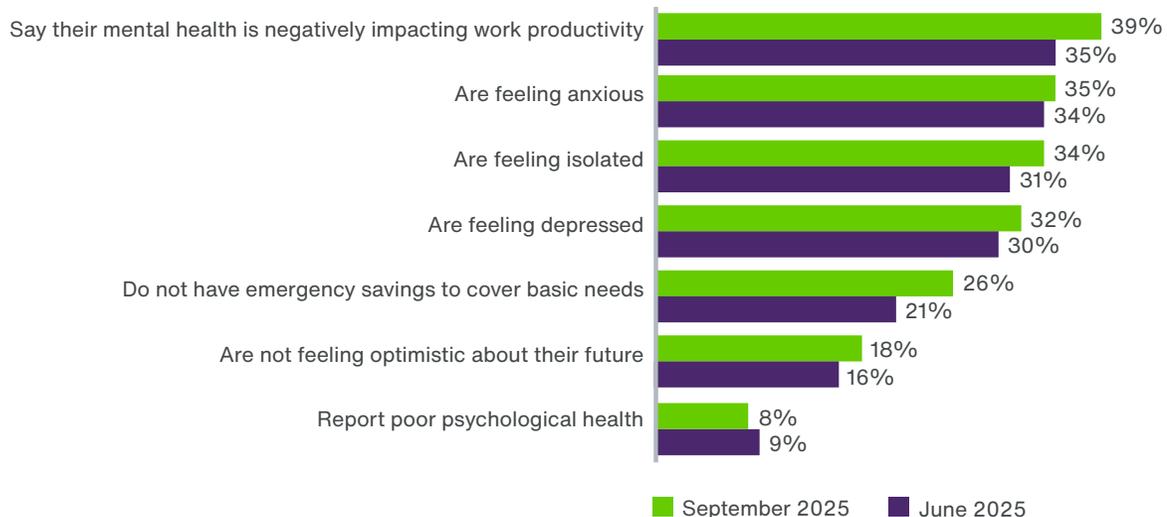
For more than three years, anxiety (54.7) and work productivity (55.5) have been the lowest Mental Health Index sub-scores. Isolation (56.0), depression (57.7), optimism (63.3), and general psychological health (70.7) follow. Financial risk (71.5) remains the most favourable mental health measure in September 2025.

- All mental health sub-scores have declined from June
- The financial risk score has shown the most significant decline, down 3.4 points from the previous period, yet it remains the most favourable sub-score

Nearly two in five (39 per cent) workers say their mental health is negatively impacting work productivity, 35 per cent feel anxious, 34 per cent feel isolated, 32 per cent feel depressed, 26 per cent do not have emergency savings for basic needs, 18 per cent do not feel optimistic about their future, and eight per cent of workers cite poor psychological health.

Mental Health Index Sub-scores	September 2025	June 2025
Anxiety	54.7	55.7
Work productivity	55.5	57.4
Isolation	56.0	58.3
Depression	57.7	58.3
Optimism	63.3	64.9
Psychological health	70.7	71.7
Financial risk	71.5	74.9

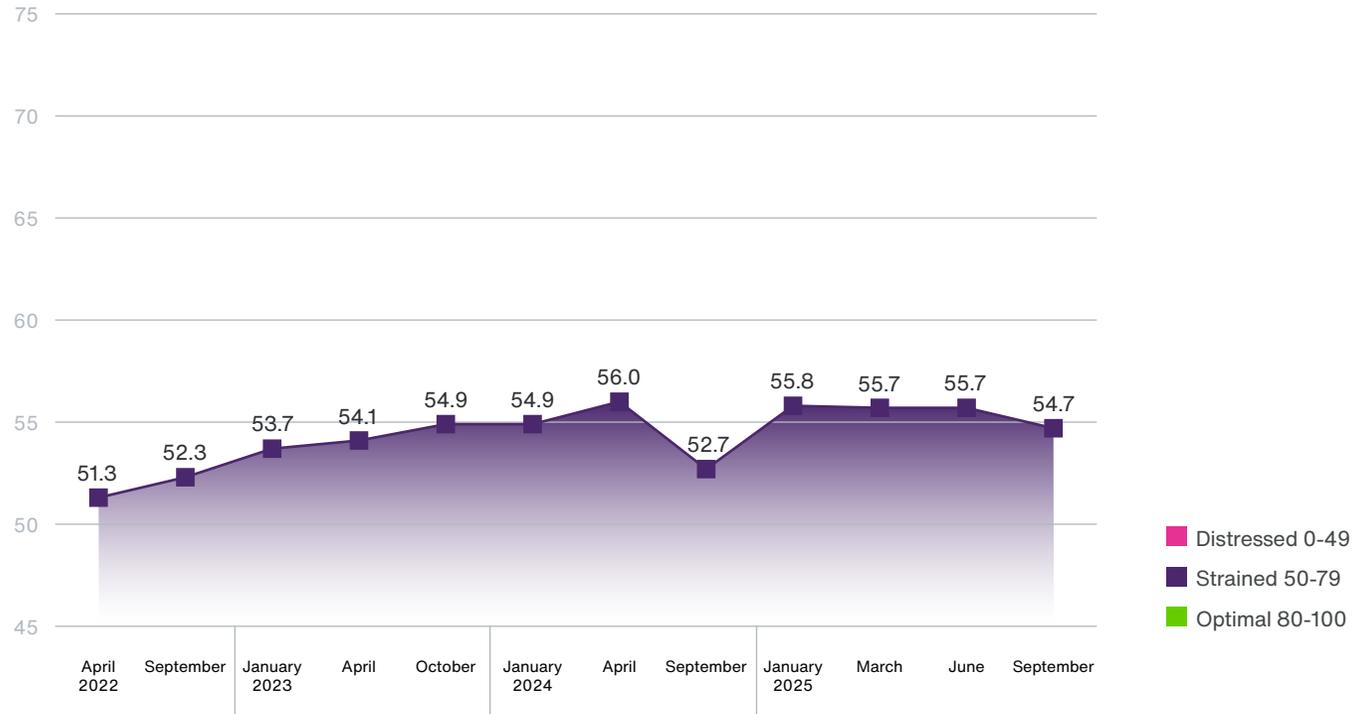
Percentage at risk by MHI sub-score



Anxiety

In September 2025, 35 per cent of workers say they often feel unsettled and nervous.

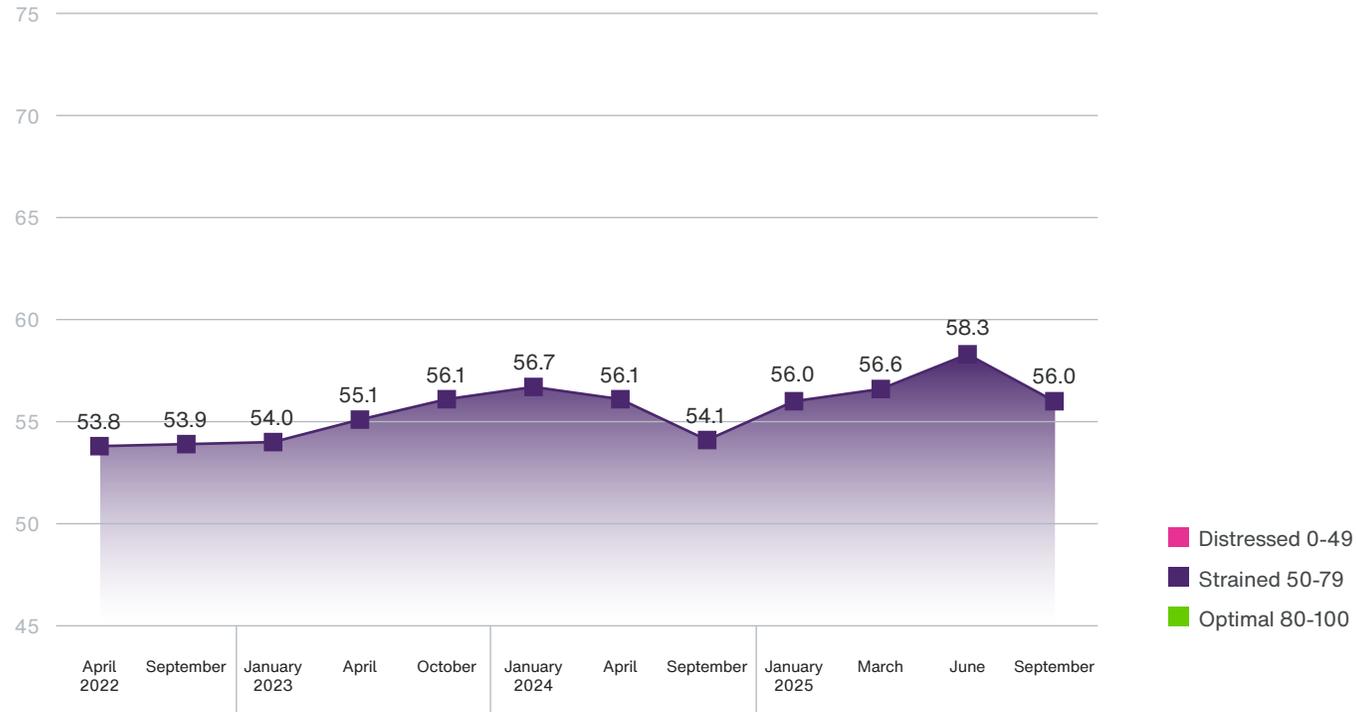
After steady improvement from the launch of the Mental Health Index through April 2024, the anxiety sub-score dropped sharply in September 2024. The score recovered in January 2025 and remained stable through June 2025. In September 2025, the anxiety sub-score has declined by one point and remains the lowest among all mental health sub-scores for more than three years.



Isolation

In September 2025, 34 per cent of workers say they often feel alone.

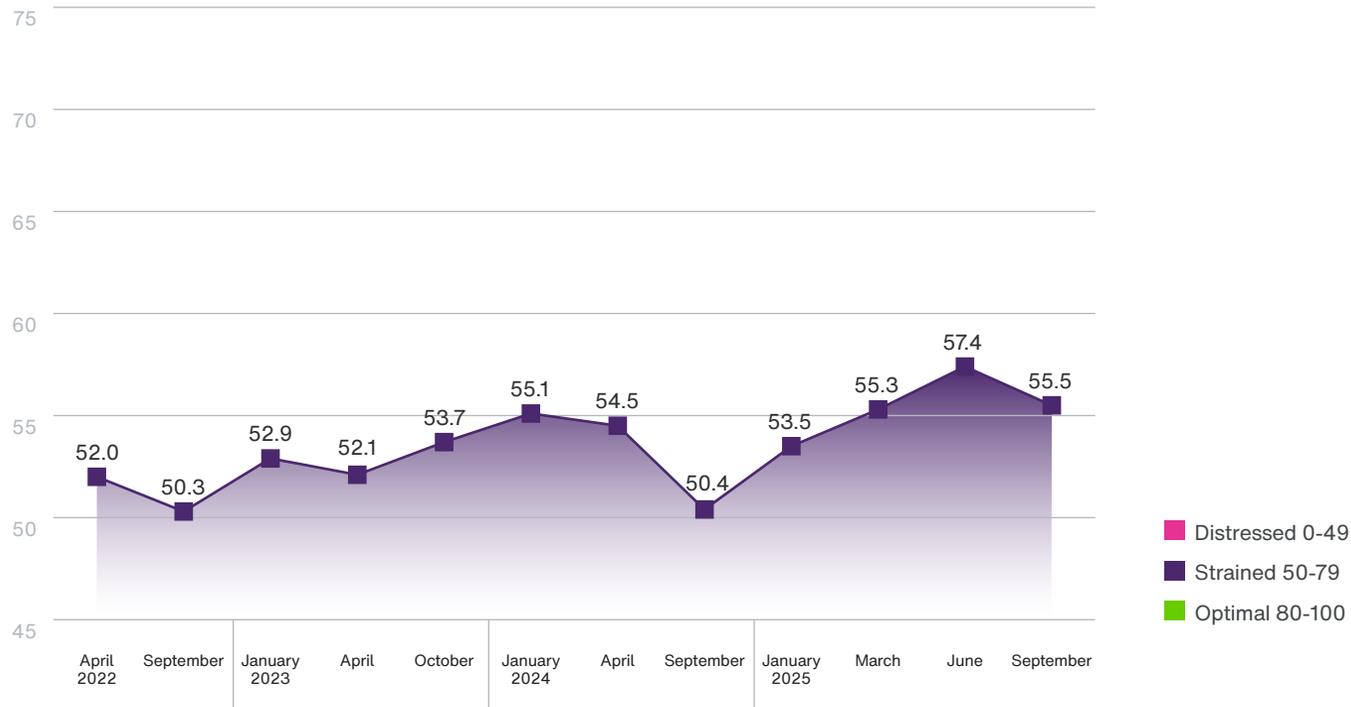
The isolation sub-score has shown an upward trend since the launch of the MHI in April 2022. Following a sharp decline in September 2024, the isolation score improved for three consecutive periods, reaching its highest point in June 2025. However, the isolation sub-score has declined sharply in September 2025, down 2.3 points from the previous period.



Work productivity

In September 2025, 39 per cent of workers say their mental health is negatively impacting their work productivity and goals.

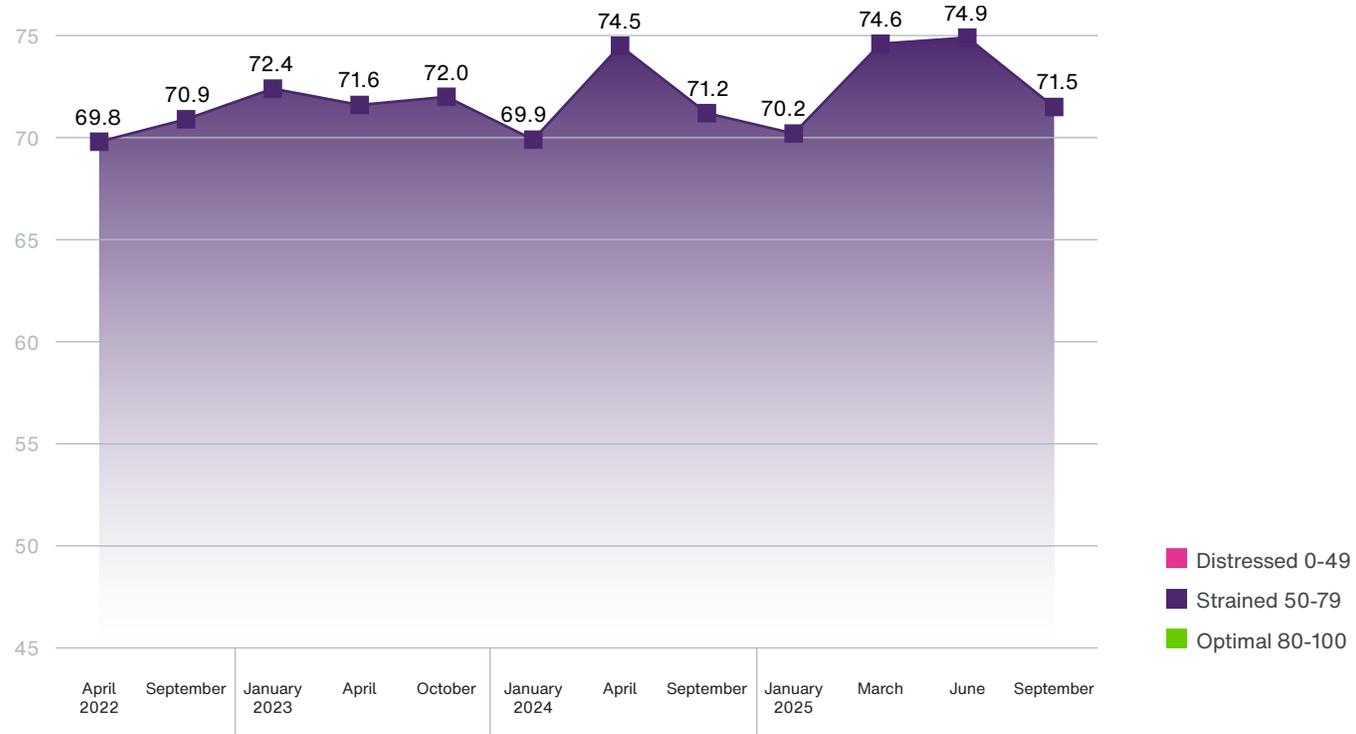
The work productivity sub-score declined from January to September 2024 but recovered strongly through June 2025, reaching its highest level since the Index was launched in April 2022. Similar to other sub-scores in this period, the work productivity score has declined by nearly two points in September 2025 and remains the second-lowest among all mental health sub-scores.



Financial risk

In September 2025, 26 per cent of workers do not have emergency savings to cover their basic needs.

The financial risk sub-score has shown significant volatility from the launch of the Mental Health Index in April 202 through the current period. After two periods of relative stability culminating in a peak in June 2025, the score has declined by more than three points in September.



Mental health by gender and age.

- Since April 2022, women have had a lower mental health score than men. In September 2025, the mental health score of women is 60.0 compared to 63.8 for men
- Since April 2022, mental health scores have improved with age

Mental health by employment status.

- Overall, two per cent of respondents are unemployed¹ and nine per cent report reduced hours or reduced salary
- Workers reporting reduced salary compared to the previous month have the lowest mental health score (50.6), followed by workers reporting fewer hours than the last month (58.1), respondents not currently employed (59.6), and workers with no change to salary or hours (62.2)
- Service industry workers have a lower mental health score (59.0) than labourers (59.9) and office workers (63.0)
- Managers have a higher mental health score (62.6) than non-managers (60.9)
- Respondents working for companies with 1,001-5,000 employees have the highest mental health score (64.4)
- Self-employed/sole proprietors have the lowest mental health score (58.1)



Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (47.6) than the overall group (61.9). Workers with an emergency fund have an average mental health score of 67.0

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

Employment status	Sept. 2025	June 2025
Employed (no change in hours/salary)	62.7	64.0
Employed (fewer hours compared to last month)	58.1	58.5
Employed (reduced salary compared to last month)	50.6	59.6
Not currently employed	59.6	61.4

Age group	Sept. 2025	June 2025
Age 20-29	56.7	55.6
Age 30-39	58.7	61.6
Age 40-49	61.8	62.4
Age 50-59	64.9	64.9
Age 60-69	69.3	74.8

Number of children	Sept. 2025	June 2025
No children in household	61.5	63.3
1 child	63.2	62.9
2 children	62.1	63.4
3 children or more	58.8	75.8

Gender	Sept. 2025	June 2025
Men	63.8	63.5
Women	60.0	63.5

Household income/annum	Sept. 2025	June 2025
<S\$50K	56.9	59.4
S\$50K to <S\$100K	62.0	60.3
S\$100k to <S\$150K	62.0	66.2
S\$150K to S\$200K	64.4	65.8
S\$200K and over	68.1	67.9

Employer size	Sept. 2025	June 2025
Self-employed/sole proprietor	58.1	62.7
2-50 employees	62.3	63.7
51-100 employees	61.1	64.7
101-500 employees	62.8	63.0
501-1,000 employees	60.0	61.7
1,001-5,000 employees	64.4	65.4
5,001-10,000 employees	63.8	61.9
More than 10,000 employees	59.7	63.9

Manager	Sept. 2025	June 2025
Manager	62.6	64.8
Non-manager	60.9	61.9

Work environment	Sept. 2025	June 2025
Labour	59.9	58.1
Office/desk	63.0	64.9
Service	59.0	60.9

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 Public Administration and Defence have the lowest mental health score (48.2), followed by workers in Accommodation and Food Service Activities (59.0) and Other Service Activities (59.5).

Workers in Manufacturing (66.7), Real Estate Activities (63.7), and Financial and Insurance Activities (63.3) have the highest mental health scores in September.



Industry	September 2025	June 2025	Change
Health and Social Services	62.1	59.9	2.2
Accommodation and Food Service Activities	59.0	57.1	1.9
Wholesale and Retail Trade	62.5	60.9	1.6
Financial and Insurance Activities	63.3	62.9	0.4
Administrative and Support Service Activities	62.8	62.8	0.0
Manufacturing	66.7	67.4	-0.7
Real Estate Activities	63.7	64.7	-1.0
Education	62.4	64.2	-1.8
Public Administration and Defence	48.2	51.7	-3.5
Professional, Scientific and Technical Activities	61.5	65.7	-4.2
Other Service Activities	59.5	63.9	-4.4
Transportation and Storage	59.9	65.4	-5.5
Construction	60.1	69.3	-9.2

Spotlight

Employer support for wellbeing.

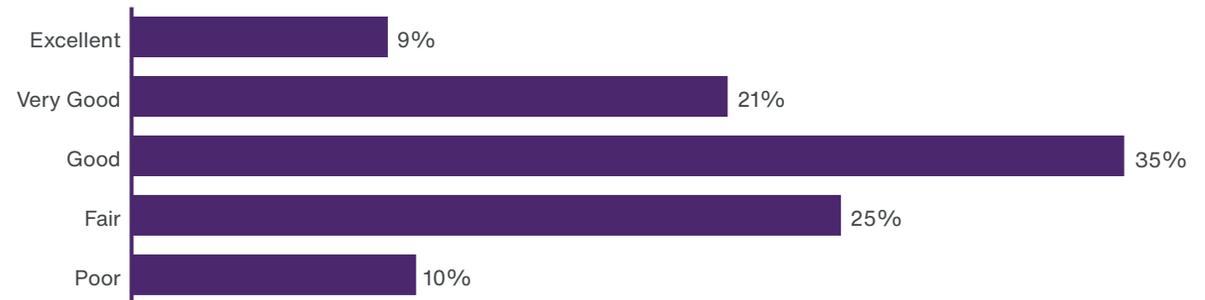
Physical wellbeing

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

- Three in ten (30 per cent) workers rate employer support for their physical wellbeing as very good/excellent; this group has the highest mental health scores (70.1 and 72.3 respectively), at least eight points higher than the national average (61.9)
- The lowest mental health score (45.4) is among 10 per cent of workers rating employer support for their physical wellbeing as poor, more than 24 points lower than workers rating support as very good/excellent (70.1 and 72.3 respectively) and more than 16 points lower than the national average (61.9)
- Managers are 60 per cent more likely than non-managers to rate employer support for their physical wellbeing as very good/excellent
- Men are 60 per cent more likely than women to rate employer support for their physical wellbeing as very good/excellent
- Workers under 40 are 60 per cent more likely than workers over 50 to rate employer support for their physical wellbeing as very good/excellent



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?”

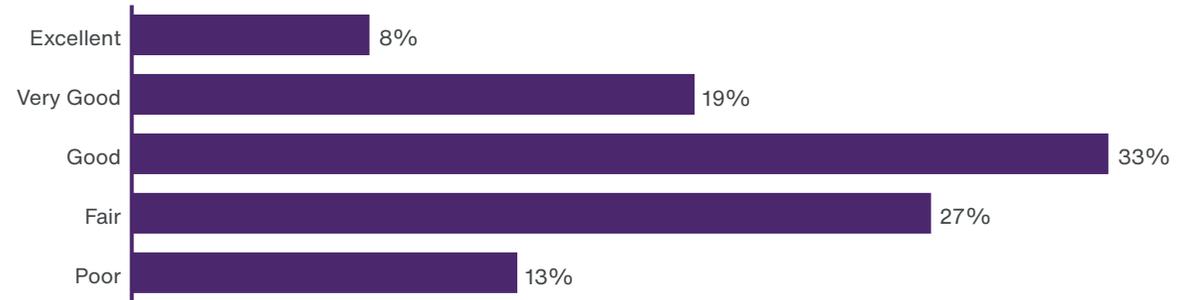


Mental wellbeing

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

- Nearly three in ten (27 per cent) workers rate employer support for their mental wellbeing as very good/excellent; this group has the highest mental health scores (70.6 and 74.9 respectively), at least eight points higher than the national average (61.9)
- The lowest mental health score (47.6) is among 13 per cent of workers rating employer support for their mental wellbeing as poor, more than 23 points lower than workers rating support as very good/excellent (70.6 and 74.9 respectively) and more than 14 points lower than the national average (61.9)
- Workers under 40 are 70 per cent more likely than workers over 50 to rate employer support for their mental wellbeing as very good/excellent
- Men are 60 per cent more likely than women to rate employer support for their mental wellbeing as very good/excellent
- Managers are 40 per cent more likely than non-managers to rate employer support for their mental wellbeing as very good/excellent

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?”

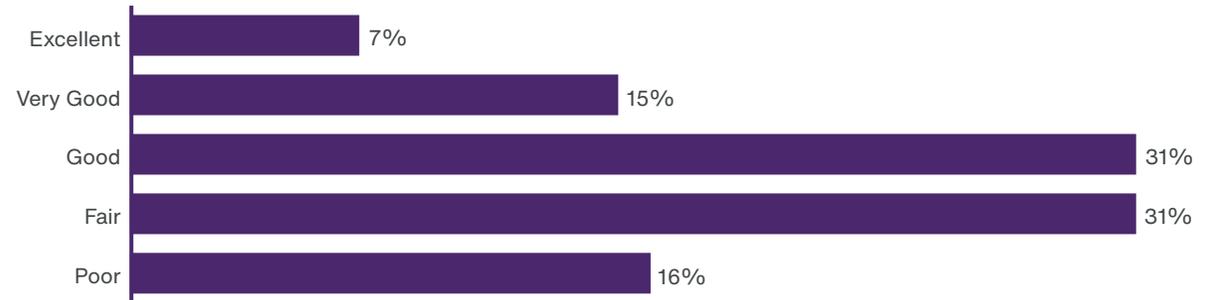


Financial wellbeing

Workers who rate their employer’s support for their financial wellbeing as poor have a mental health score more than 22 points lower than those who report excellent support.

- More than one in five (22 per cent) workers rate employer support for their financial wellbeing as very good/excellent; this group has the highest mental health scores (72.3 and 71.1 respectively), at least nine points higher than the national average (61.9)
- The lowest mental health score (48.9) is among 16 per cent of workers rating employer support for their financial wellbeing as poor, more than 22 points lower than workers rating support as very good/excellent (72.3 and 71.1 respectively) and 13 points lower than the national average (61.9)
- Workers under 40 are 80 per cent more likely than workers over 50 to rate employer support for their financial wellbeing as very good/excellent
- Men are 70 per cent more likely than women to rate employer support for their financial wellbeing as very good/excellent
- Managers are 50 per cent more likely than non-managers to rate employer support for their financial wellbeing as very good/excellent

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?”



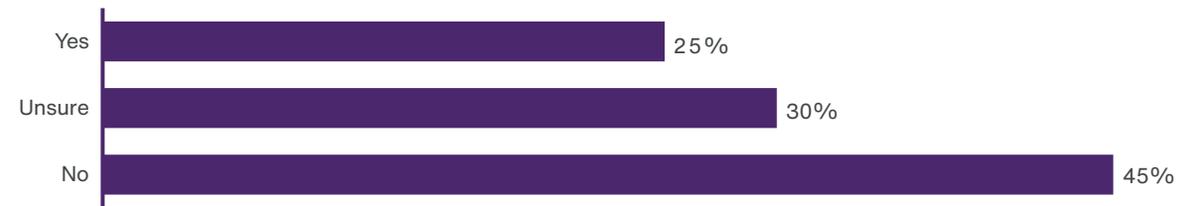
Employee Assistance Program (EAP).

Nearly half of workers say their employer doesn't offer an Employee Assistance Program.

- The mental health score (66.1) of 25 per cent of workers who say their employer offers an Employee Assistance Program (EAP) is nearly six points higher than 45 per cent of workers who report their employer doesn't offer an EAP (60.4) and more than four points higher than the national average (61.9)
- Managers are twice as likely as non-managers to report that their employer offers an EAP
- Parents are 70 per cent more likely than non-parents to report that their employer offers an EAP
- Workers under 40 are 60 per cent more likely than workers over 50 to report that their employer offers an EAP



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



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



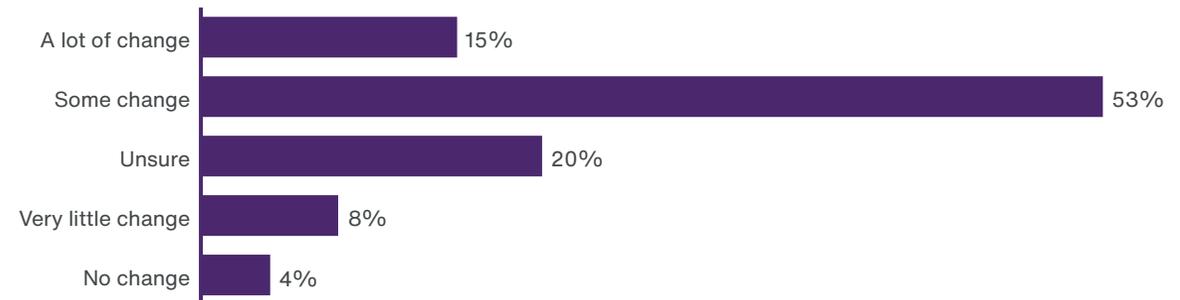
Artificial Intelligence in the workplace.

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

- More than half (53 per cent) of workers believe AI technology could lead to some change in their job; this group has a mental health score (63.5) nearly two points higher than the national average (61.9)
- Ninety-one per cent of workers in Public Administration and Defence believe that AI will lead to changes in their jobs
- Men are 60 per cent more likely than women to believe that AI technology could lead to a lot of change in their jobs
- Parents are 50 per cent more likely than non-parents to believe that AI technology could lead to a lot of change in their jobs



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





- The lowest mental health score (57.7) is among 15 per cent of workers who believe that AI technology could lead to a lot of change in their jobs, more than seven points lower than workers who believe that AI technology will not change their jobs (64.9) and more than four points lower than the national average (61.9)
- The highest mental health score (65.0) is among eight per cent of workers reporting that AI technology will lead to very little change in their jobs, three points higher than the national average (61.9)

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

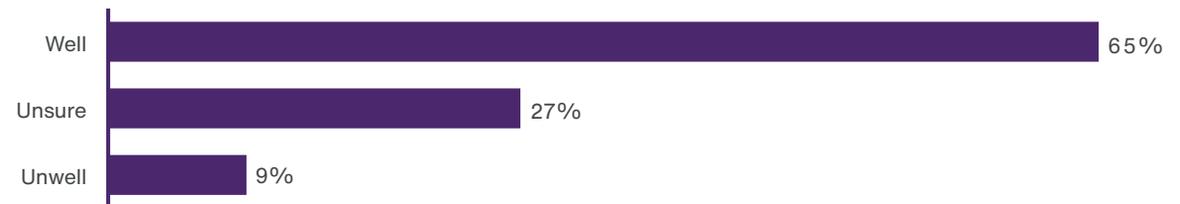


Nearly two-thirds of workers anticipate coping well with job changes due to AI technology.

- Nearly two-thirds (65 per cent) of workers anticipate being able to deal well with changes in their jobs because of AI technology; this group has the highest mental health score (66.7), nearly five points higher than the national average (61.9)
- The lowest mental health score (44.0) is among nine per cent of workers who anticipate not being able to deal well with changes in their jobs because of AI, nearly 23 points lower than workers who anticipate being able to deal well with changes (66.7), and 18 points lower than the national average (61.9)
- Workers with an annual household income of less than \$100,000 are 50 per cent more likely than workers with a yearly household income of greater than \$100,000 to anticipate not being able to deal well with changes in their job because of AI technology
- Non-parents and non-managers are 50 per cent more likely 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?”



One-third of workers say job loss due to AI technology is unlikely.

- One-third (33 per cent) of workers say that it is unlikely that AI could lead to job loss for them; this group has the highest mental health score (70.1), more than eight points higher than the national average (61.9)
- Two in five (40 per cent) of workers believe that AI technology could lead to potential job loss for them; this group has the lowest mental health score (55.4), nearly 15 points lower than workers who disagree (70.1) and more than six points lower than the national average (61.9)

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.

Nearly one-third of workers believe that taking on a higher-level leadership role in their organisation would be unmanageable without creating excessive stress.

- Nearly half (44 per cent) of 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 (65.5), nearly four points higher than the national average (61.9)
- Managers are 80 per cent more likely than non-managers to believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress
- More than three in 10 (31 per cent) 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 (57.6), nearly eight points lower than workers who agree (65.5) and more than four points lower than the national average (61.9)



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



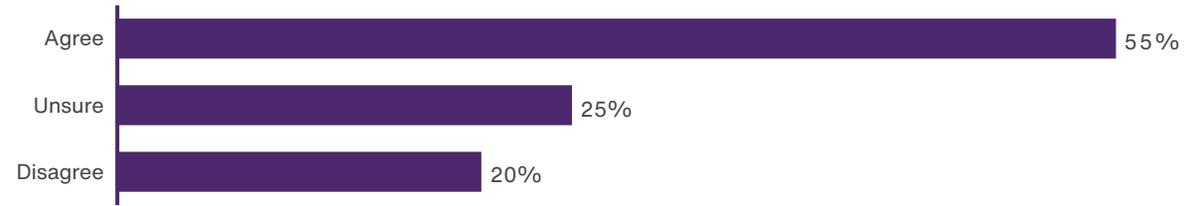
MHI score by “I believe that taking on a higher-level leadership role in my organisation would be manageable without creating excessive stress”



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 (67.5), nearly six points higher than the national average (61.9)
- One in five (20 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 (52.5), 15 points lower than workers who report leaders in their organisation can maintain a healthy work-life balance (67.5) and more than nine points lower than the national average (61.9)

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”

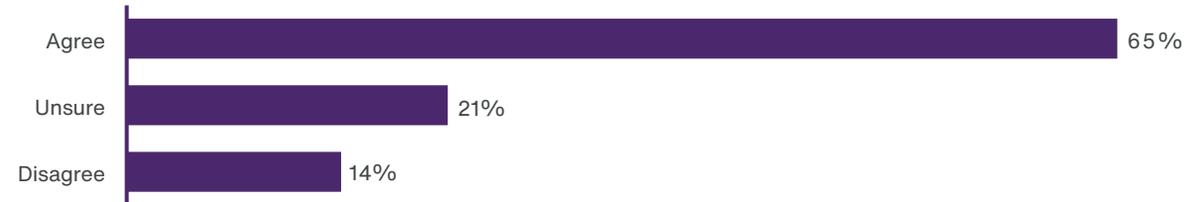


Nearly two-thirds of workers believe leadership positions are adequately rewarded for the additional effort.

- Nearly two-thirds (65 per cent) of workers believe that sufficient rewards match the additional effort required in leadership positions; this group has the highest mental health score (65.3), more than three points higher than the national average (61.9)
- One in seven (14 per cent) workers don't believe that sufficient rewards match the additional effort required in leadership positions; this group has the lowest mental health score (54.5), nearly 11 points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (65.3), and more than seven points lower than the national average (61.9)



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”

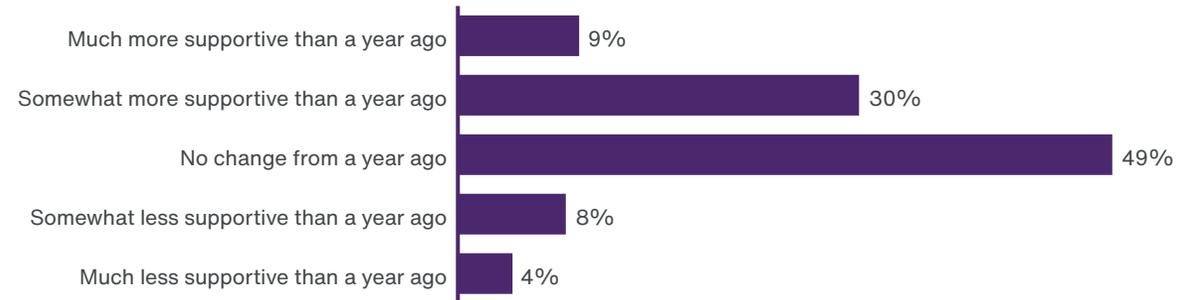


Leadership support for work-life balance.

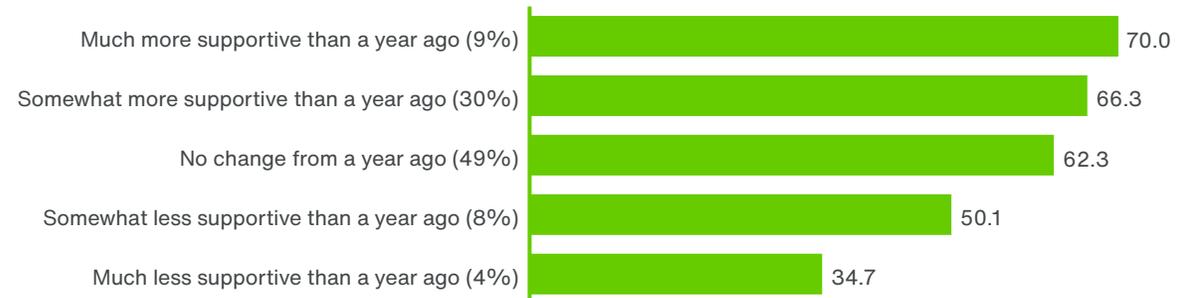
Two in five workers say senior leadership’s support for work-life balance has improved over the past year.

- Nearly half (49 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 (62.3) modestly higher than the national average (61.9)
- More than one in ten (12 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 (34.7 and 50.1), more than 16 points lower than workers who report senior leadership has been more supportive (66.3 and 70.0), and more than 12 points lower than the national average (61.9)
- The highest mental health score (70.0) is among nine per cent of workers reporting that senior leadership has been much more supportive of work-life balance over the past year, more than eight points higher than the national average (61.9)
- Managers are 50 per cent more likely than non-managers to report that senior leadership has been more supportive of work-life balance over the past year
- Parents are 40 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?



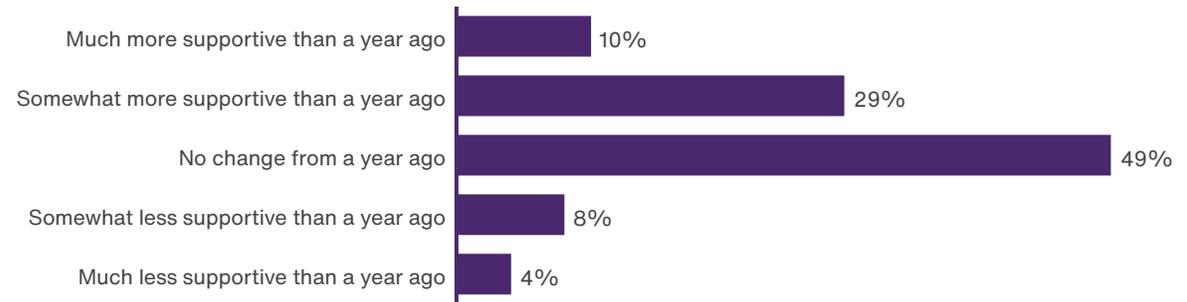
MHI score by “How has senior leadership’s support for work-life balance changed over the past year?”



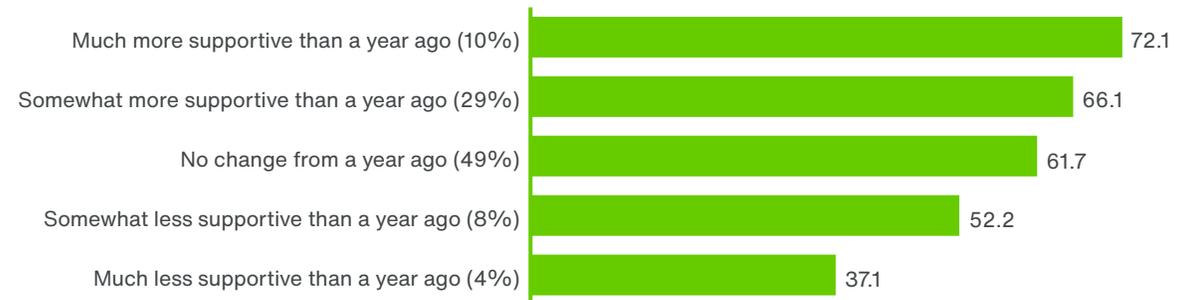
Two in five workers say their manager’s support for work-life balance has improved over the past year.

- Nearly half (49 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 (61.7) nearly equal to the national average (61.9)
- One in eight (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 (37.1 and 52.2), at least 14 points lower than workers who report their manager has been more supportive (66.1 and 72.1) and more than nine points lower than the national average (61.9)
- The highest mental health score (72.1) is among 10 per cent of workers reporting their manager has been much more supportive of work-life balance over the past year, more than 10 points higher than the national average (61.9)
- Workers under 40 are 50 per cent more likely than workers over 50 to report their manager has been more supportive of work-life balance over the past year
- Managers are 50 per cent more likely than non-managers to report their manager has been more supportive of work-life balance compared to the past year
- Parents are 40 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?”



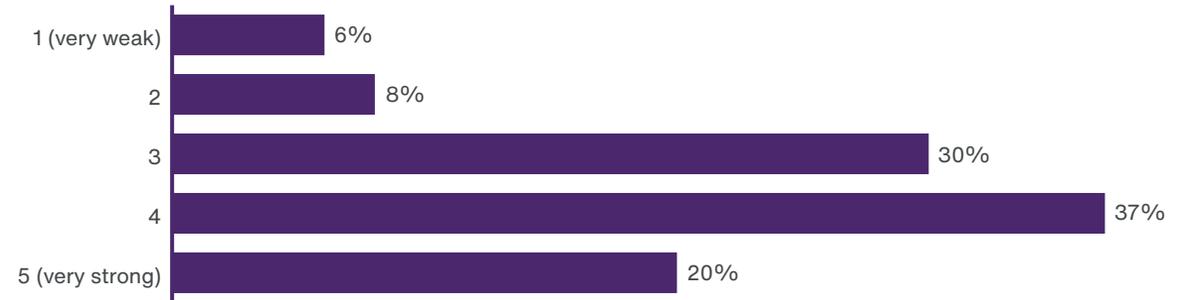
Manager traits and their impacts on mental health.

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”.

- Nearly three in five (57 per cent) workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (65.6 and 69.6) are at least three points higher than the national average (61.9)
- One in seven (14 per cent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (46.7 and 54.7) are at least seven points lower than the national average (61.9)

Manager characteristic: Autonomy

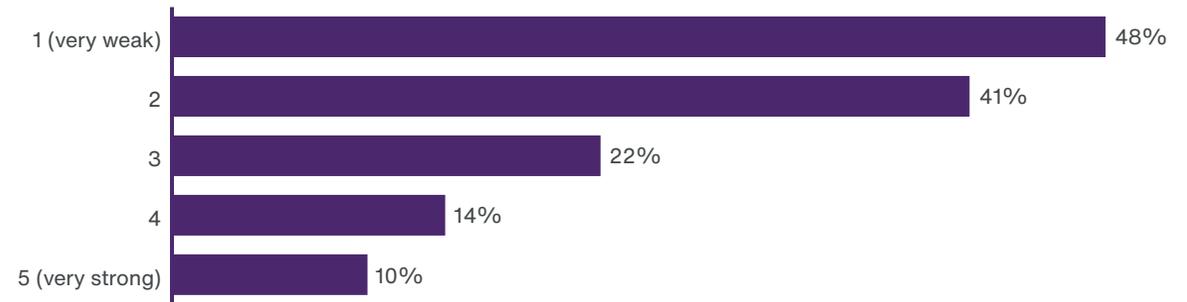


MHI score by manager characteristic: Autonomy

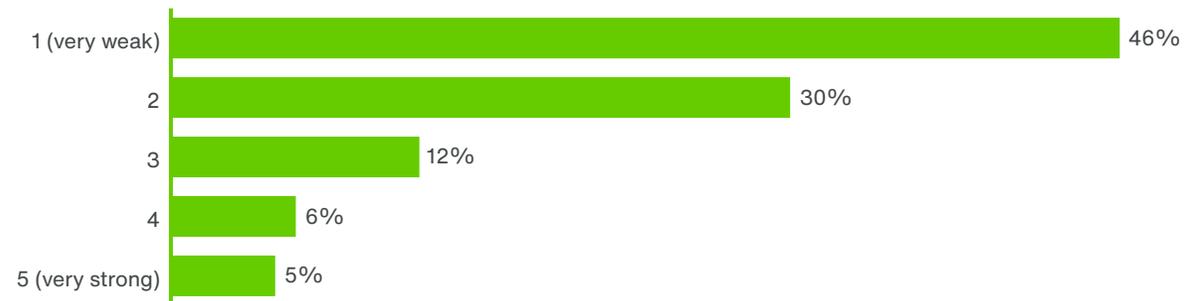


- Workers rating their manager as weak in autonomy (1 or 2) are three times more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in autonomy (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

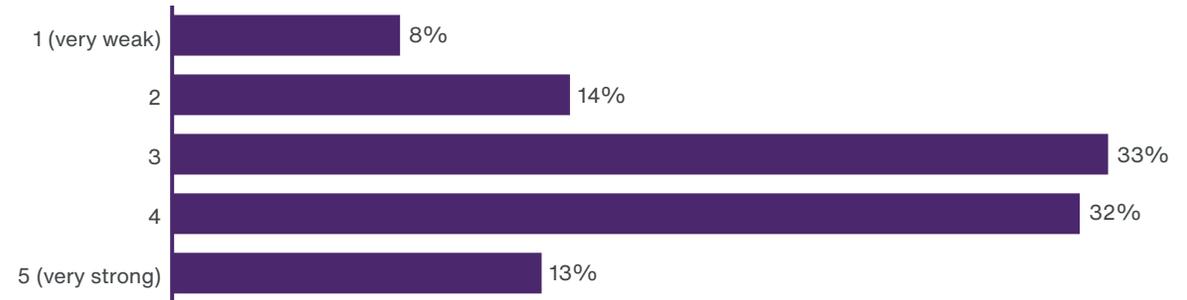


Charisma

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”.

- Nearly half (45 per cent) rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (67.7 and 69.9) are at least six points higher than the national average (61.9)
- More than one in five (22 per cent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (48.4 and 53.4) are at least eight points lower than the national average (61.9)

Manager characteristic: Charisma



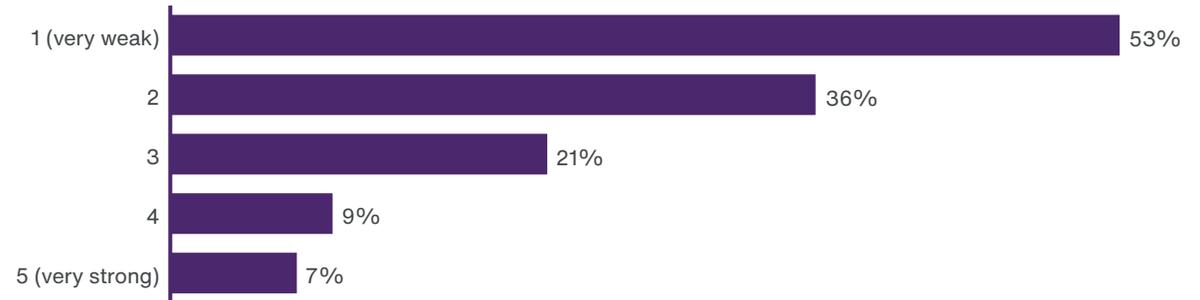
MHI score by manager characteristic: Charisma



- Workers rating their manager as weak in charisma (1 or 2) are four times 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 charismatic (4 or 5)
- Workers rating their manager as weak in charisma (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 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

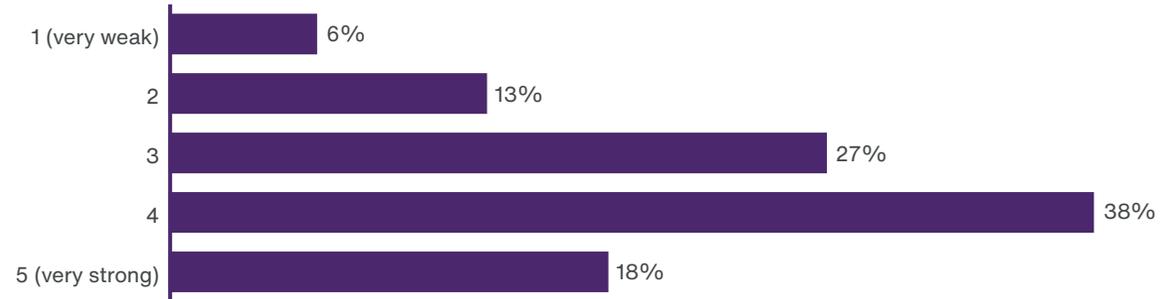


Humanity

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”.

- Nearly three in five (56 per cent) rate their manager 4 or 5 (strongly humane). The mental health scores of this group (66.2 and 71.4) are at least four points higher than the national average (61.9)
- One in five (19 per cent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (43.1 and 52.4) are at least nine points lower than the national average (61.9)

Manager characteristic: Humanity



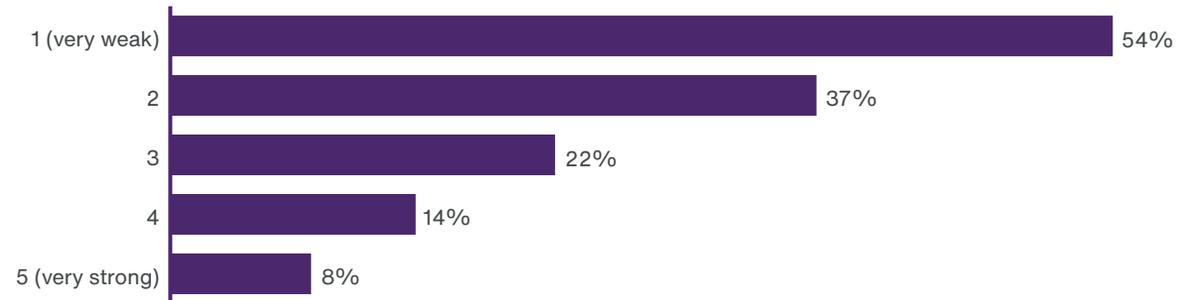
MHI score by manager characteristic: Humanity



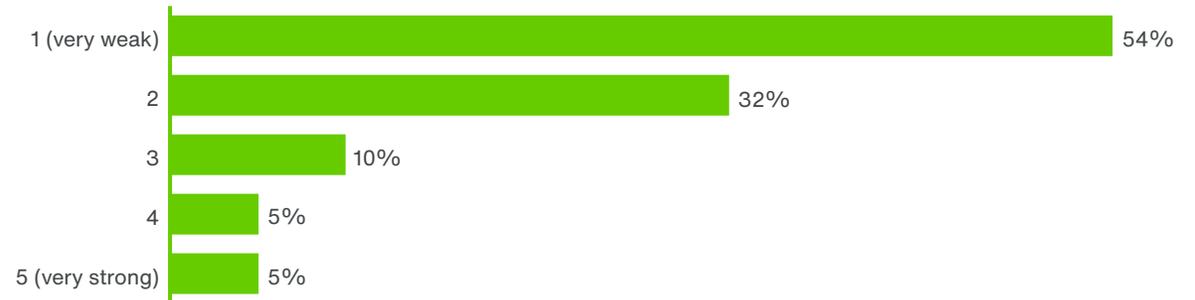
- Workers rating their manager as weak in humanity (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strong in humanity (4 or 5)
- Workers rating their manager as weak in humanity (1 or 2) are more than 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 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

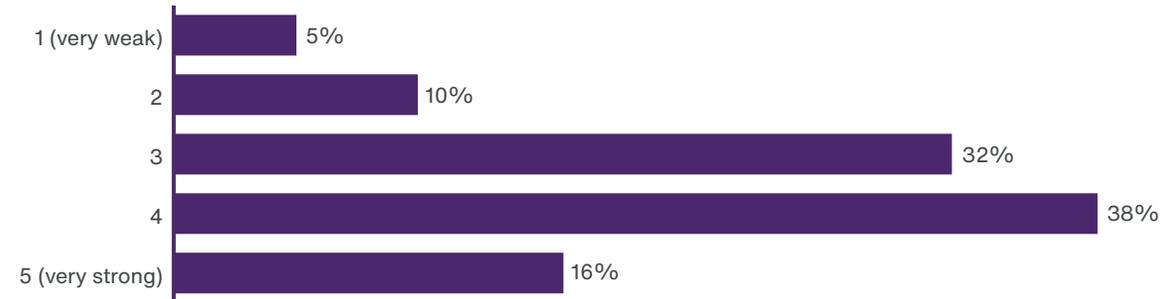


Participative

Workers were asked to rate the extent to which they perceive their manager as 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 (54 per cent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (68.7 and 67.5) are at least five points higher than the national average (61.9)
- Over one in seven (15 per cent) rate their managers 1 or 2 (weakly participative). The mental health scores of this group (45.8 and 53.7) are at least eight points lower than the national average (61.9)

Manager characteristic: Participative



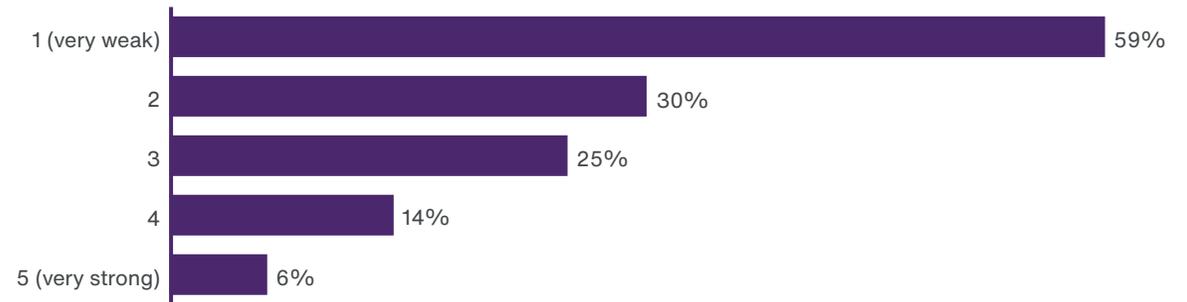
MHI score by manager characteristic: Participative



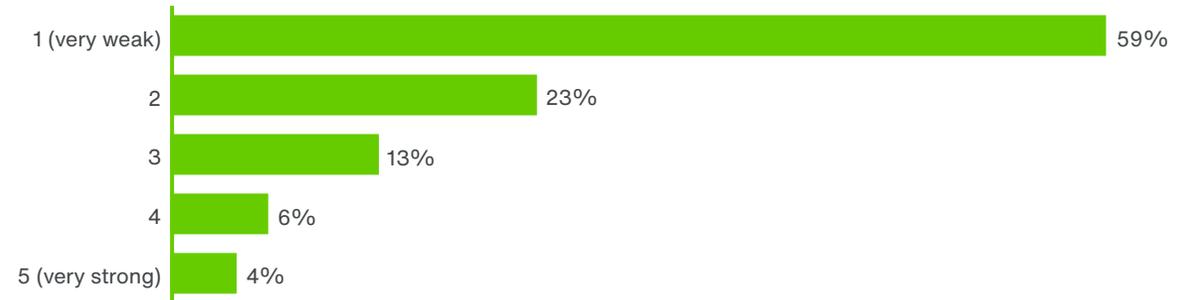
- Workers rating their manager as weakly participative (1 or 2) are twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly participative (4 or 5)
- Workers rating their manager as weakly participative (1 or 2) are nearly four times more 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

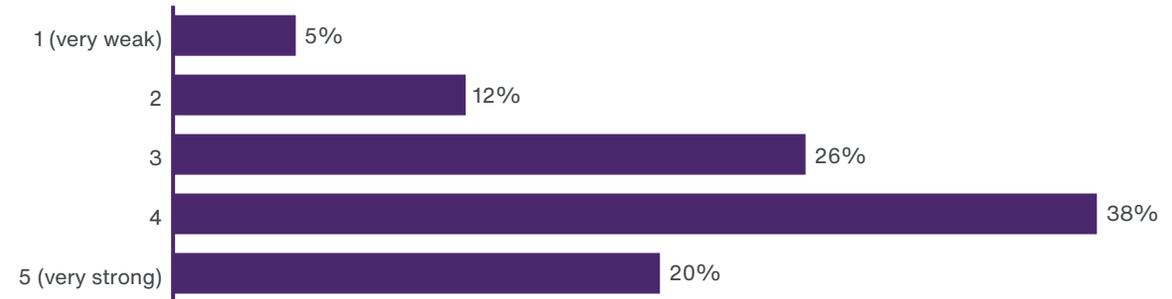


Team-oriented

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”.

- Nearly three in five (58 per cent) rate their manager 4 or 5 (strongly team-oriented). The mental health scores of this group (66.1 and 71.0) are at least four points higher than the national average (61.9).
- One in six (17 per cent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (41.4 and 53.6) are at least eight points lower than the national average (61.9)

Manager characteristic: Team-oriented



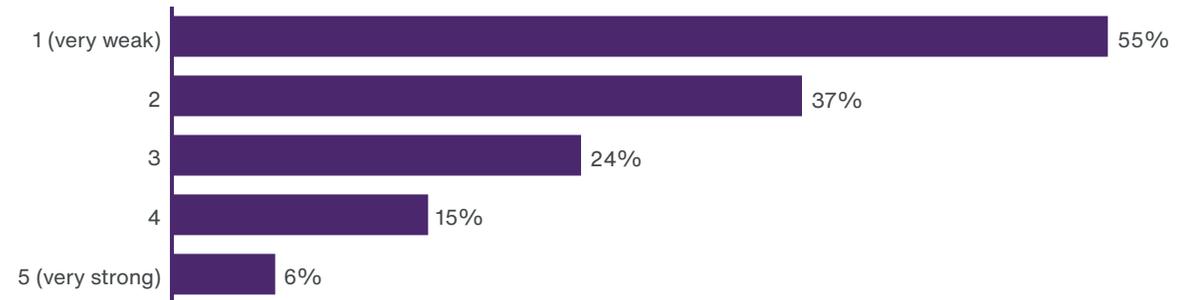
MHI score by manager characteristic: Team-oriented



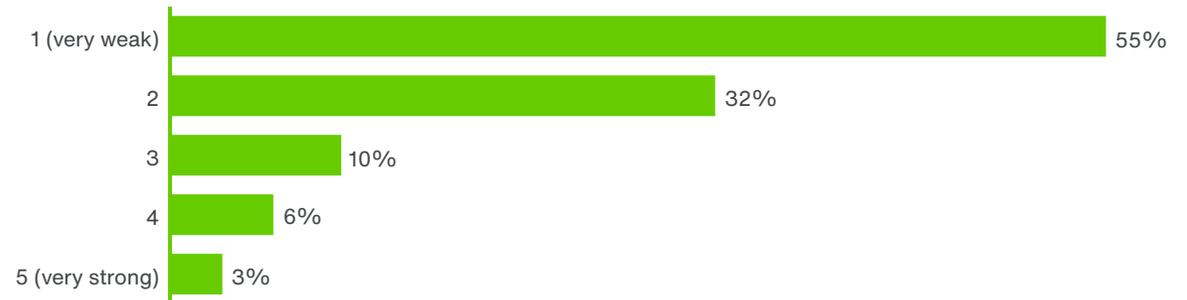
- Workers rating their manager as weakly team-oriented (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly team-oriented (4 or 5)
- Workers rating their manager as weakly team-oriented (1 or 2) are more than 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 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



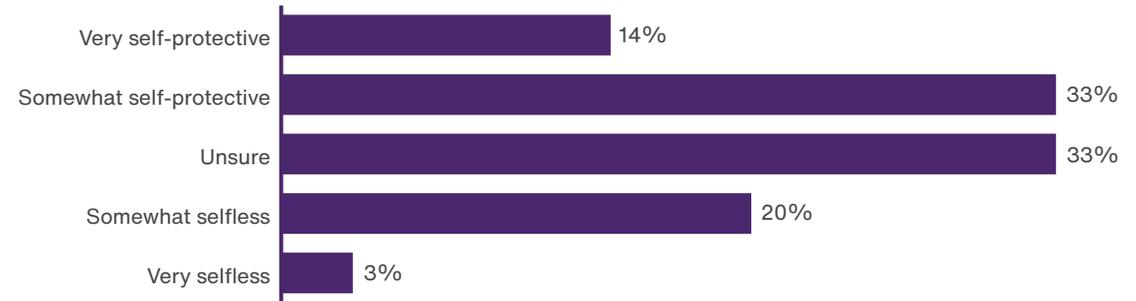
Self-protective

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

- Nearly half (47 per cent) rate their manager as self-protective. The mental health scores of this group (58.4 and 61.2) are lower than the national average (61.9)
- Nearly one-quarter (23 per cent) rate their managers as selfless. The mental health scores of this group range from 60.0 (very selfless) to 69.0 (somewhat selfless)



Manager characteristic: Self-protective



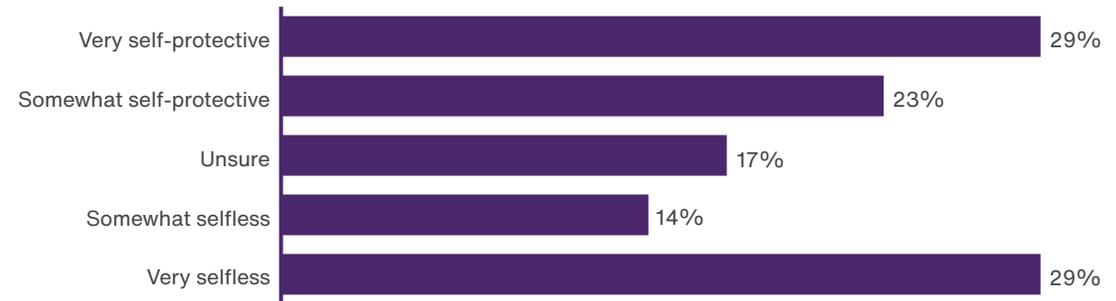
MHI score by manager characteristic: Self-protective



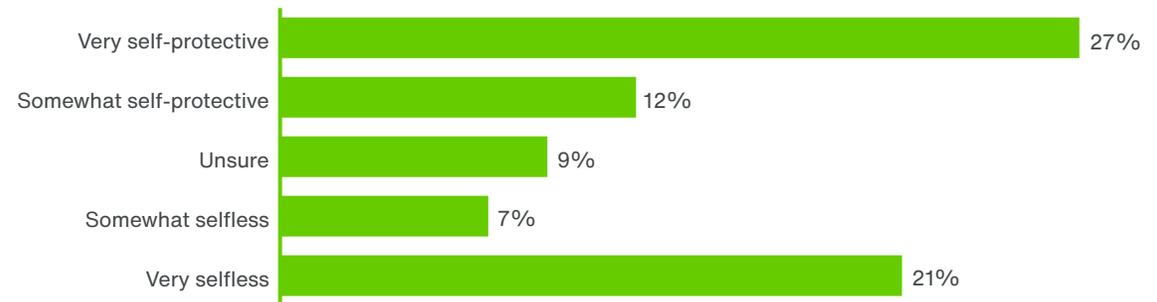
- No significant relationship is observed between workers' perceptions of manager protectiveness and work-life balance metrics



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 measure the current mental health status of employed adults. Increases and decreases in the MHI are intended to predict cost and productivity risks and inform 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 1,000 people living in Singapore who are currently employed or were employed within the previous six months. Participants are selected to represent the age, gender, industry, and geographic distribution in Singapore. Respondents are asked to consider the previous two weeks when answering each question. Data for the current report were collected between September 18 and September 29, 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

