



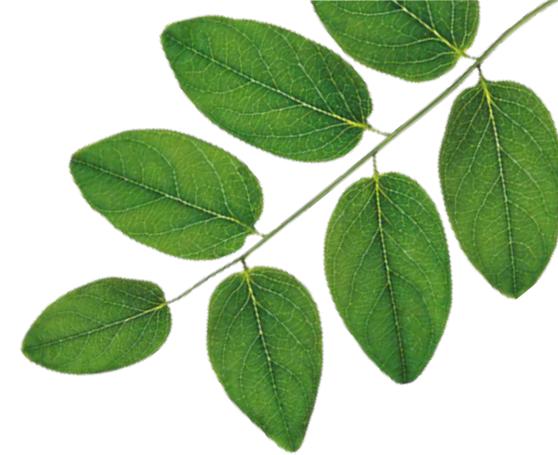
# TELUS Mental Health Index.

United Kingdom | September 2025

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# What you need to know for September 2025.



Despite an improvement in mental health scores, more than one-third of workers report feeling anxious, and three in ten feel isolated.

- At 65.4, the mental health of workers improved by 0.8 points from June 2025
- 31 per cent of workers have a high mental health risk, 41 per cent have a moderate mental health risk, and 27 per cent have a low mental health risk
- Mental health sub-scores have either improved or are unchanged from June 2025
- Anxiety and isolation have been the lowest mental health sub-scores for more than three years
- 34 per cent of workers feel anxious
- 30 per cent of workers feel isolated
- 26 per cent of workers feel depressed
- 25 per cent of workers say their mental health is impacting work productivity
- 24 per cent of workers do not have emergency savings for basic needs
- Mental health scores have declined in Scotland, Northern Ireland, and Wales, while the score has improved modestly in England
- 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.

- 56 per cent of workers believe leaders in their organisation can maintain a healthy work-life balance, though 44 per cent are unsure or disagree
- 61 per cent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 15 per cent believe it's inadequate
- 44 per cent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 32 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
- 61 per cent of workers say that their manager's support for work-life balance has not changed over the past year; 30 per cent say it has improved, and nine per cent say it is less supportive
- 60 per cent of workers say that senior leadership's support for work-life balance has not changed over the past year; 31 per cent say it has improved, and nine 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 nearly two-thirds confident in their ability to adapt.

- 33 per cent of workers believe that AI technology could lead to some change in their jobs; a further 14 per cent expect a lot of change
- 88 per cent of full-time post-secondary students, 84 per cent of workers in Technology, and 80 per cent of workers in Information and Cultural Industries (excluding media and telecommunications) believe that AI will lead to changes in their jobs
- Managers, parents, and workers under 40 are more likely than non-managers to believe that AI technology could lead to changes in their jobs
- 64 per cent of workers anticipate being able to deal well with changes in their jobs because of AI; 28 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 24 per cent are unsure
- 71 per cent of full-time post-secondary students, 53 per cent of workers in Media and Telecommunications, and 47 per cent of workers in Information and Cultural Industries (excluding media and telecommunications) believe that AI could lead to job loss



At least three in 10 workers say their employer provides inadequate support for their physical and mental wellbeing, and four in 10 feel the same about financial wellbeing support; just over one-third are aware that their employer offers an EAP.

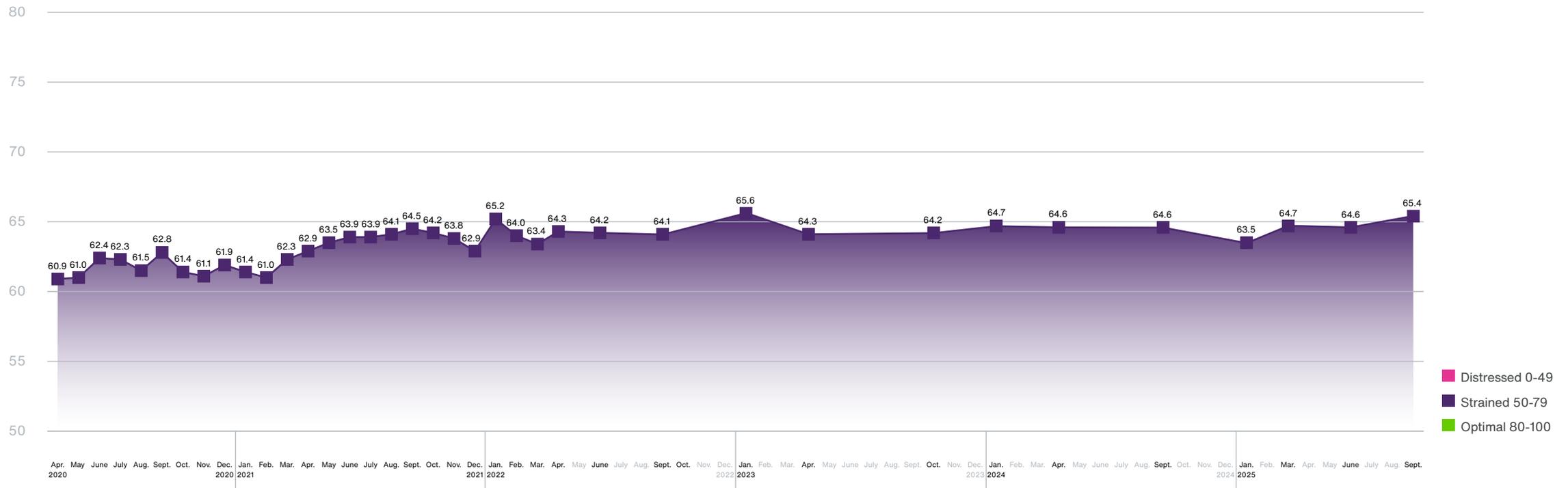
- 39 per cent of workers rate their employer's support for financial wellbeing as fair or poor
- Workers rating financial wellbeing support as poor have a mental health score that is 22 points lower than those reporting excellent support
- 32 per cent of workers rate their employer's support for mental wellbeing as fair or poor
- Workers rating mental wellbeing support as poor have a mental health score 23 points lower than those reporting excellent support
- 30 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 22 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
- 34 per cent of workers say their employer doesn't offer an Employee Assistance Program (EAP); a further 31 per cent are unsure

# The Mental Health Index.

MHI Current Month September 2025	June 2025
65.4	64.6

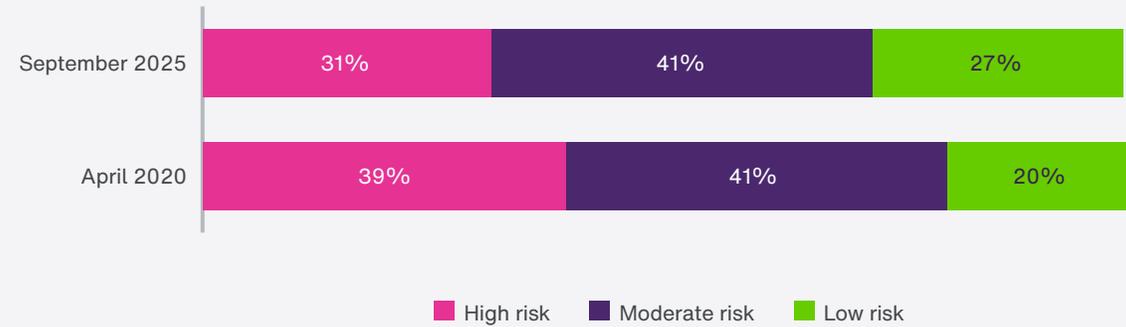
The overall Mental Health Index for September 2025 is 65.4.

In September 2025, the mental health score improved nearly one point from the previous period.



## Mental health risk.

In September 2025, 31 per cent of workers have a high mental health risk, 41 per cent have a moderate mental health risk, and 27 per cent have a low mental health risk. More than five years since the launch of the MHI in April 2020, the proportion of workers in the high-risk group has declined by eight 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.

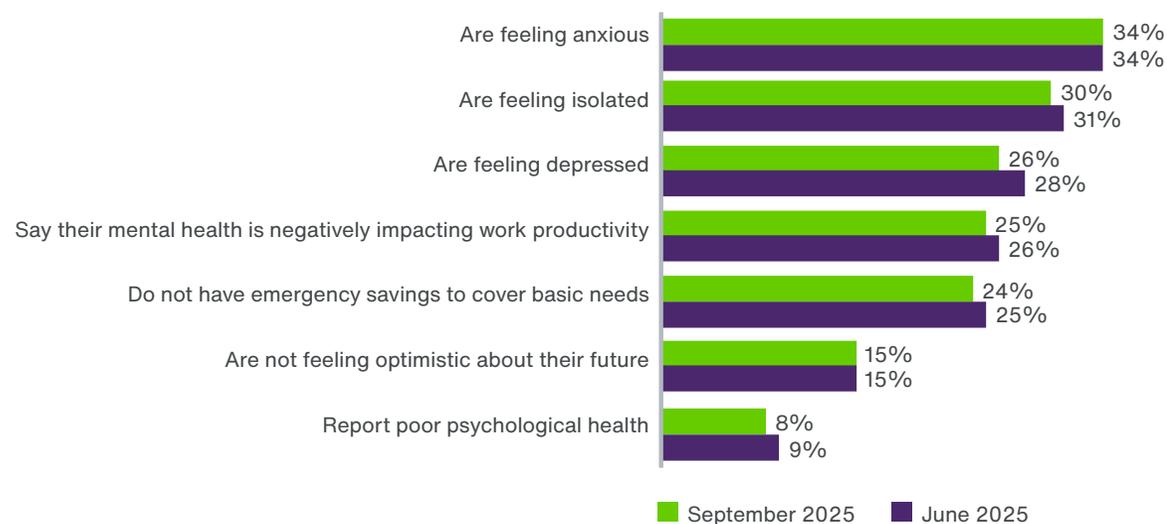
For more than three years, anxiety (56.8) has been the lowest Mental Health Index sub-score. Isolation (61.2), depression (63.2), work productivity (65.8), optimism (66.1), and financial risk (72.9) follow. General psychological health (74.1) remains the most favourable mental health measure in September 2025.

- Anxiety and isolation have been the lowest mental health sub-scores for more than three years
- Mental health sub-scores have increased or are unchanged compared to June 2025

More than one-third (34 per cent) of workers feel anxious, 30 per cent feel isolated, 26 per cent feel depressed, 25 per cent say their mental health is negatively impacting work productivity, 24 per cent do not have emergency savings for basic needs, 15 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	56.8	56.8
Isolation	61.2	60.8
Depression	63.2	62.1
Work productivity	65.8	64.3
Optimism	66.1	64.8
Financial risk	72.9	72.2
Psychological health	74.1	72.7

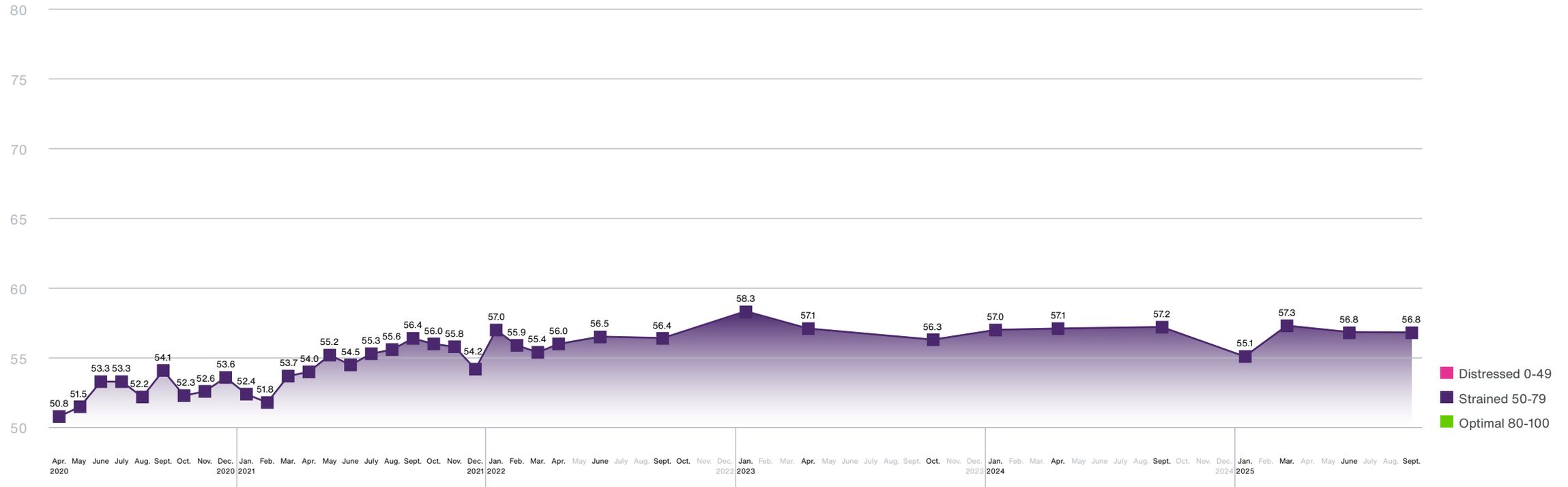
## Percentage at risk by MHI sub-score



## Anxiety

In September 2025, 34 per cent of workers say they often feel unsettled and nervous.

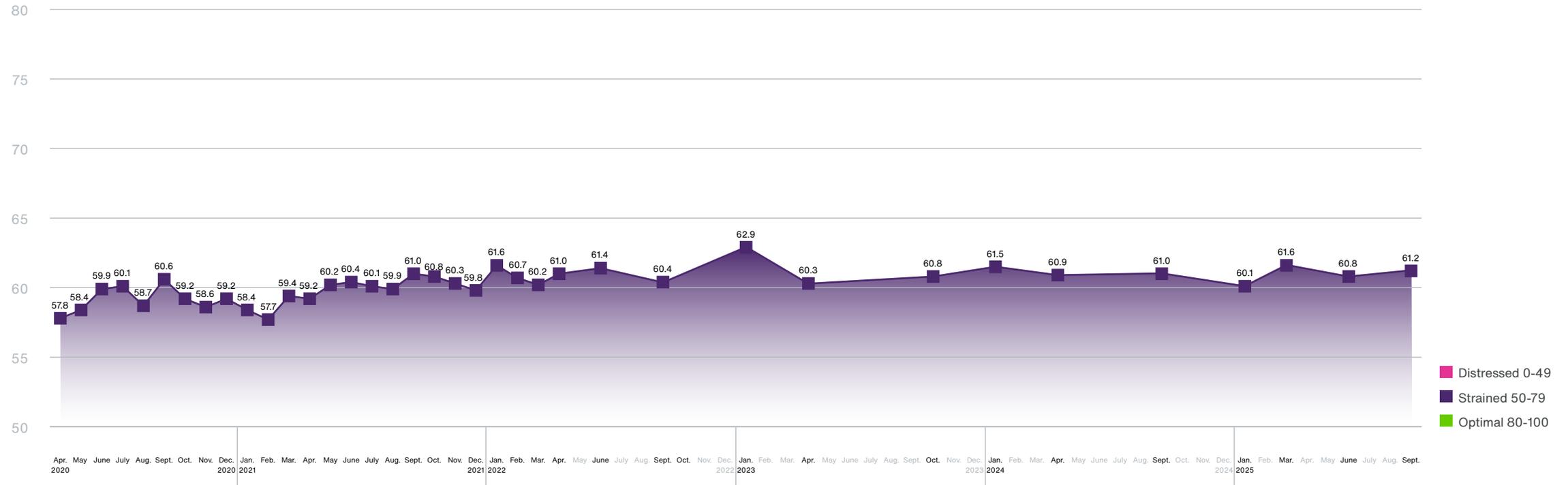
The anxiety sub-score has fluctuated since the launch of the MHI in April 2020. After reaching its peak in January 2023, the anxiety sub-score declined for two consecutive periods before demonstrating stability through September 2024. The sub-score declined by two points from September 2024 to January 2025, but rebounded and, in September 2025, is nearly unchanged from the previous period. Anxiety remains the lowest mental health sub-score for more than three years.



## Isolation

**In September 2025, 30 per cent of workers say they often feel alone.**

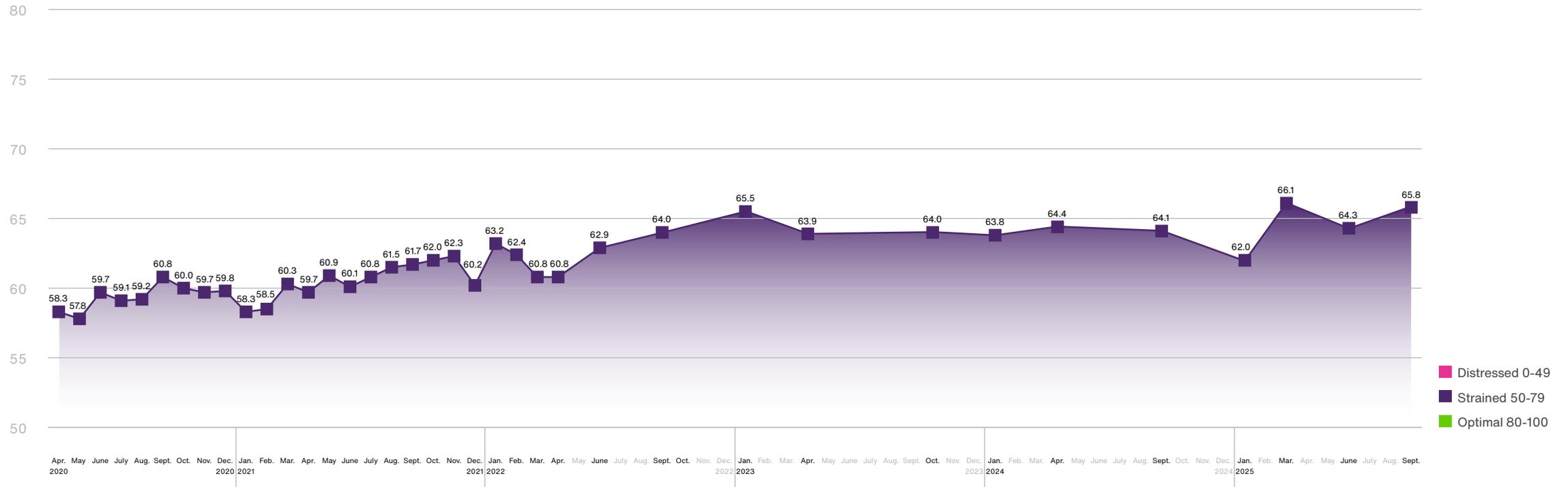
Since April 2020, the isolation sub-score has fluctuated significantly. After peaking in January 2023, the isolation score declined sharply in April and has remained relatively stable since. In September 2025, the isolation score improved slightly from the previous period and remains the second-lowest sub-score for more than three years.



## Work productivity

In September 2025, 25 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 generally improved, suggesting that its adverse effects have decreased over time. Following a two-point drop between September 2024 and January 2025, the work productivity sub-score rebounded in March 2025, reaching its highest level since the MHI launched in April 2020. The score declined in June but rebounded notably in September 2025.



## 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 62.7 compared to 67.9 for men
- Since April 2020, mental health scores have improved with age; however, in September 2025, workers between the ages of 40 and 49 report the lowest mental health scores

## Mental health by employment status.

- Overall, two per cent of respondents are unemployed<sup>1</sup> and seven per cent report reduced hours or reduced salary
- Workers reporting reduced salary compared to the previous month have the lowest mental health score (48.6), followed by workers reporting fewer hours than the last month (55.6), workers with no change to salary or hours (66.3), and respondents not currently employed (67.1)
- Managers have a higher mental health score (67.0) than non-managers (63.8)
- Labourers have a lower mental health score (62.7) than service (65.1) and office workers (66.5)
- Respondents working for companies with 5,001-10,000 employees have the highest mental health score (68.8)
- Respondents working for companies with 51-100 employees have the lowest mental health score (61.3)



## Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (48.4) than the overall group (65.4). Workers with emergency savings have a mental health score of 70.8

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

## The Mental Health Index by region.

In September 2025, mental health scores in Northern Ireland, Scotland, and Wales have declined, whereas the score in England has improved modestly compared to June 2025.

- The highest mental health score is in England (65.6), up 1.1 points from June 2025
- With a slight 0.1-point decline, the lowest mental health score is in Northern Ireland (63.1)

Region	June 2025	March 2025	Change
England	65.6	64.5	1.1
Northern Ireland	63.1	63.2	-0.1
Scotland	63.5	64.3	-0.8
Wales	65.4	66.9	-1.5



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)	66.3	65.4
Employed (fewer hours compared to last month)	55.6	54.1
Employed (reduced salary compared to last month)	48.6	48.0
Not currently employed	67.1	65.1

Age group	Sept. 2025	June 2025
Age 20-29	61.9	58.3
Age 30-39	63.2	61.5
Age 40-49	59.9	61.1
Age 50-59	66.6	65.1
Age 60-69	71.4	71.3

Number of children	Sept. 2025	June 2025
No children in household	65.7	66.4
1 child	63.4	60.6
2 children	66.7	61.8
3 children or more	63.8	67.3

Gender	Sept. 2025	June 2025
Men	67.9	66.6
Women	62.7	62.5

Household income/annum	Sept. 2025	June 2025
<£15K	55.3	55.5
£15K to <£30K	59.4	57.3
£30k to <£60K	64.0	64.6
£60k to <£100K	68.0	67.8
£100K and over	75.4	73.2

Employer size	Sept. 2025	June 2025
Self-employed/sole proprietor	63.3	64.3
2-50 employees	64.4	64.3
51-100 employees	61.3	62.4
101-500 employees	65.7	64.4
501-1,000 employees	67.7	65.0
1,001-5,000 employees	67.8	68.0
5,001-10,000 employees	68.8	66.2
More than 10,000 employees	66.4	63.5

Manager	Sept. 2025	June 2025
Manager	67.0	65.9
Non-manager	63.8	63.2

Work environment	Sept. 2025	June 2025
Labour	62.7	62.3
Office/desk	66.5	65.9
Service	65.1	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 Accommodation have the lowest mental health score (59.1), followed by workers in Administrative and Support services (59.8), and full-time post-secondary students (60.7).

Workers in Real Estate, Rental and Leasing (75.7), Technology (70.4), and Manufacturing (69.7) have the highest mental health scores in September.



Industry	September 2025	June 2025	Change
Other services (except Public Administration)	66.7	59.4	7.3
Full-time post-secondary student	60.7	54.9	5.7
Technology	70.4	67.2	3.2
Educational Services	67.2	64.0	3.2
Construction	67.1	64.2	2.8
Health Care and Social Assistance	67.1	65.1	2.0
Manufacturing	69.7	68.6	1.2
Information and Cultural Industries	62.3	61.4	0.9
Retail Trade	61.4	60.8	0.6
Utilities	69.2	68.7	0.4
Professional, Scientific and Technical Services	65.8	65.4	0.4
Arts, Entertainment and Recreation	62.0	61.8	0.2
Real Estate, Rental and Leasing	75.7	75.6	0.0
Public Administration	64.2	64.4	-0.2
Transportation and Warehousing	64.9	65.2	-0.3
Wholesale Trade	58.1	58.6	-0.5
Finance and Insurance	66.1	67.1	-0.9
Administrative and Support Services	59.8	60.9	-1.1
Accommodation	59.1	60.2	-1.2
Other	64.8	68.3	-3.5
Food Services	56.4	61.6	-5.2

# Spotlight

## Employer support for wellbeing.

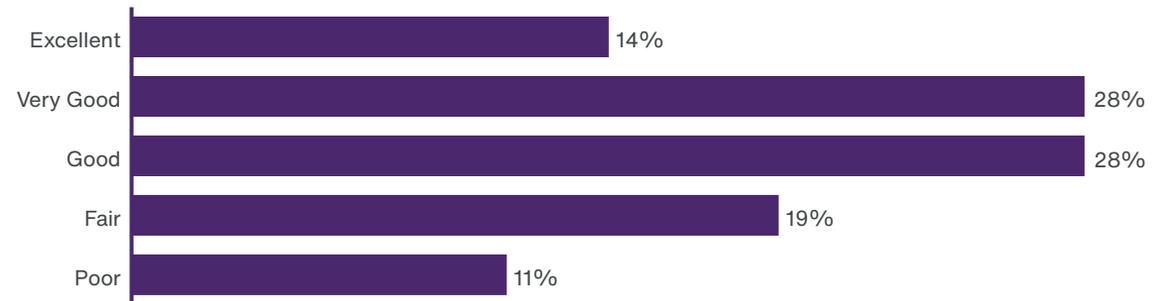
### Physical wellbeing

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

- Nearly two in five (42 per cent) workers rate employer support for their physical wellbeing as very good/excellent; this group has the highest mental health scores (70.2 and 75.1 respectively), almost five points higher than the national average (65.4)
- The lowest mental health score (53.5) is among 11 per cent of workers rating employer support for their physical wellbeing as poor, at least 16 points lower than workers rating support as very good/excellent (70.2 and 75.1 respectively) and nearly 12 points lower than the national average (65.4)
- Non-managers are twice as likely as managers 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?”

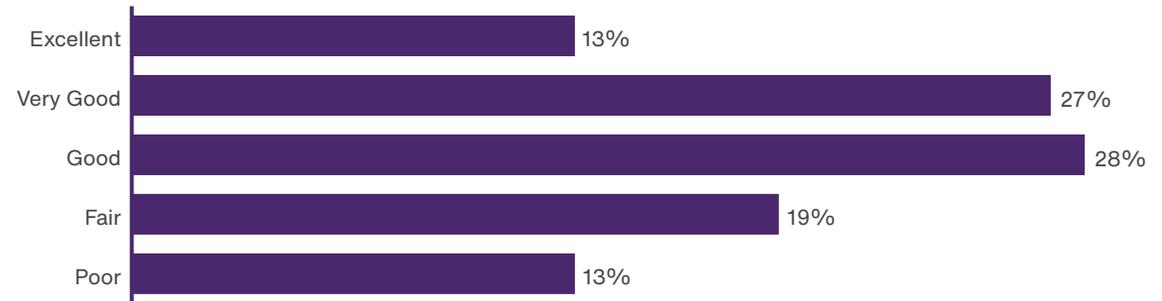


## Mental wellbeing

**Workers who rate their employer’s support for mental wellbeing as poor have a mental health score 23 points lower than those who rate it as excellent.**

- Two in five (40 per cent) workers rate employer support for their mental wellbeing as very good/excellent; this group has the highest mental health scores (69.8 and 77.3 respectively), at least four points higher than the national average (65.4)
- The lowest mental health score (53.9) is among 13 per cent of workers rating employer support for their mental wellbeing as poor, at least 16 points lower than workers rating support as very good/excellent (69.8 and 77.3 respectively) and more than 11 points lower than the national average (65.4)
- Non-managers are twice as likely as managers to rate employer support for their mental wellbeing as poor
- Non-parents are more than 70 per cent as likely as parents 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?”

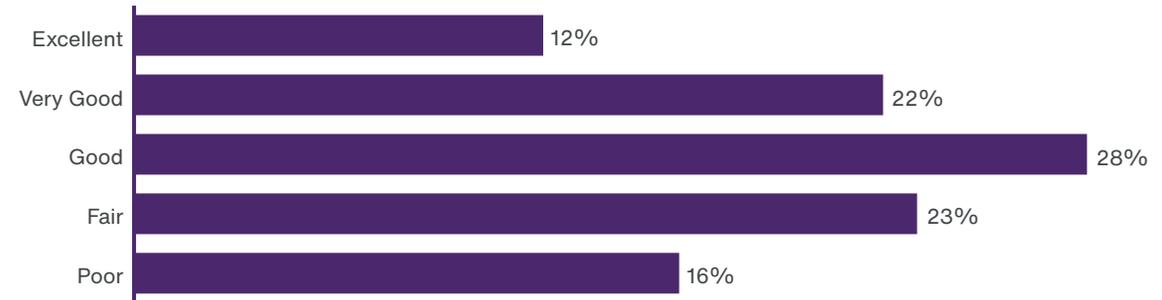


## Financial wellbeing

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

- More than one-third (34 per cent) of workers rate employer support for their financial wellbeing as very good/excellent; this group has the highest mental health scores (72.1 and 77.3 respectively), at least six points higher than the national average (65.4)
- Managers are twice as likely as non-managers to rate employer support for their financial wellbeing as very good/excellent
- The lowest mental health score (55.5) is among 16 per cent of workers rating employer support for their financial wellbeing as poor, at least 16 points lower than workers rating support as very good/excellent (72.1 and 77.3 respectively) and 10 points lower than the national average (65.4)
- Workers over 50 are twice as likely as 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).

**One-third of workers say their employer doesn't offer an Employee Assistance Program.**

- The mental health score (67.8) of 35 per cent of workers who say their employer offers an Employee Assistance Program (EAP) is two points higher than 34 per cent of workers who report their employer doesn't offer an EAP (65.5) and two points higher than the national average (65.4)
- Workers with an annual household income less than \$100,000 are 35 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)?"



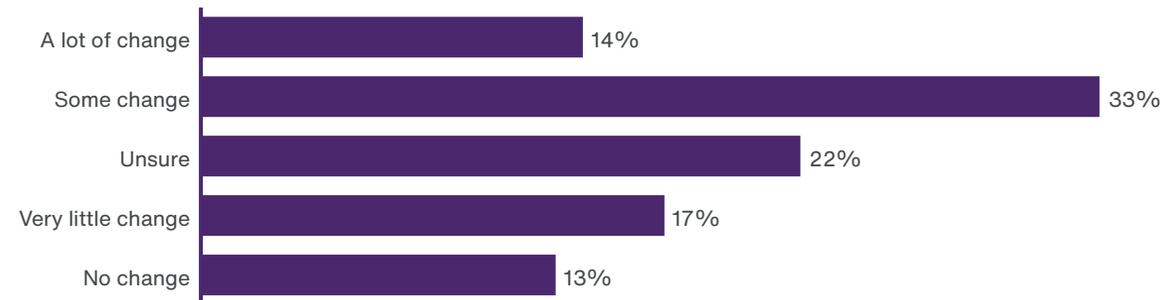
## Artificial Intelligence in the workplace.

Nearly half of workers expect that AI technology could lead to changes in their jobs.

- One-third (33 per cent) of workers believe AI technology could lead to some change in their job; this group has a mental health score (65.5) nearly equal to the national average (65.4)
- Eighty-eight per cent of full-time post-secondary students believe that AI will lead to changes in their jobs, followed by 84 per cent of workers in Technology and 80 per cent of workers in Information and Cultural Industries (excluding Media and Telecommunications)
- Workers under 40 are twice as likely as workers over 50 to believe that AI technology could lead to some change in their jobs
- Managers are 90 per cent more likely than non-managers to believe that AI technology could lead to some change in their jobs
- Parents are 70 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 (63.8) is among 22 per cent of workers who are unsure if AI technology could lead to a lot of change in their jobs, two points lower than workers who believe that AI technology will not change their jobs (65.5) and two points lower than the national average (65.4)
- The highest mental health score (67.3) is among 17 per cent of workers reporting that AI technology will lead to very little change in their jobs, nearly two points higher than the national average (65.4)
- Workers over 50 are two and a half times more likely than workers under 40 to believe that AI technology will not lead to changes in their jobs
- Labourers and service industry workers are twice as likely as office workers 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?”

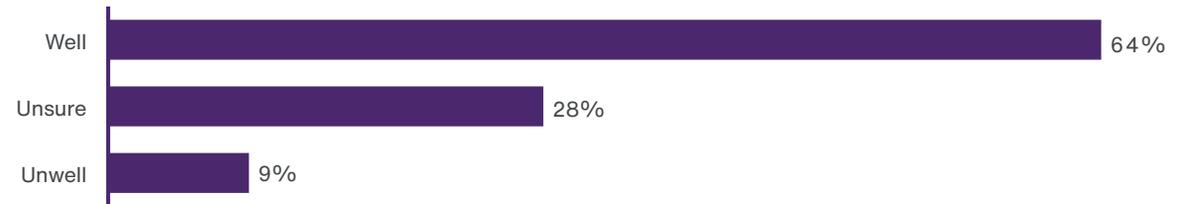


### Nearly two-thirds of workers say they anticipate coping well with job changes due to AI technology

- Nearly two-thirds (64 per cent) of workers anticipate being able to deal with changes in their jobs because of AI technology; this group has the highest mental health score (69.3), more than three points higher than the national average (65.4)
- The lowest mental health score (52.9) is among nine per cent of workers who anticipate not being able to deal well with changes in their jobs because of AI, more than 16 points lower than workers who anticipate being able to deal well with changes (69.3), and 12 points lower than the national average (65.4)
- 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?



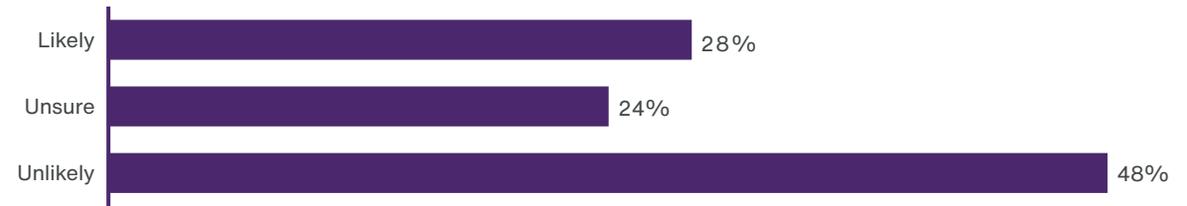
#### MHI score by “How well do you anticipate being able to deal with changes in your job because of AI technology?”



**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 (69.0), nearly four points above the national average (65.4)
- More than one-quarter (28 per cent) of workers believe that AI technology could lead to potential job loss for them; this group has the lowest mental health score (60.7), eight points lower than workers who disagree (69.0) and nearly five points lower than the national average (65.4)
- 71 per cent of full-time post-secondary students believe that AI could lead to job loss, followed by 53 per cent of workers in Media and Telecommunications, and 47 per cent of workers in Information and Cultural Industries (excluding media and telecommunications)

**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.

- More than two in five (44 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 (69.2), more than three points higher than the national average (65.4)
- 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 more than twice as likely as workers over 50 to believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress
- Nearly one-third (32 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 (61.1), eight points lower than workers who agree (69.2) and four points lower than the national average (65.4)



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



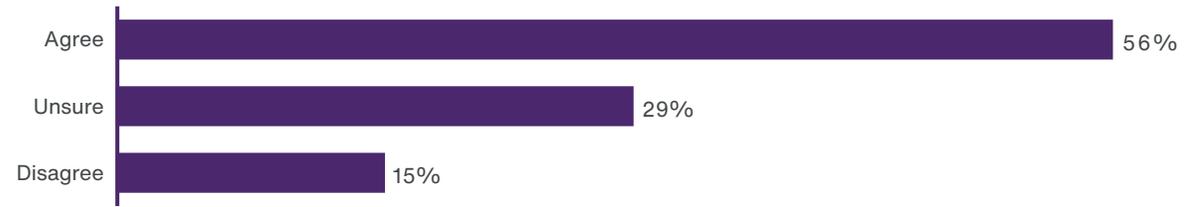
MHI score by “I believe that taking on a higher-level leadership role in my organisation would be manageable without creating excessive stress”



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

- More than half (56 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 (69.6), more than four points higher than the national average (65.4)
- More than one in seven (15 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 (57.7), nearly 12 points lower than workers who report leaders in their organisation can maintain a healthy work-life balance (69.6) and nearly eight points lower than the national average (65.4)

**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”**

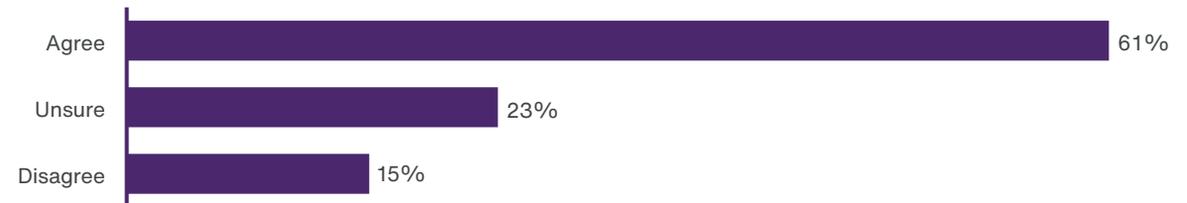


**More than one in seven workers do not believe that rewards sufficiently match the additional effort required in leadership positions.**

- More than three in five (61 per cent) workers believe that sufficient rewards match the additional effort required in leadership positions; this group has the highest mental health score (69.0), more than three points higher than the national average (65.4)
- More than one in seven (15 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 (58.2), nearly 11 points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (69.0), and more than seven points lower than the national average (65.4).
- Non-managers are twice as likely as managers to believe that sufficient rewards do not match the additional effort required in leadership positions
- Women are 30 per cent more likely than men 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”**

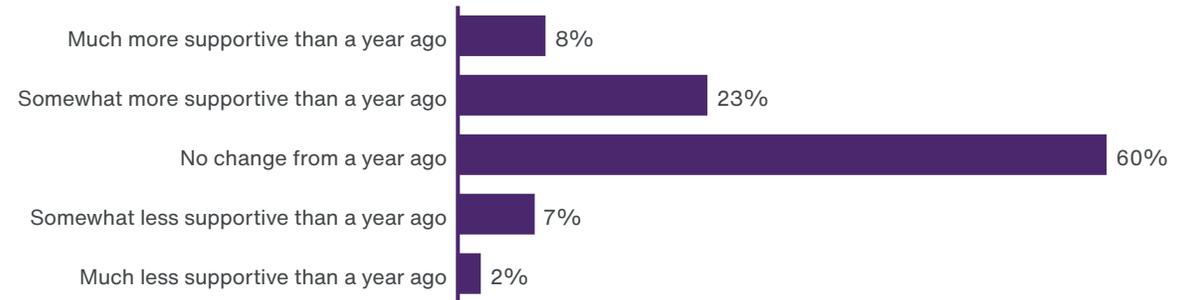


## Leadership support for work-life balance.

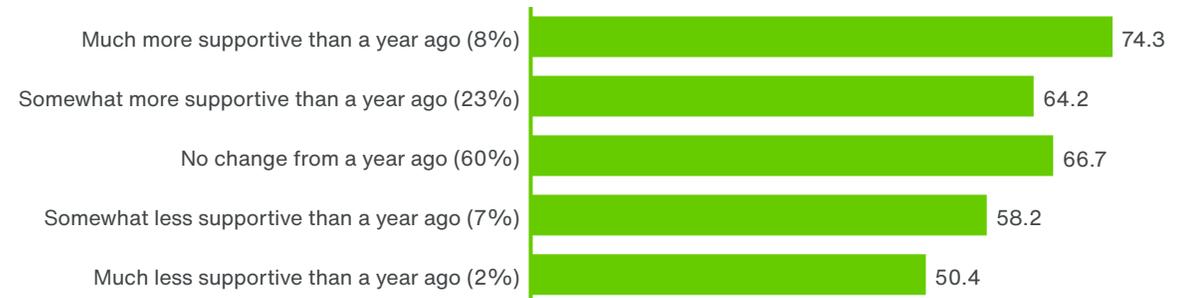
### Nearly one-third of workers say senior leadership's support for work-life balance has improved over the past year.

- Three in five (60 per cent) workers report senior leadership's support for work-life balance has not changed over the past year; this group has a mental health score (66.7) one point higher than the national average (65.4)
- Nearly one in ten (9 per cent) workers report senior leadership has been less supportive of work-life balance over the past year; this group has the lowest mental health scores (58.2 and 50.4), six points lower than workers who report senior leadership has been more supportive (64.2 and 74.3), and at least seven points lower than the national average (65.4)
- The highest mental health score (74.3) is among eight per cent of workers reporting that senior leadership has been much more supportive of work-life balance over the past year, nine points higher than the national average (65.4)
- Workers under 40 are four 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 three times more likely than non-managers to report that senior leadership has been more supportive of work-life balance over the past year
- Parents are three times 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?



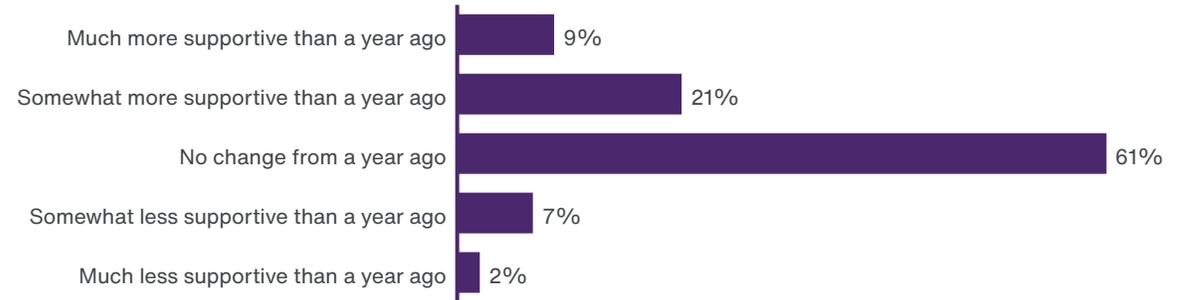
### MHI score by "How has senior leadership's support for work-life balance changed over the past year?"



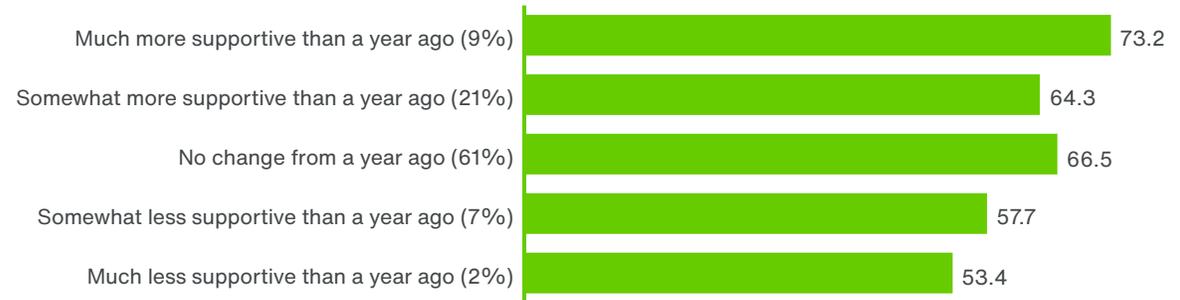
**Three in ten workers say their manager’s support for work-life balance has improved over the past year.**

- More than three in five (61 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 (66.5) one point higher than the national average (65.4)
- Nearly one in ten (9 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 (57.7 and 53.4), at least six points lower than workers who report their manager has been more supportive (64.3 and 73.2), and at least seven points lower than the national average (65.4)
- The highest mental health score (73.2) is among nine per cent of workers reporting their manager has been much more supportive of work-life balance over the past year, more than seven points higher than the national average (65.4)
- Workers under 40 are four times more likely than workers over 50 to report their manager has been more supportive of work-life balance over the past year
- Parents are three times more likely than non-parents to report their manager has been more supportive of work-life balance over the past year
- Managers are nearly three times more likely than non-managers to report that their manager has been more supportive of work-life balance compared to 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”.

- Three in five (60 per cent) workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (68.1 and 69.1) are at least three points higher than the national average (65.4).
- Nearly one in seven (13 per cent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (58.1 and 59.9) are at least six points lower than the national average (65.4)

Manager characteristic: Autonomy

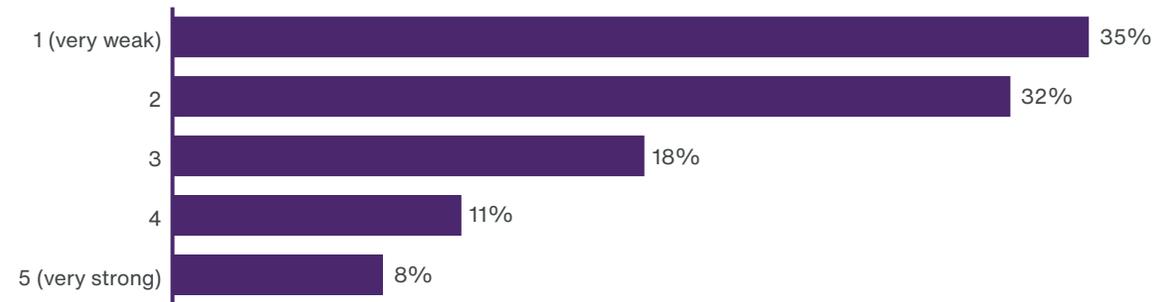


MHI score by manager characteristic: Autonomy

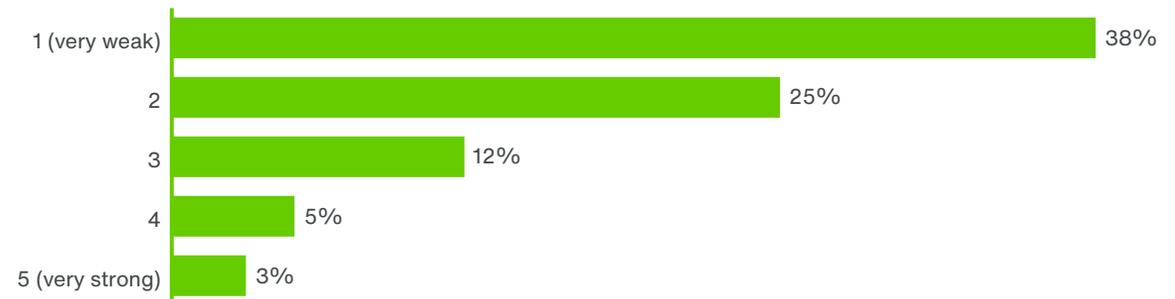


- Workers rating their manager as weak in autonomy (1 or 2) are nearly three times more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in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

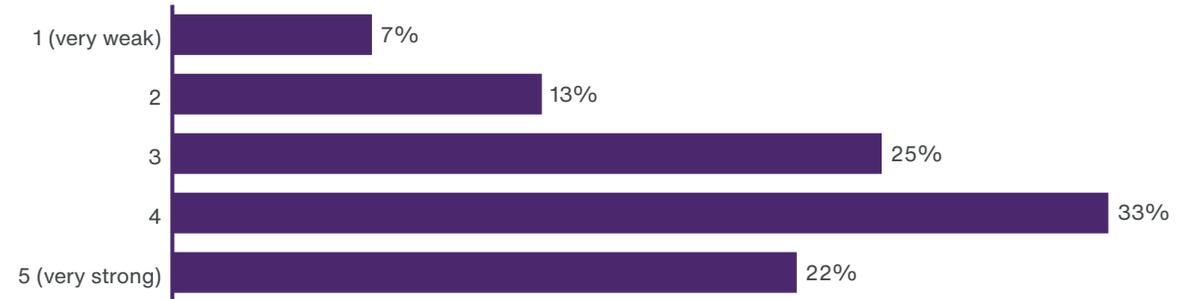


## Charisma

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”.

- More than (55 per cent) of workers rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (66.4 and 71.0) are higher than the national average (65.4).
- One in five (20 per cent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (59.0 and 60.7) are five points lower than the national average (65.4)

Manager characteristic: Charisma



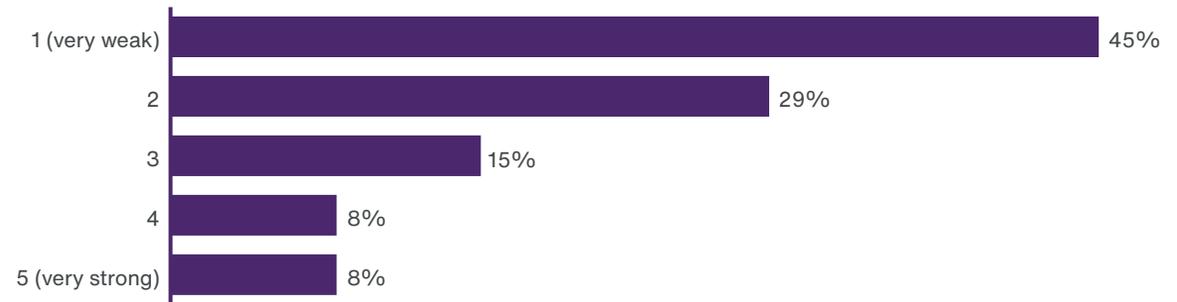
MHI score by manager characteristic: Charisma



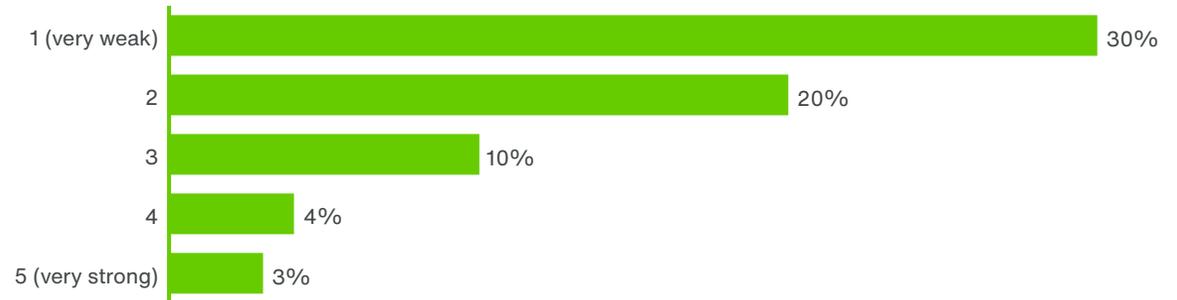
- Workers rating their manager as weak in charisma (1 or 2) are nearly four times more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly charismatic (4 or 5)
- Workers rating their manager as weak in charisma (1 or 2) are five 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 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 two-thirds (64 per cent) rate their manager 4 or 5 (strongly humane). The mental health scores of this group (67.3 and 70.9) are at least two points higher than the national average (65.4)
- One in seven (13 per cent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (55.5 and 57.4) are at least eight points lower than the national average (65.4)

### Manager characteristic: Humanity



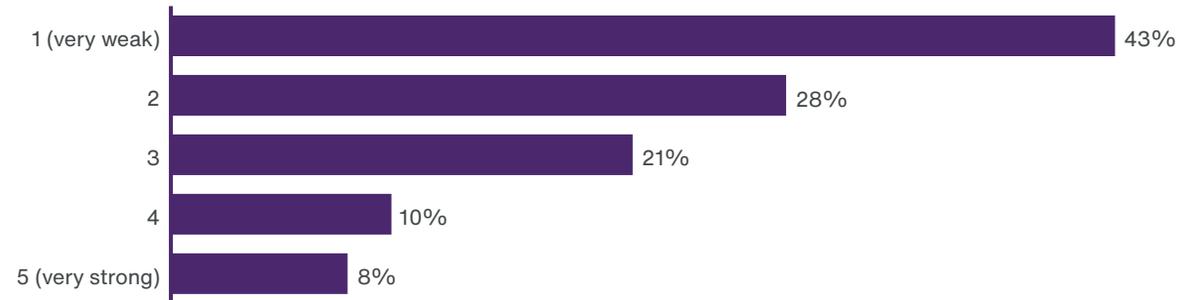
### MHI score by manager characteristic: Humanity



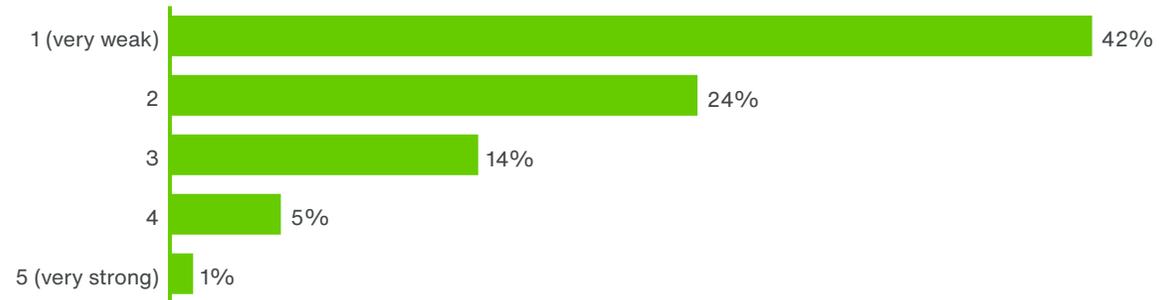
- Workers rating their manager as weak in humanity (1 or 2) are nearly three times more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strong in humanity (4 or 5)
- Workers rating their manager as weak in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

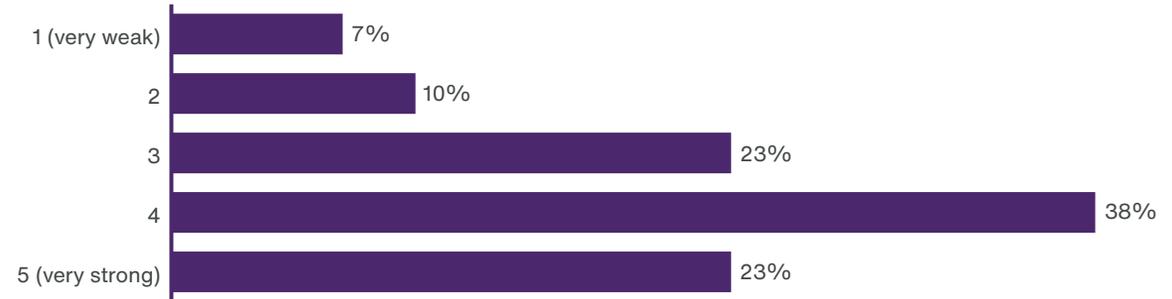


## Participative

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”.

- Three in five (61 per cent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (67.3 and 70.7) are at least two points higher than the national average (65.4)
- One in six (17 per cent) rate their managers 1 or 2 (weakly participative). The mental health scores of this group (58.8 and 58.5) are at least nine points lower than the national average (65.4)

### Manager characteristic: Participative



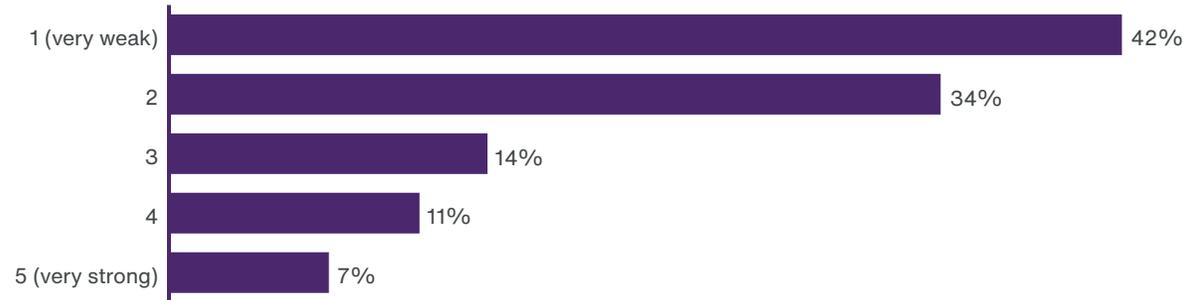
### MHI score by manager characteristic: Participative



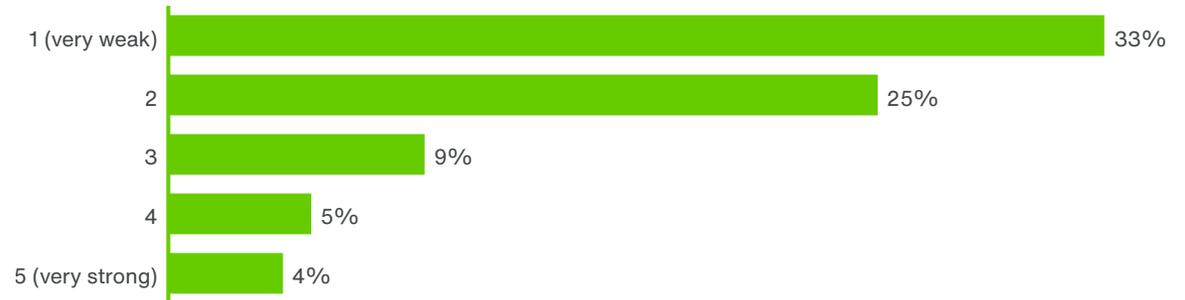
- Workers rating their manager as weakly participative (1 or 2) are more than three times as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly participative (4 or 5)
- Workers rating their manager as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

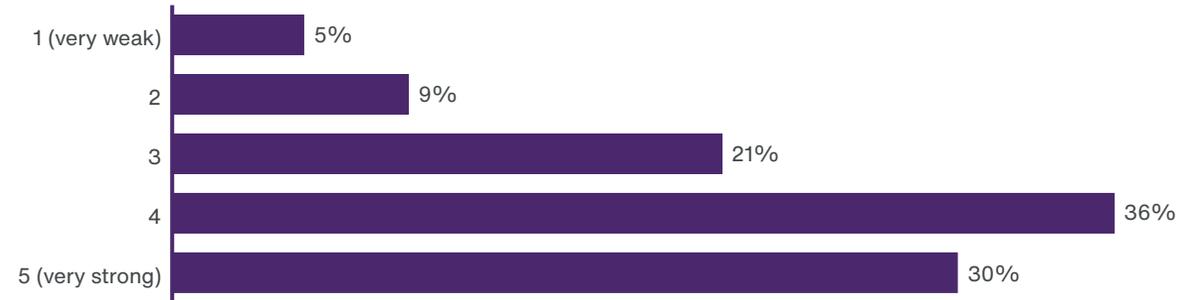


## Team-oriented

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”.

- Two-thirds (66 per cent) rate their manager 4 or 5 (strongly team-oriented). The mental health scores of this group (66.5 and 71.4) are higher than the national average (65.4)
- One in seven (14 per cent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (58.4 and 60.0) are at least five points lower than the national average (65.4)

### Manager characteristic: Team-oriented



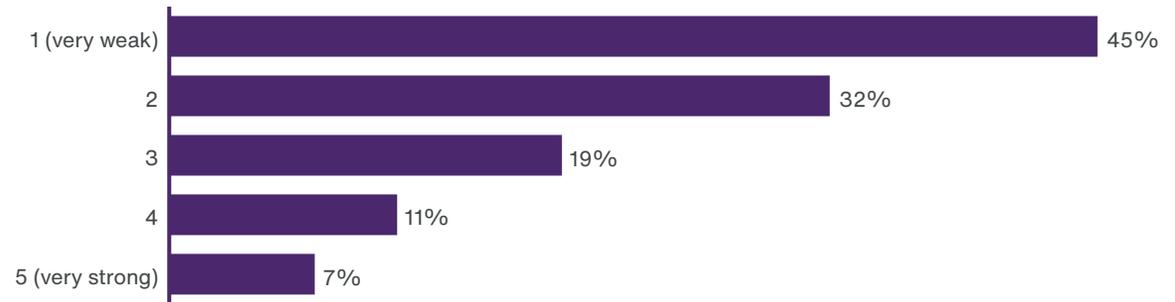
### MHI score by manager characteristic: Team-oriented



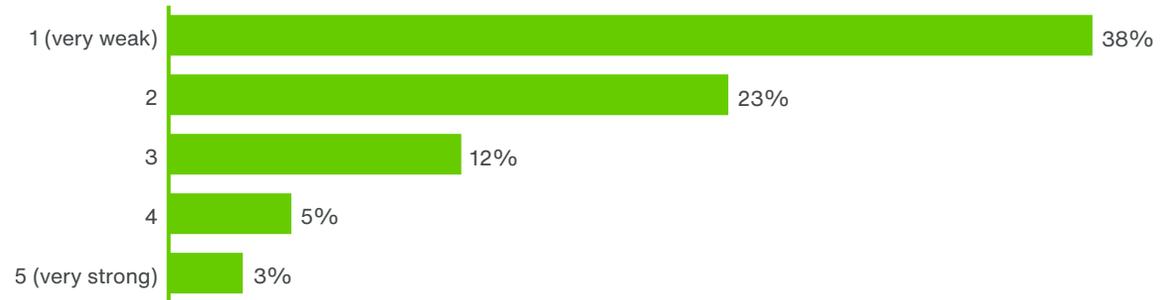
- Workers rating their manager as weakly team-oriented (1 or 2) are nearly three times more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly team-oriented (4 or 5)
- Workers rating their manager as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



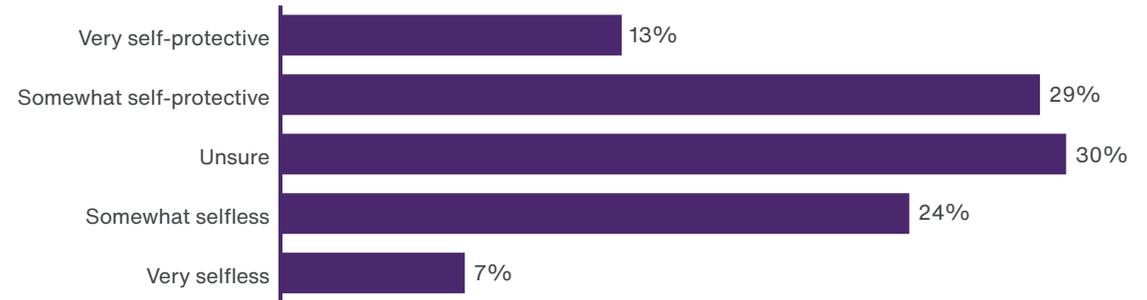
## Self-protective

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

- More than two in five (42 per cent) rate their manager as self-protective. The mental health scores of this group (66.8 and 64.3) are similar to the national average (65.4)
- Three in ten (31 per cent) rate their managers as selfless. The mental health scores of this group (68.9 and 73.4) are at more than three points higher than the national average (65.4)



### Manager characteristic: Self-protective



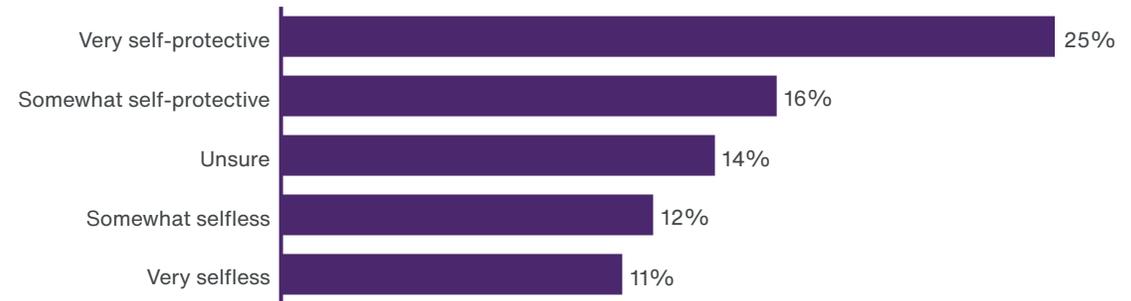
### MHI score by manager characteristic: Self-protective



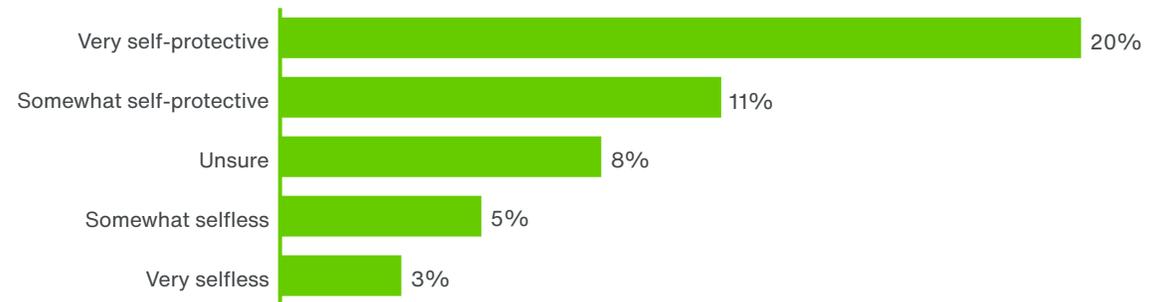
- Workers rating their manager as very self-protective are twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as selfless
- Workers rating their manager as self-protective are nearly twice as likely to report 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 provides a measure of the current mental health status of employed adults. The 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 2,000 people living in the United Kingdom 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 of the United Kingdom. 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 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.

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