



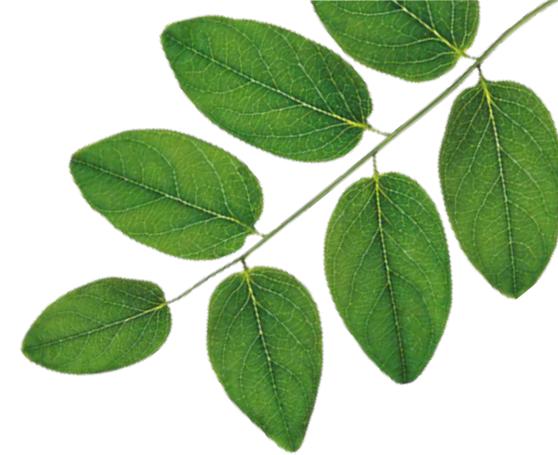
TELUS Mental Health Index.

United States of America | September 2025

Table of contents

1. What you need to know for September 2025	3	3. The Mental Health Index by region	15	Manager traits and their impacts on mental health	31
2. The Mental Health Index	6	4. The Mental Health Index by industry	17	Autonomy.....	31
Mental health risk	7			Charisma.....	33
Mental Health Index sub-scores.....	8	5. Spotlight	18	Humanity.....	35
Anxiety	9	Employer support for wellbeing.....	18	Participative	37
Isolation.....	10	Physical wellbeing.....	18	Team-oriented.....	39
Financial risk.....	11	Mental wellbeing	19	Self-protective	41
Work productivity	12	Financial wellbeing	20	6. Overview of the TELUS Mental Health Index	43
Managers compared to non-managers	13	Employee Assistance Program (EAP).....	21	Methodology.....	43
Mental health by gender and age	14	Artificial Intelligence in the workplace.....	22	Calculations.....	43
Mental health by employment status.....	14	Balance and recognition:		Additional data and analyses.....	43
Emergency savings.....	14	Perspective on managerial roles	26		
		Leadership support for work-life balance.....	29		

What you need to know for September 2025.



Mental health among workers in the USA **continues to decline** in September 2025 and remains at the same low levels recorded during the pandemic.

- At 68.3, the mental health of workers has declined by 0.5 points from June 2025
- 26 percent of workers have a high mental health risk, 43 percent have a moderate mental health risk, and 31 percent have a low mental health risk
- All mental health sub-scores have declined or remain the same from June 2025
- Anxiety and isolation have been the lowest mental health sub-scores for more than three years
- 29 percent of workers feel anxious
- 28 percent of workers feel isolated
- 26 percent of workers do not have emergency savings for basic needs
- 25 percent of workers say their mental health is impacting work productivity
- 22 percent of workers feel depressed
- Mental health scores have declined across all regions from June 2025
- Managers continue to have a higher mental health score than non-managers
- Laborers 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.

- 62 percent of workers believe leaders in their organization can maintain a healthy work-life balance, though 38 percent are unsure or disagree
- 61 percent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 16 percent believe it's inadequate
- 45 percent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 32 percent 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
- 64 percent of workers say that their manager's support for work-life balance has not changed over the past year; 26 percent say it has improved, and 10 percent say it is less supportive
- 62 percent of workers say that senior leadership's support for work-life balance has not changed over the past year; 26 percent say it has improved, and 11 percent say it is less supportive
- Managers are more likely than non-managers to report that their managers' and senior leadership's support for work-life balance has improved over the past year
- Workers under 40 are more likely than workers over 50 to report that their managers' and senior leadership's support for work-life balance has improved over the past year
- Parents are more likely than non-parents 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.

- 34 percent believe that AI technology could lead to some change in their jobs; a further 12 percent expect a lot of change in their jobs
- 81 percent of workers in Technology, 79 percent of workers in Information and Cultural Industries (excluding media and telecommunications), and 67 percent of workers in Management of Companies and Enterprises believe that AI will lead to changes in their jobs
- Managers are more likely than non-managers to believe that AI technology could lead to changes in their jobs
- Workers under 40 are more likely than workers over 50 to believe that AI technology could lead to changes in their jobs
- 65 percent of workers anticipate being able to deal well with changes in their jobs because of AI; 27 percent of workers are unsure, and eight percent anticipate not dealing well
- 53 percent of workers say that AI is unlikely to lead to job loss for them; a further 23 percent are unsure
- 61 percent of workers in Information and Cultural Industries (excluding media and telecommunications), 44 percent of workers in Technology, and 39 percent of workers in Media and Telecommunications believe that AI could lead to job loss



More than one-quarter of workers rate employer support for mental and financial wellbeing as inadequate, with women being disproportionately affected; fewer than half are aware that their employer offers an EAP.

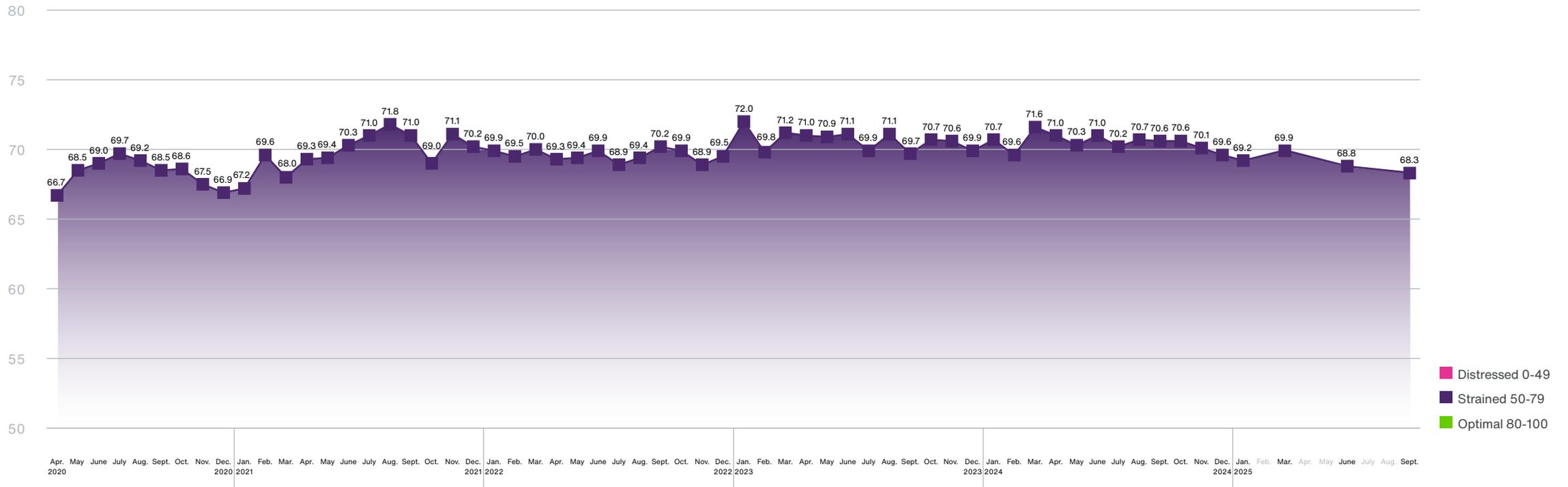
- 30 percent of workers rate their employer's support for financial wellbeing as fair or poor
- Workers rating financial wellbeing support as poor have a mental health score that is 24 points lower than those reporting excellent support
- 27 percent of workers rate their employer's support for mental wellbeing as fair or poor
- Workers rating mental wellbeing support as poor have a mental health score 25 points lower than those reporting excellent support
- 22 percent 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 24 points lower than those reporting excellent support
- Women are more likely than men to rate employer support as poor across all areas of wellbeing: financial, mental and physical
- 36 percent of workers say their employer doesn't offer an Employee Assistance Program (EAP); a further 27 percent are unsure

The Mental Health Index.

MHI Current Month September 2025	June 2025
68.3	68.8

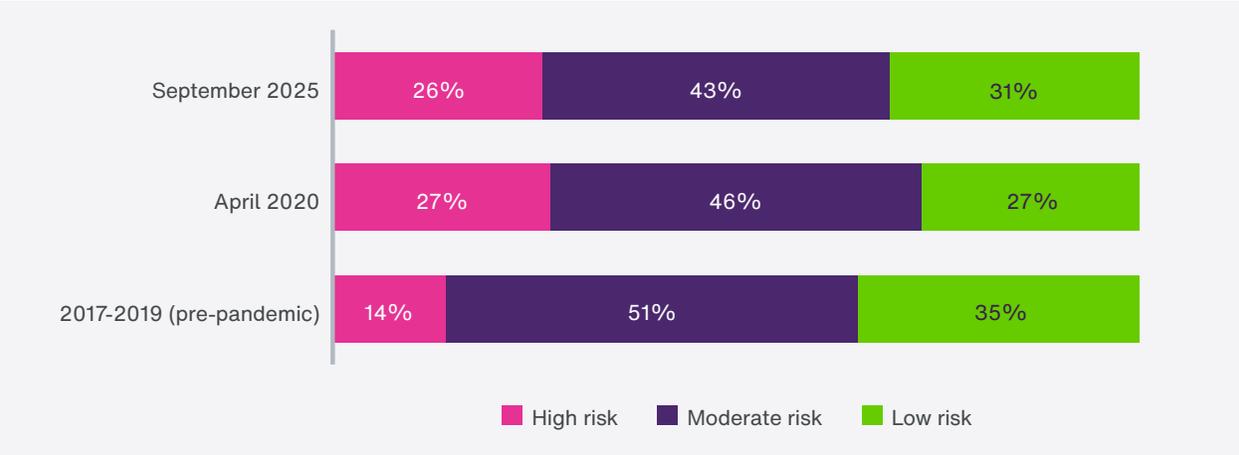
The overall Mental Health Index for September 2025 is 68.3.

The mental health score of workers in the United States continues its decline for the second consecutive period.



Mental health risk.

In September 2025, 26 percent of workers have a high mental health risk, 43 percent have a moderate mental health risk, and 31 percent have a low mental health risk. More than five years since the launch of the Mental Health Index in April 2020, the proportion of workers in the high-risk group has decreased by one percent.



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

Mental Health Index sub-scores.

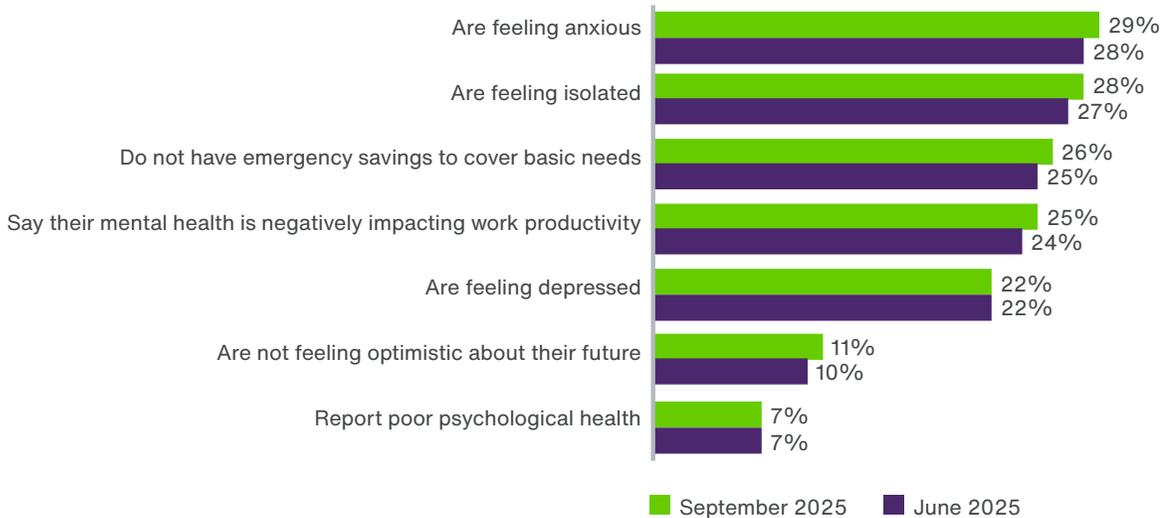
For more than three years, anxiety (61.0) has been the lowest Mental Health Index sub-score. Isolation (64.0), work productivity (67.1), depression (67.6), optimism (70.6), and financial risk (71.5) follow. General psychological health (76.0) remains the most favorable mental health measure in September 2025.

- Anxiety and isolation have been the lowest mental health sub-scores for more than three years
- All mental health sub-scores have declined or are unchanged compared to June 2025
- The isolation sub-score has declined nearly one point from the previous period

Nearly three in ten (29 percent) workers feel anxious, 28 percent feel isolated, 26 percent do not have emergency savings for basic needs, 25 percent say their mental health is negatively impacting work productivity, 22 percent feel depressed, 11 percent do not feel optimistic about their future, and seven percent of workers cite poor psychological health.

Mental Health Index Sub-scores	September 2025	June 2025
Anxiety	61.0	61.5
Isolation	64.0	64.8
Work productivity	67.1	67.6
Depression	67.6	67.6
Optimism	70.6	71.3
Financial risk	71.5	71.9
Psychological health	76.0	76.7

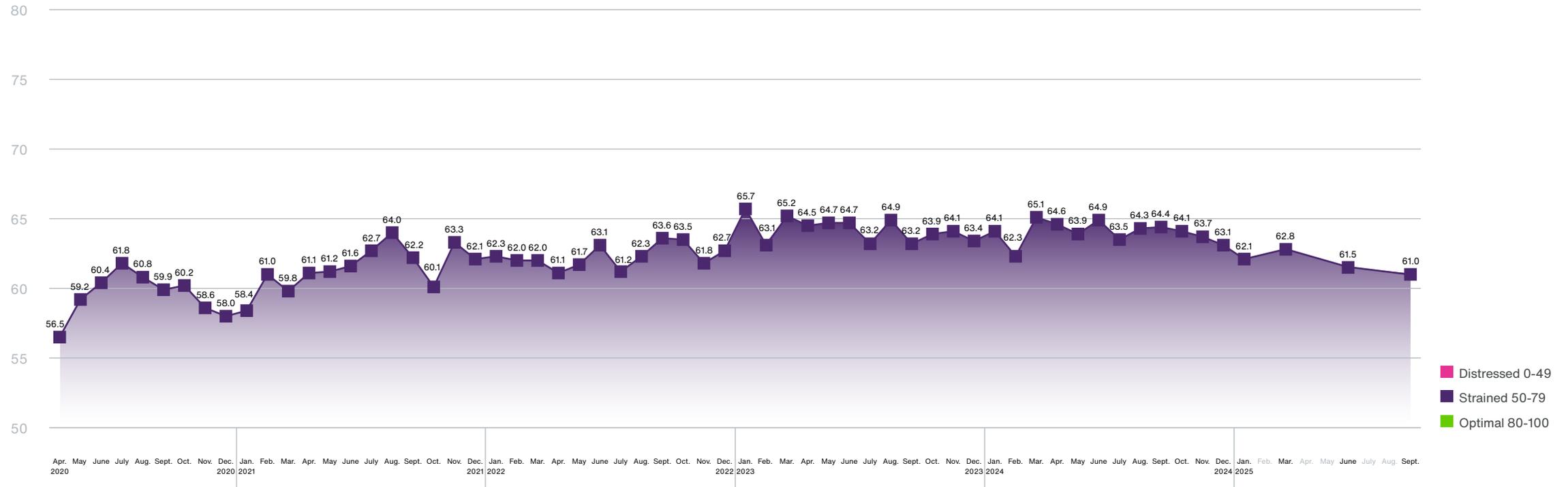
Percentage at risk by MHI sub-score



Anxiety

In September 2025, 29 percent of workers report often feeling unsettled and nervous.

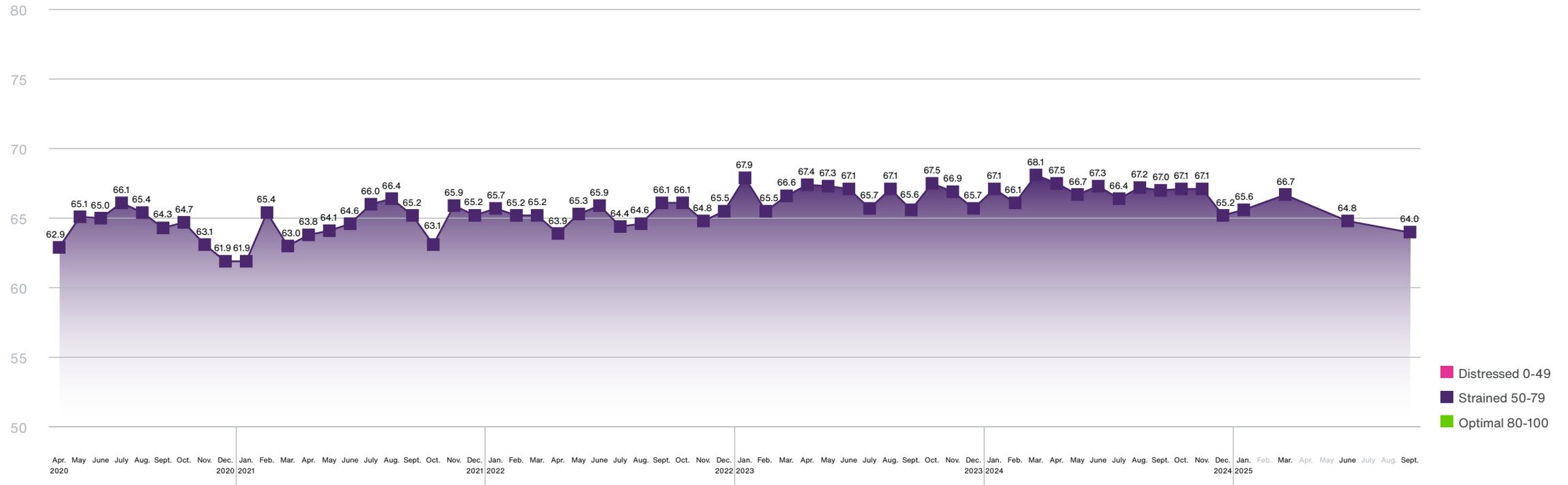
Despite incremental improvements since the launch of the MHI in April 2020, anxiety has been the lowest mental health sub-score for more than three years. Following a substantial improvement in March 2024, the anxiety score has generally declined through September 2025.



Isolation

In September 2025, 28 percent of workers report often feeling alone.

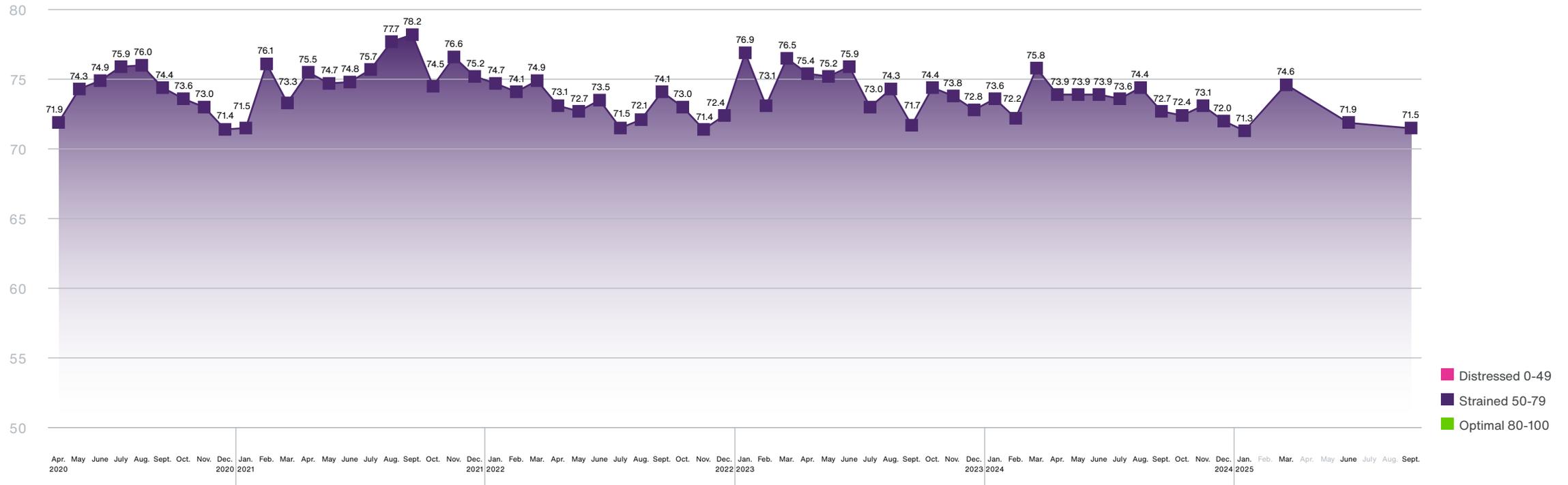
Despite frequent periods of volatility, isolation sub-scores generally improved from the launch of the MHI in April 2020 through March 2024. Following a one-point improvement in March 2025, the isolation sub-score has dropped by nearly three points over two consecutive periods and remains the second-lowest mental health sub-score for more than three years.



Financial risk

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

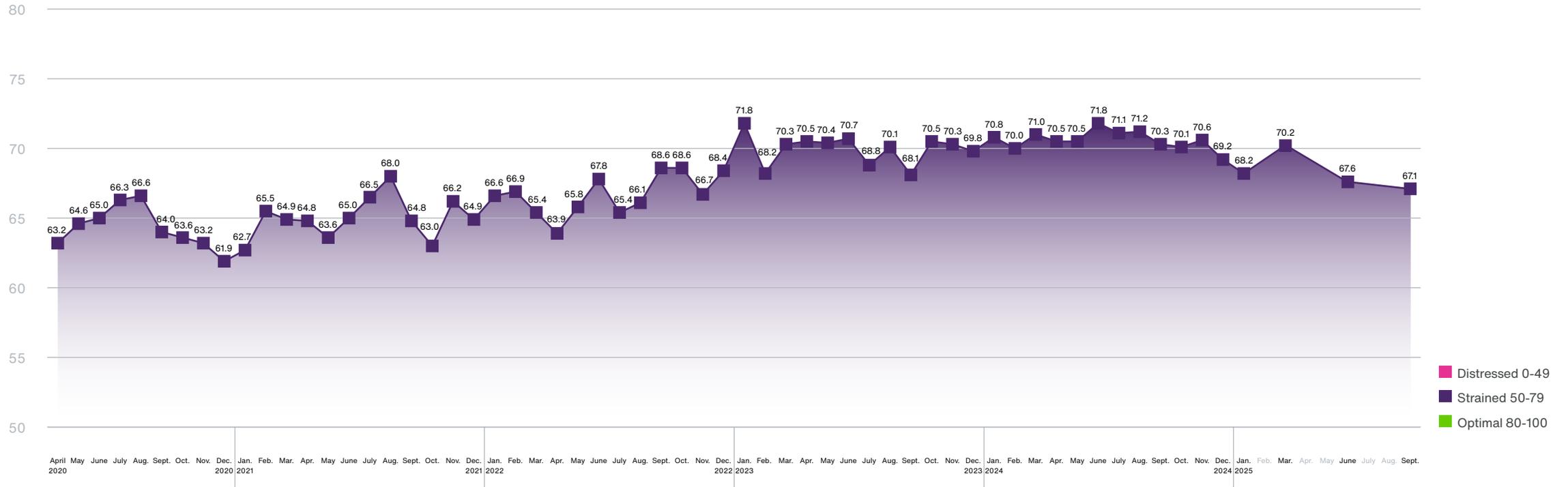
The financial risk score has varied significantly since the launch of the MHI in April 2020. Following a near four-point improvement from February to March 2024, the financial risk score declined by more than three points through October 2024. After a brief rebound in November 2024, the financial risk score continued to fall through January 2025. Despite a significant recovery in March 2025, the financial risk sub-score continues to decline, approaching its lowest point since the launch of the MHI.



Work productivity

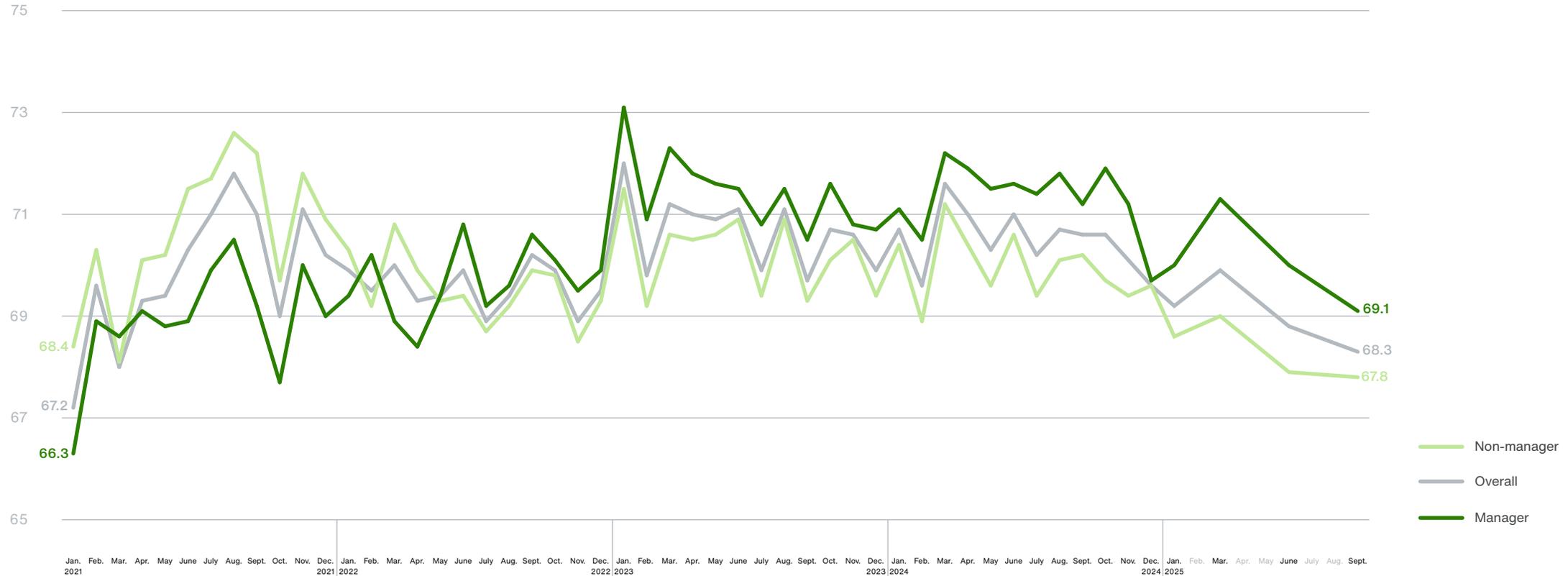
In September 2025, 25 percent of workers say their mental health is negatively impacting their work productivity and goals.

The work productivity sub-score demonstrated steady improvement from the MHI launch in April 2020 through March 2024. A shift occurred in March 2024, marking the beginning of a downward trend, except for a brief recovery in June 2024 and March 2025. In September 2025, the work-productivity sub-score continues its decline for the second consecutive period.



Managers compared to non-managers.

Before June 2022, managers consistently had lower mental health scores than non-managers and the national average. A significant shift occurred in June 2022, when managers' mental health scores began to exceed those of non-managers. In September 2025, the trend continues, and despite a modest decline, managers' mental health score (69.1) is higher than that of non-managers (67.8) and the national average (68.3).



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 66.5 compared to 70.1 for men
- Since April 2020, mental health scores have improved with age
- Differences in mental health scores between workers with and without minor children have been reported since the launch of the MHI in April 2020. More than five years later, this pattern persists, with a lower score for workers with at least one child (64.7) compared to workers without children (70.0)

Mental health by employment status.

- Overall, three percent of respondents are unemployed¹ and seven percent report reduced hours or reduced salary
- Workers reporting a reduced salary compared to the previous month have the lowest mental health score (55.3), followed by workers reporting fewer hours than the last month (58.9), respondents not currently employed (66.9), and workers with no change to salary or hours (69.1)
- Laborers continue to have a lower mental health score (64.3) than service industry (68.3) and office workers (69.4)
- Managers have a higher mental health score (69.1) than non-managers (67.8)
- Respondents working for companies with 1,001-5,000 employees have the highest mental health score (70.3)
- Respondents working for companies with 51-100 employees have the lowest mental health score (64.9)



Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (52.5) than the overall group (68.3). Workers with emergency savings have a mental health score of 73.9

¹ 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 across all regions of the United States have declined from those in June 2025.

- Despite a 0.6-point decline, the Northeastern United States continues to have the highest mental health score (69.8)
- With a modest 0.3-point decline, the Southern United States continues to have the lowest mental health score (67.4)

Region	September 2025	June 2025	Change
West	68.1	68.2	-0.1
South	67.4	67.7	-0.3
Northeast	69.8	70.4	-0.6
Midwest	68.4	69.5	-1.1



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

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

Employment status	Sept. 2025	June 2025
Employed (no change in hours/salary)	69.1	69.5
Employed (fewer hours compared to last month)	58.9	59.8
Employed (reduced salary compared to last month)	55.3	56.9
Not currently employed	66.9	68.1

Age group	Sept. 2025	June 2025
Age 20-29	57.3	58.7
Age 30-39	61.8	61.8
Age 40-49	64.8	65.1
Age 50-59	68.9	69.3
Age 60-69	75.1	75.8

Number of children	Sept. 2025	June 2025
No children in household	70.0	70.5
1 child	63.7	64.8
2 children	66.2	65.2
3 children or more	64.7	67.8

Gender	Sept. 2025	June 2025
Men	70.1	70.7
Women	66.5	66.9

Household income/annum	Sept. 2025	June 2025
<\$30K	55.7	57.4
\$30K to <\$60K	62.2	62.6
\$60K to <\$100K	68.2	68.4
\$100K to <\$150K	72.9	72.0
\$150K or more	74.8	76.1

Employer size	Sept. 2025	June 2025
Self-employed/sole proprietor	67.3	67.6
2-50 employees	68.9	69.2
51-100 employees	64.9	66.0
101-500 employees	68.9	69.3
501-1,000 employees	67.2	68.1
1,001-5,000 employees	70.3	69.8
5,001-10,000 employees	68.5	70.9
More than 10,000 employees	69.5	69.6

Manager	Sept. 2025	June 2025
Manager	69.1	70.0
Non-manager	67.8	67.9

Work environment	Sept. 2025	June 2025
Labor	64.3	64.5
Office/desk	69.4	70.0
Service	68.3	68.7

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

The Mental Health Index by industry.

Workers in Food Services have the lowest mental health score (60.0), followed by workers in Administrative and Support services (61.1), and Media and Telecommunications (61.8).

Workers in Wholesale Trade (74.2), Finance and Insurance (72.6), and Real Estate, Rental and Leasing (72.1) have the highest mental health scores in September.



Industry	September 2025	June 2025	Change
Wholesale Trade	74.2	71.3	2.9
Real Estate, Rental and Leasing	72.1	69.2	2.9
Agriculture, Forestry, Fishing and Hunting	66.8	64.0	2.8
Management of Companies and Enterprises	71.7	69.2	2.5
Transportation and Warehousing	69.2	67.1	2.1
Technology	68.5	67.0	1.5
Utilities	67.3	66.5	0.8
Food Services	60.0	59.3	0.7
Arts, Entertainment and Recreation	68.5	68.0	0.5
Educational Services	71.2	70.9	0.3
Finance and Insurance	72.6	72.5	0.1
Other	67.3	67.2	0.1
Retail Trade	66.7	67.0	-0.3
Information and Cultural Industries	64.6	64.9	-0.3
Professional, Scientific and Technical Services	71.8	72.7	-0.9
Public Administration	71.8	72.9	-1.1
Other services (except Public Administration)	66.4	68.2	-1.8
Health Care and Social Assistance	66.6	68.6	-2.0
Manufacturing	70.9	73.0	-2.1
Construction	66.7	69.1	-2.4
Administrative and Support Services	61.1	64.9	-3.8
Media and Telecommunications	61.8	66.3	-4.5
Accommodation	64.6	69.8	-5.2

Spotlight

Employer support for wellbeing.

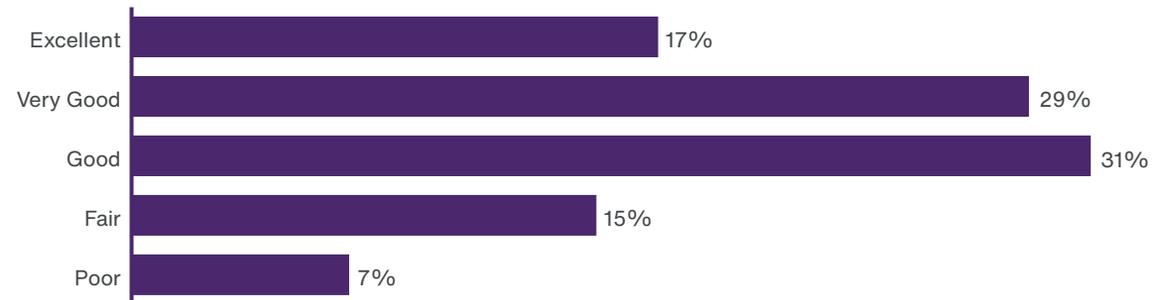
Physical wellbeing

Workers who rate their employer’s support for physical wellbeing as poor have a mental health score more than 24 points lower than those who rate it as excellent.

- Nearly half (46 percent) of workers rate employer support for their physical wellbeing as very good/excellent; this group has the highest mental health scores (73.3 and 76.6, respectively), at least five points higher than the national average (68.3)
- The lowest mental health score (52.3) is among seven percent of workers rating employer support for their physical wellbeing as poor, 21 points lower than workers rating support as very good/excellent (73.3 and 76.6, respectively) and 16 points lower than the national average (68.3)
- Women are 70 percent more likely than men to rate employer support for their physical wellbeing as poor
- Non-managers are 60 percent more likely than 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?”

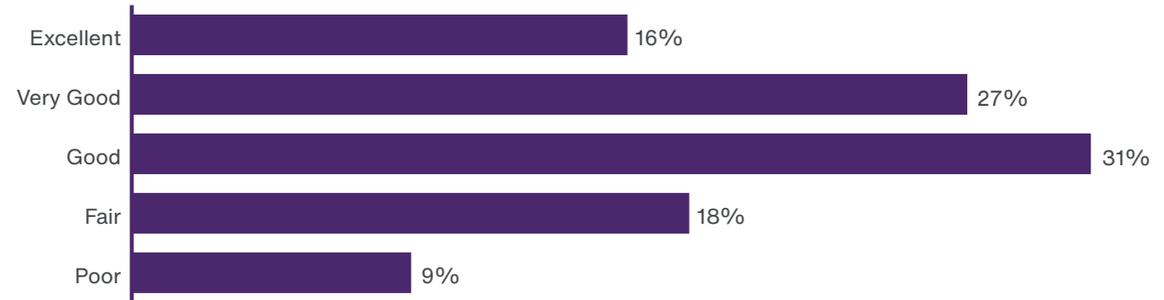


Mental wellbeing

Workers who rate their employer’s support for mental wellbeing as poor have a mental health score more than 25 points lower than those who rate it as excellent.

- More than two in five (43 percent) workers rate employer support for their mental wellbeing as very good/excellent; this group has the highest mental health scores (72.8 and 78.9, respectively), at least four points higher than the national average (68.3)
- The lowest mental health score (53.6) is among nine percent of workers rating employer support for their mental wellbeing as poor, almost 20 points lower than workers rating support as very good/excellent (72.8 and 78.9, respectively) and nearly 15 points lower than the national average (68.3)
- Women are 50 percent more likely than men to rate employer support for their mental wellbeing as poor
- Non-managers are 50 percent more likely than managers 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?”

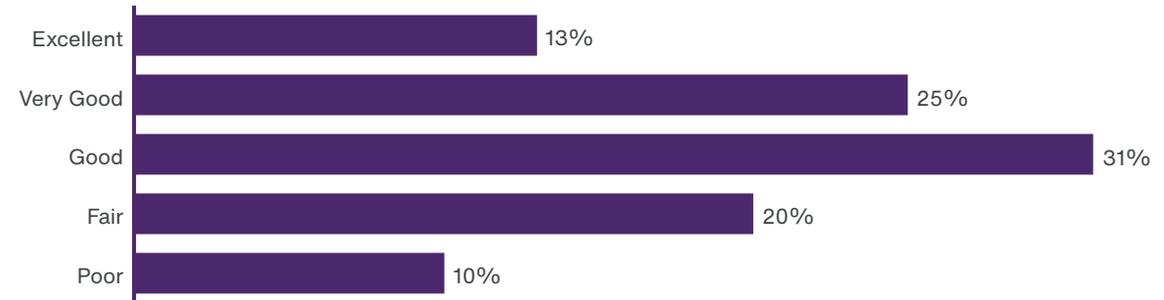


Financial wellbeing

Workers who rate their employer’s support for their financial wellbeing as poor have a mental health score that is 24 points lower than those who rate it as excellent.

- Nearly two in five (38 percent) workers rate employer support for their financial wellbeing as very good/excellent; this group has the highest mental health scores (73.9 and 79.0, respectively), nearly six points higher than the national average (68.3)
- Managers are 70 percent more likely than non-managers to rate employer support for their financial wellbeing as very good/excellent
- The lowest mental health score (55.1) is among 10 percent of workers rating employer support for their financial wellbeing as poor, at least 19 points lower than workers rating support as very good/excellent (73.9 and 79.0, respectively) and more than 13 points lower than the national average (68.3)
- Women are 80 percent more likely than men to rate employer support for their financial wellbeing as poor
- Workers with an annual household income lower than \$150,000 are twice as likely as workers with a yearly household income of more than \$150,000 to rate employer support for their financial wellbeing as poor

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



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



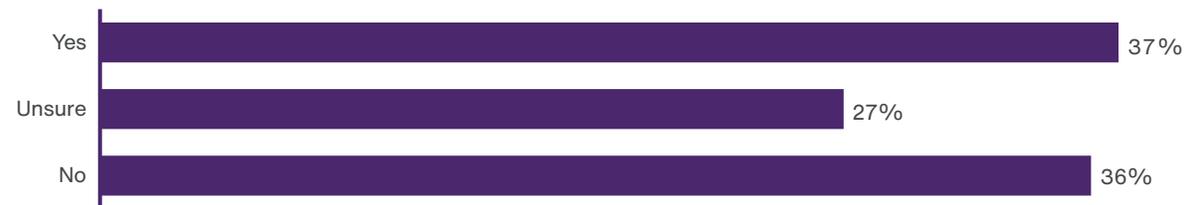
Employee Assistance Program (EAP).

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

- The mental health score (69.7) of 37 percent of workers who say their employer offers an Employee Assistance Program (EAP) is more than one point higher than 36 percent of workers who report their employer doesn't offer an EAP (68.2) and the national average (68.3)
- Workers with an annual household income less than \$100,000 are 50 percent 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)?”



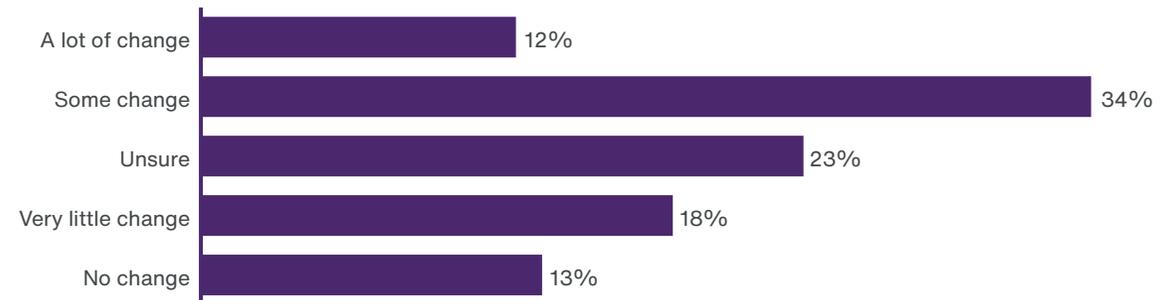
Artificial Intelligence in the workplace.

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

- More than one-third (34 percent) of workers believe AI technology could lead to some change in their job; this group has a mental health score (67.1) modestly lower than the national average (68.3)
- Eighty-one percent of workers in Technology believe that AI will lead to changes in their jobs, followed by 79 percent of workers in Information and Cultural Industries (excluding Media and Telecommunications) and 67 percent of workers in Management of Companies and Enterprises
- Workers under 40 are 40 percent more likely than workers over 50 to believe that AI technology could lead to some change in their jobs
- Managers are 50 percent more likely than non-managers to believe that AI technology could lead to some change in their jobs
- Parents are 40 percent 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 (64.5) is among 12 percent of workers who believe that AI technology could lead to a lot of change in their jobs, more than eight points lower than workers who believe that AI technology will not change their jobs (73.0) and nearly four points lower than the national average (68.3)
- The highest mental health score (73.0) is among 13 percent of workers reporting that AI technology will not lead to changes in their jobs, nearly five points higher than the national average (68.3)
- Workers over 50 are more than twice as likely as workers under 40 to believe that AI technology will not lead to changes in their jobs
- Labourers and service industry workers are nearly twice as likely as office workers to believe that AI technology will not lead to changes in their jobs

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

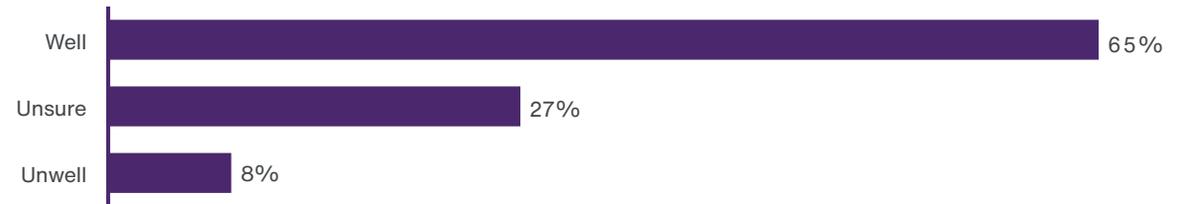


Nearly two-thirds of workers say they anticipate coping well with job changes due to AI technology.

- Nearly two-thirds (65 percent) of workers anticipate being able to deal with changes in their jobs because of AI technology; this group has the highest mental health score (70.5), nearly two points higher than the national average (68.3)
- The lowest mental health score (57.2) is among eight percent of workers who anticipate not being able to deal well with changes in their jobs because of AI, more than 13 points lower than workers who anticipate being able to deal well with changes (70.5), and 11 points lower than the national average (68.3)
- Workers with an annual household income less than \$100,000 are 40 percent 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?



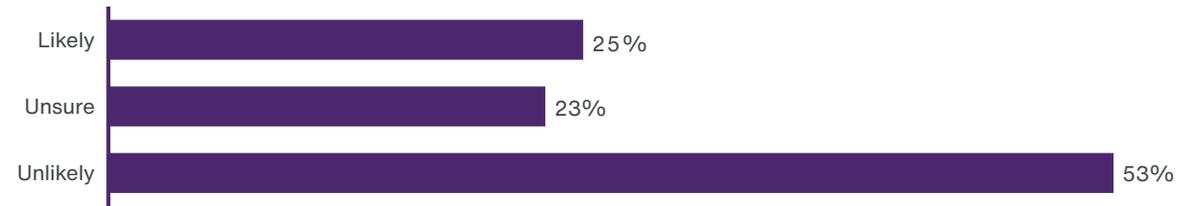
MHI score by “How well do you anticipate being able to deal with changes in your job because of AI technology?”



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

- Over half (53 percent) of workers say it is unlikely that AI technology could lead to job loss for them; this group has the highest mental health score (73.1), nearly five points above the national average (68.3)
- One-quarter (25 percent) of workers believe that AI technology could lead to potential job loss for them; this group has the lowest mental health score (60.3), nearly 13 points lower than workers who disagree (73.1) and eight points lower than the national average (68.3)
- 61 percent of workers in Information and Cultural Industries (excluding Media and Telecommunications) believe that AI could lead to job loss, followed by 44 percent of workers in Technology, and 39 percent of workers in 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?”



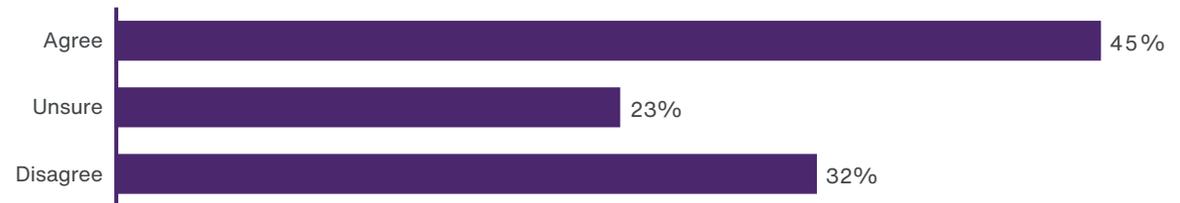
Balance and recognition: Perspective on managerial roles.

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

- Nearly half (45 percent) of workers believe that taking on a higher-level leadership role in their organization would be manageable without creating excessive stress; this group has the highest mental health score (71.3), three points higher than the national average (68.3)
- Managers are twice as likely as non-managers to believe that taking on a higher-level leadership role in their organization would be manageable without creating excessive stress
- Workers under 40 are 50 percent more likely than workers over 50 to believe that taking on a higher-level leadership role in their organization would be manageable without creating excessive stress
- Nearly one-third (32 percent) of workers don't believe that taking on a higher-level leadership role in their organization would be manageable without creating excessive stress; this group has the lowest mental health score (65.3), six points lower than workers who agree (71.3) and almost three points lower than the national average (68.3)



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



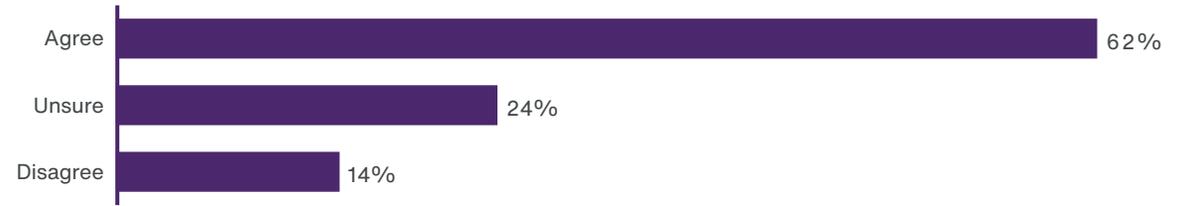
MHI score by “I believe that taking on a higher-level leadership role in my organization would be manageable without creating excessive stress”



More than three in five workers believe their organization’s leaders can maintain a healthy work-life balance.

- More than three in five (62 percent) workers agree that leaders in their organization can maintain a healthy work-life balance; this group has the highest mental health score (71.8), more than three points higher than the national average (68.3)
- One in seven (14 percent) workers do not believe that leaders in their organization can maintain a healthy work-life balance; this group has the lowest mental health score (60.8), 11 points lower than workers who report leaders in their organization can maintain a healthy work-life balance (71.8) and nearly nine points lower than the national average (68.3)

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



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

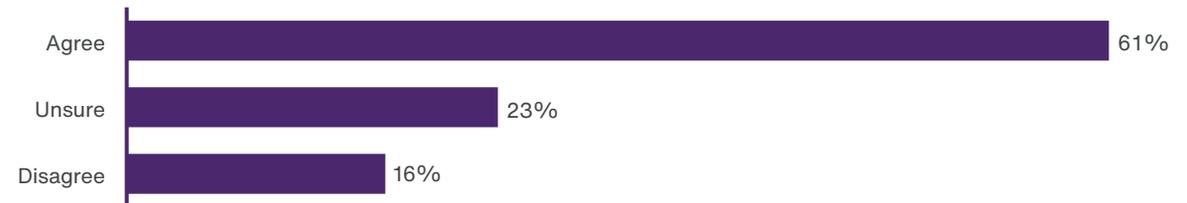


One in six workers believes leadership positions aren't adequately rewarded for the additional effort.

- More than three in five (61 percent) of workers believe that sufficient rewards match the additional effort required in leadership positions; this group has the highest mental health score (70.7), more than two points higher than the national average (68.3)
- One in six (16 percent) workers do not believe that sufficient rewards match the additional effort required in leadership positions; this group has the lowest mental health score (63.3), more than seven points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (70.7), and five points lower than the national average (68.3)
- Women are 50 percent more likely than men to believe that sufficient rewards do not match the additional effort required in leadership positions
- Non-managers are 40 percent more likely than managers to believe that sufficient rewards do not match the additional effort required in leadership positions



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



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

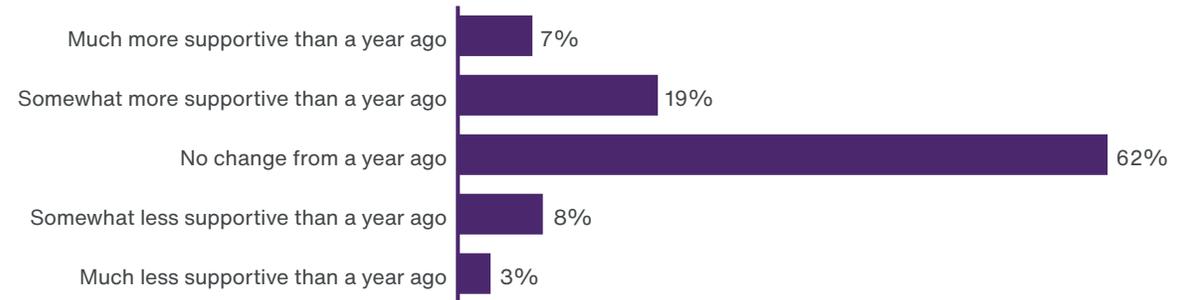


Leadership support for work-life balance.

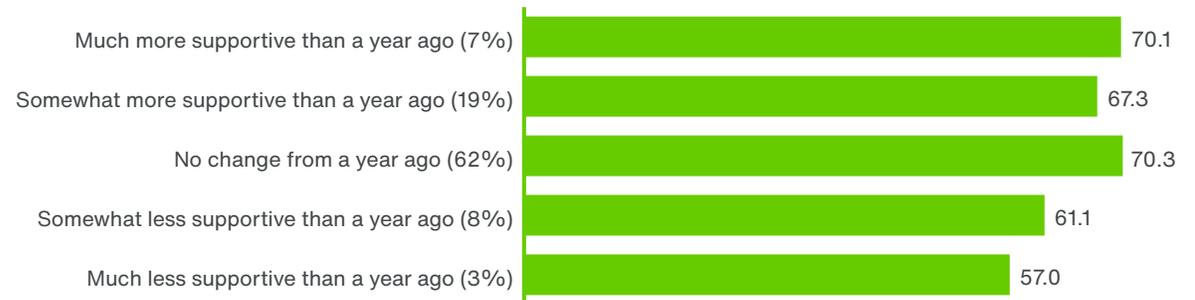
More than one in four workers say senior leadership’s support for work-life balance has improved over the past year.

- More than three in five (62 percent) workers report senior leadership’s support for work-life balance has not changed over the past year; this group has a mental health score (70.3) two points higher than the national average (68.3)
- One in nine (11 percent) report senior leadership has been less supportive of work-life balance over the past year; this group has the lowest mental health scores (57.0 and 61.1), at least six points lower than workers who report senior leadership has been more supportive (67.3 and 70.1), and at least seven points lower than the national average (68.3)
- The second-highest mental health score (70.1) is among seven percent of workers reporting that senior leadership has been much more supportive of work-life balance over the past year, nearly two points higher than the national average (68.3)
- Workers under 40 are two and a half times more likely than workers over 50 to report senior leadership has been more supportive of work-life balance over the past year
- Managers are more than twice as likely as non-managers to report that senior leadership has been more supportive of work-life balance over the past year
- Parents are twice as likely as 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?



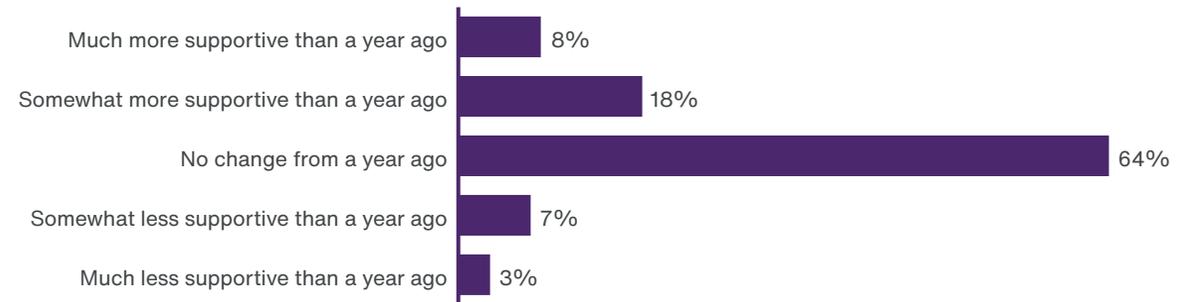
MHI score by “How has senior leadership’s support for work-life balance changed over the past year?”



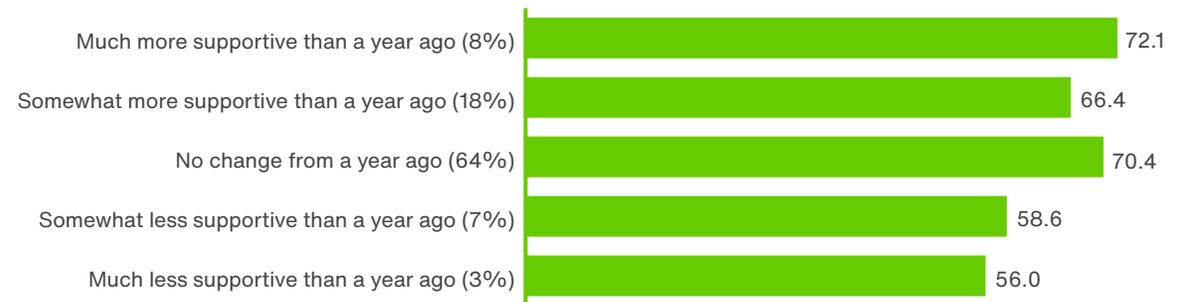
More than one in four workers says their manager’s support for work-life balance has improved over the past year.

- Nearly two-thirds (64 percent) 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 (70.4) two points higher than the national average (68.3)
- One in ten (10 percent) report their manager has been less supportive of work-life balance over the past year; this group has the lowest mental health scores (56.0 and 58.6), at least eight points lower than workers who report their manager has been more supportive (66.4 and 72.1), and 10 points lower than the national average (68.3)
- The highest mental health score (72.1) is among eight percent of workers reporting their manager has been much more supportive of work-life balance over the past year, nearly four points higher than the national average (68.3)
- Workers under 40 are more than twice as likely as workers over 50 to report their manager has been more supportive of work-life balance over the past year
- Managers are twice as likely as non-managers to report their manager has been more supportive of work-life balance compared to the past year
- Parents are twice as likely as 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?”



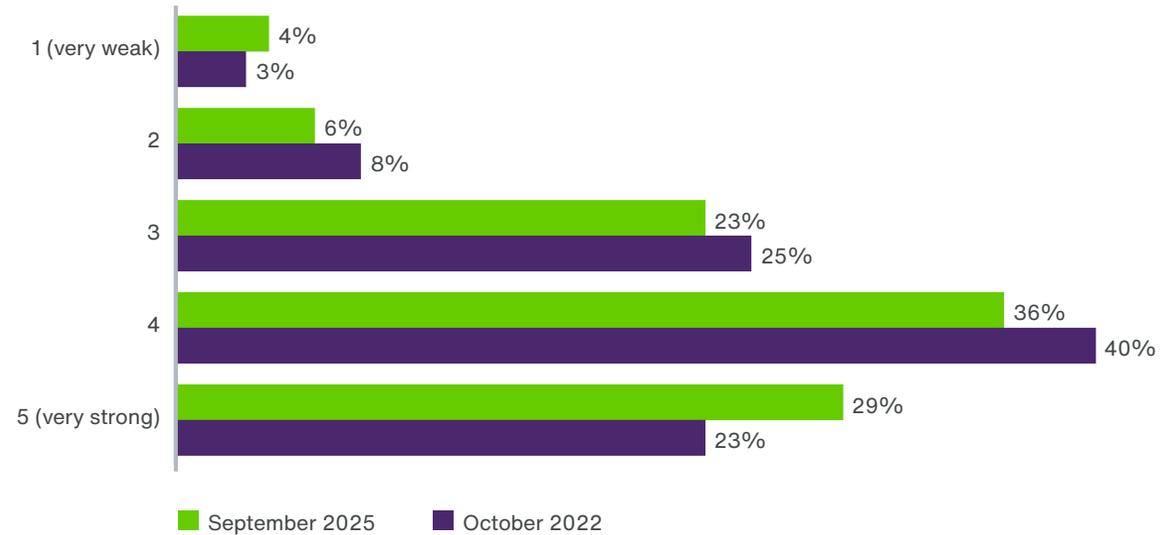
Manager traits and their impacts on mental health.

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 two-thirds (65 percent) of workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (70.2 and 73.5) are higher than the national average (68.3). Notably, the proportion of workers who rate their manager’s autonomy as 5 (very strong) has increased by 30 percent since October 2022
- One in ten (10 percent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (56.3 and 58.9) are at least 10 points lower than the national average (68.3)

Manager characteristic: Autonomy

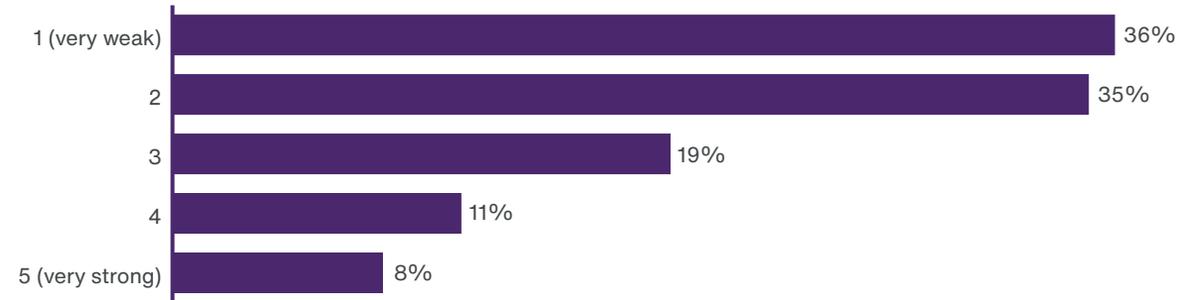


MHI score by manager characteristic: Autonomy

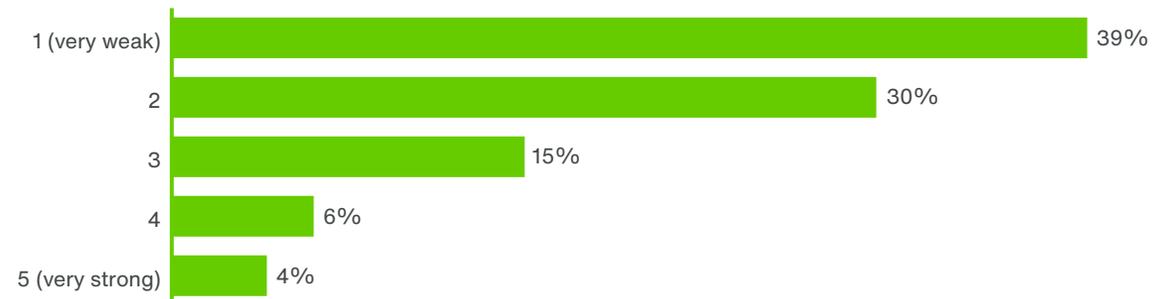


- Workers rating their manager as weak in autonomy (1 or 2) are three times more likely to report that leaders in their organization **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in autonomy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

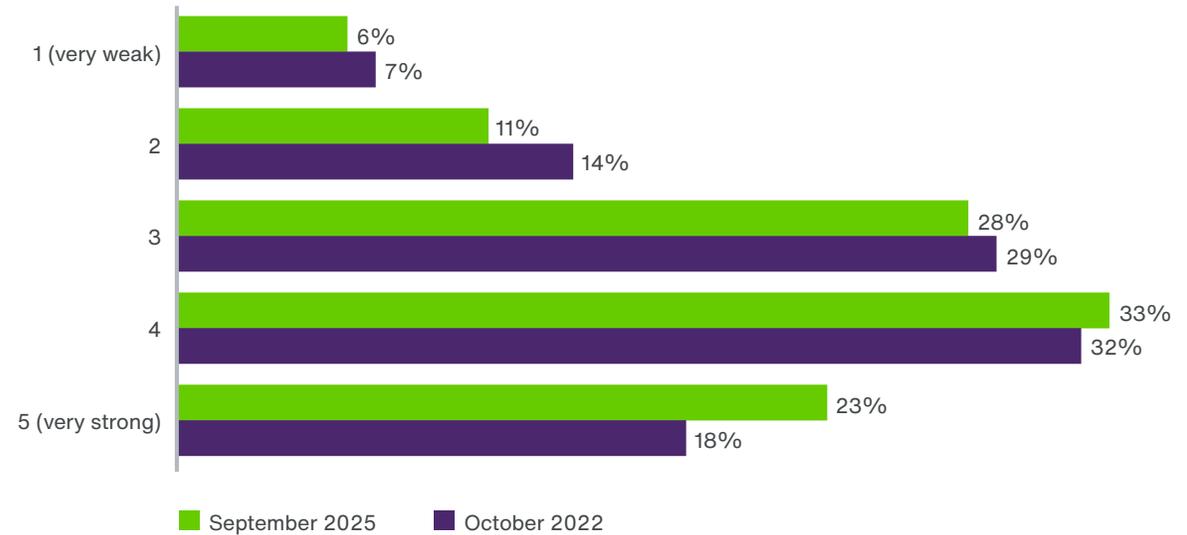


Charisma

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”.

- Nearly three in five (56 percent) workers rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (69.7 and 73.7) are more than one point higher than the national average (68.3).
- One in six (17 percent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (59.2 and 62.2) are at least nine points lower than the national average (68.3)

Manager characteristic: Charisma



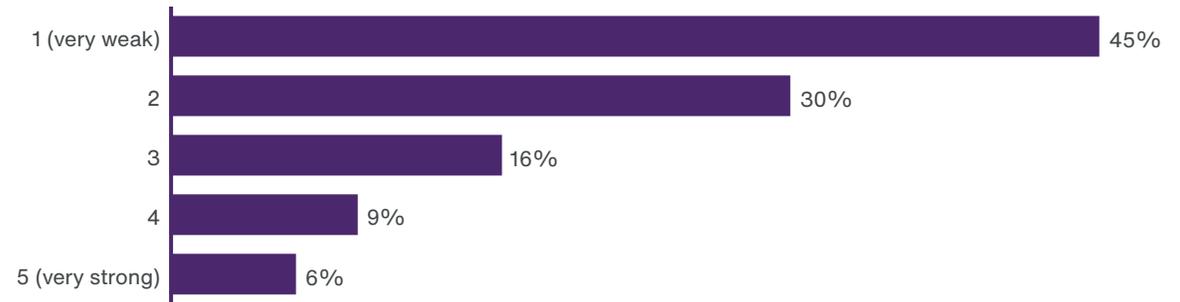
MHI score by manager characteristic: Charisma



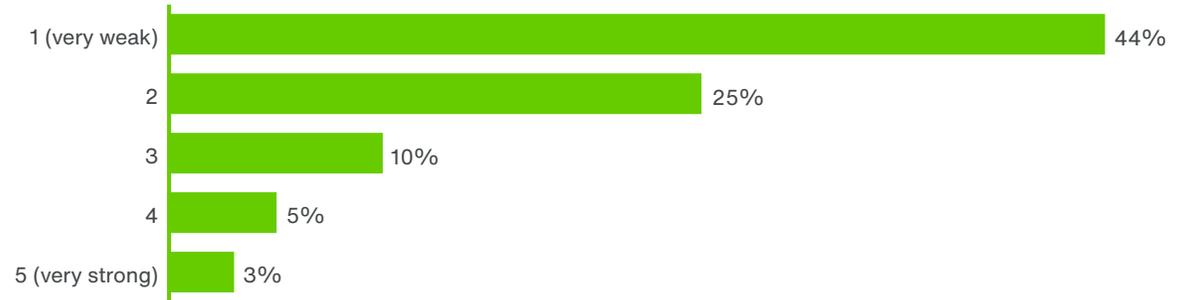
- Workers rating their manager as weak in charisma (1 or 2) are five times more likely to report that leaders in their organization **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in charisma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

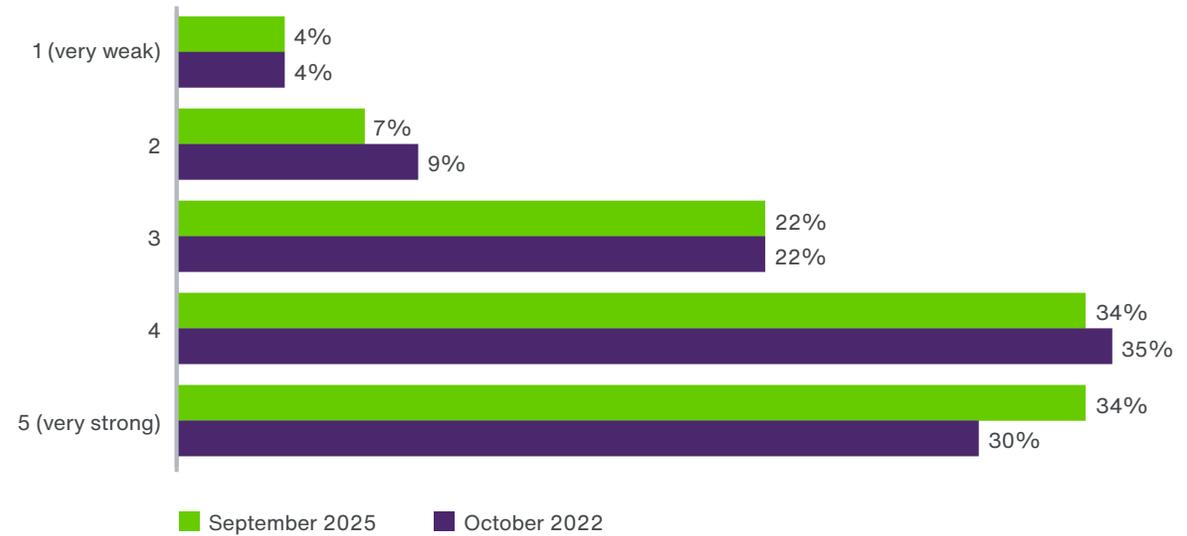


Humanity

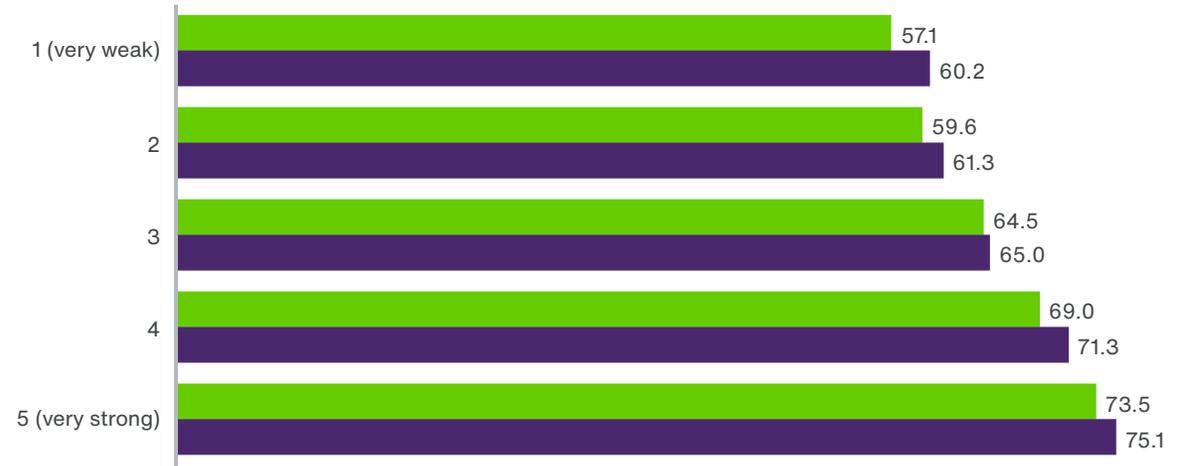
Workers were asked to rate the extent to which they perceive their manager to be humane (supportive, considerate, compassionate) on a scale from one to five, with one being “very weak” and five being “very strong”.

- More than two in three (68 percent) rate their manager 4 or 5 (strongly humane). The mental health scores of this group (69.0 and 73.5) are higher than the national average (68.3)
- One in nine (11 percent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (57.1 and 59.6) are nearly one point lower than the national average (68.3)

Manager characteristic: Humanity



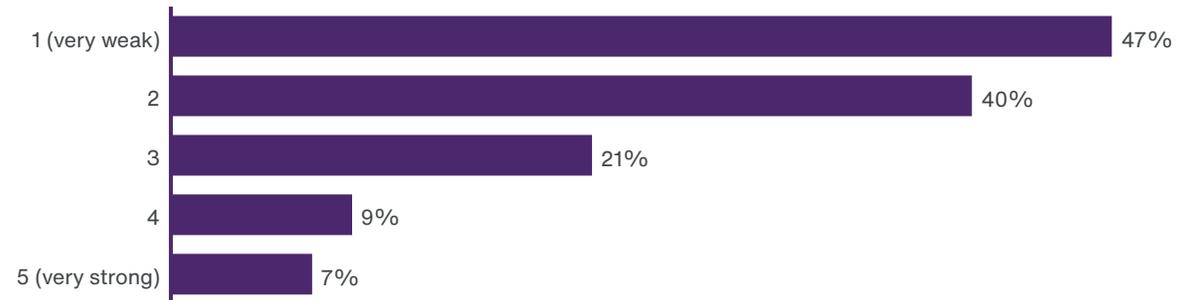
MHI score by manager characteristic: Humanity



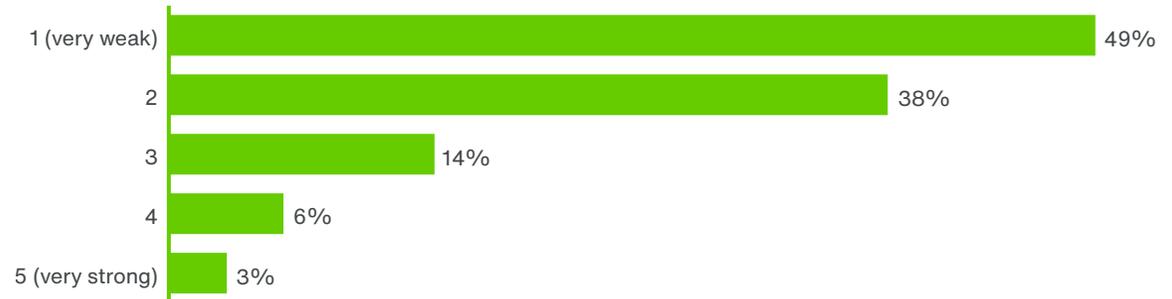
- Workers rating their manager as weak in humanity (1 or 2) are more than four times as likely to report that leaders in their organization **do not maintain** a healthy work-life balance, compared to those rating their manager as strong in humanity (4 or 5)
- Workers rating their manager as weak in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

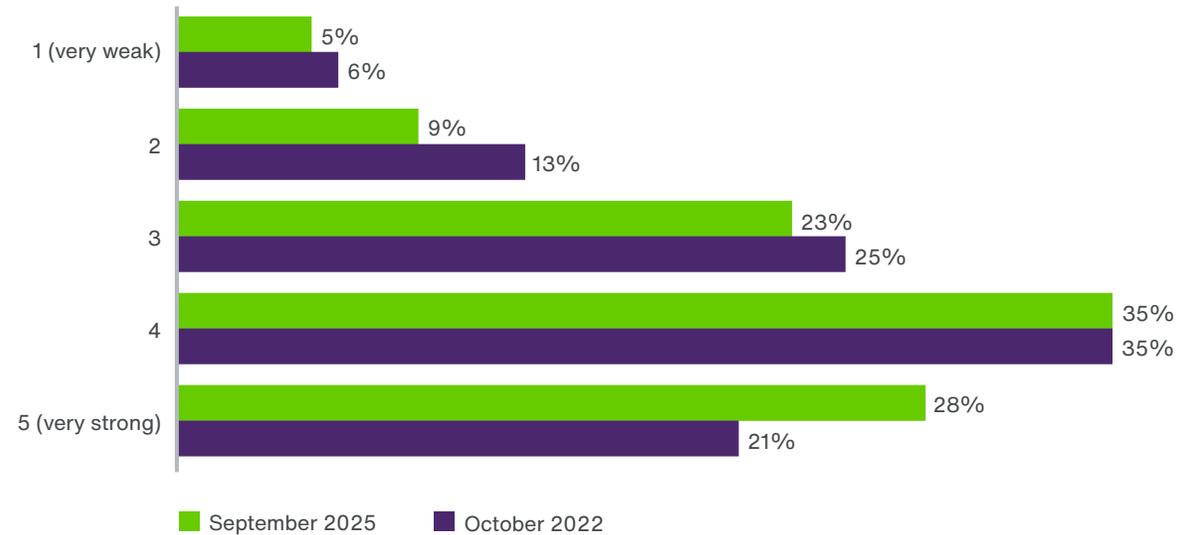


Participative

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 three in five (63 percent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (69.6 and 73.4) are higher than the national average (68.3). Notably, the proportion of workers who rate their manager’s participation as 5 (very strong) has increased by 30 percent compared to October 2022
- One in six (14 percent) rate their managers 1 or 2 (weakly participative). The mental health scores of this group (60.1 and 61.4) are at least seven points lower than the national average (68.3)

Manager characteristic: Participative



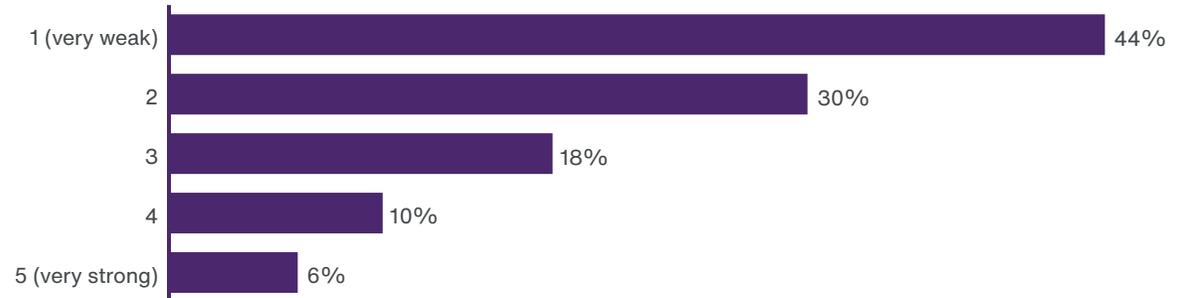
MHI score by manager characteristic: Participative



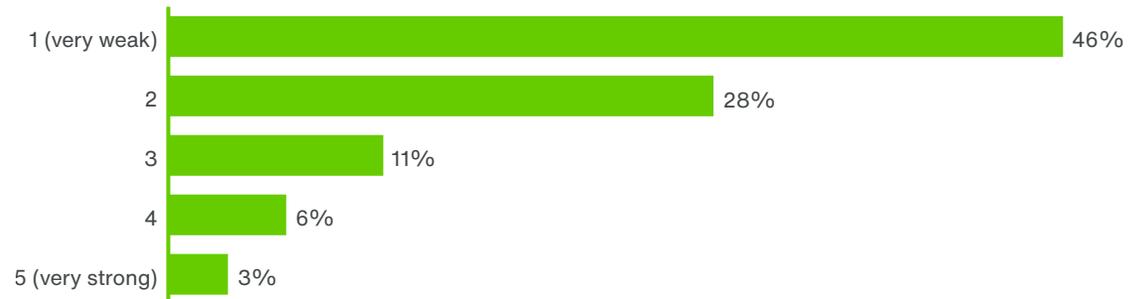


- Workers rating their manager as weakly participative (1 or 2) are three times more likely to report that leaders in their organization **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly participative (4 or 5)
- Workers rating their manager as weakly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

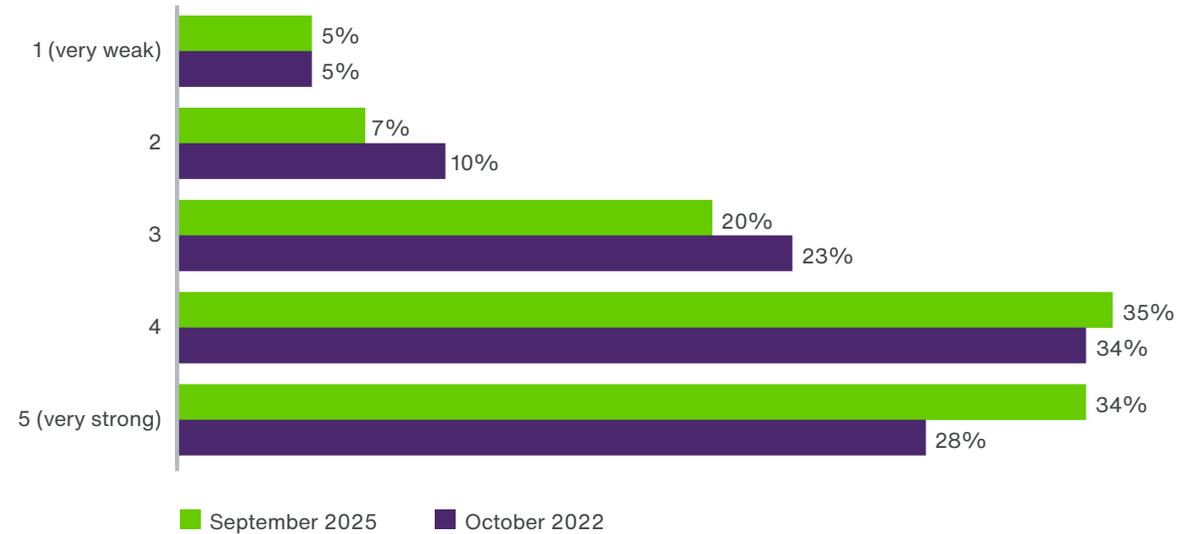


Team-oriented

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 seven in ten (69 percent) rate their manager 4 or 5 (strongly team-oriented). The mental health scores of this group (68.5 and 73.6) are higher than the national average (68.3). Notably, the proportion of workers who rate their manager as 5 (very strong) has increased by 20 percent compared to October 2022
- More than one in eight (12 percent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (60.5 and 61.0) are more than seven points lower than the national average (68.3)

Manager characteristic: Team-oriented



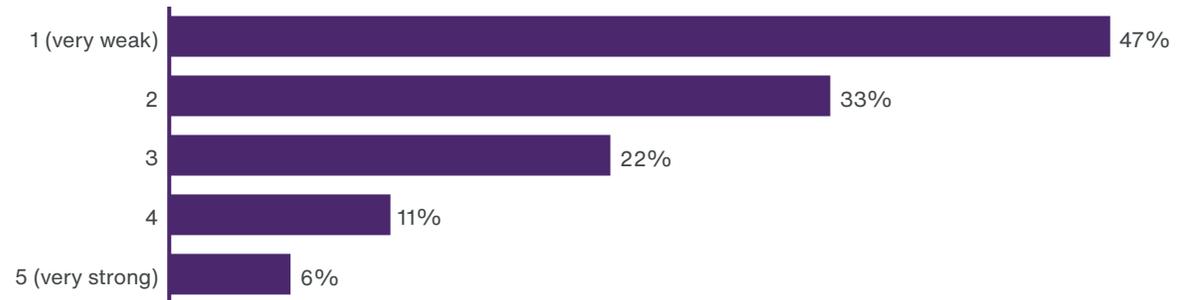
MHI score by manager characteristic: Team-oriented



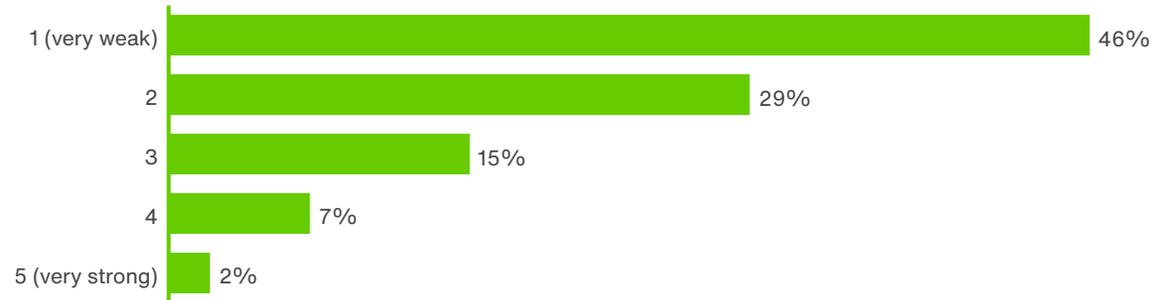
- Workers rating their manager as weakly team-oriented (1 or 2) are three times more likely to report that leaders in their organization **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly team-oriented (4 or 5)
- Workers rating their manager as weakly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



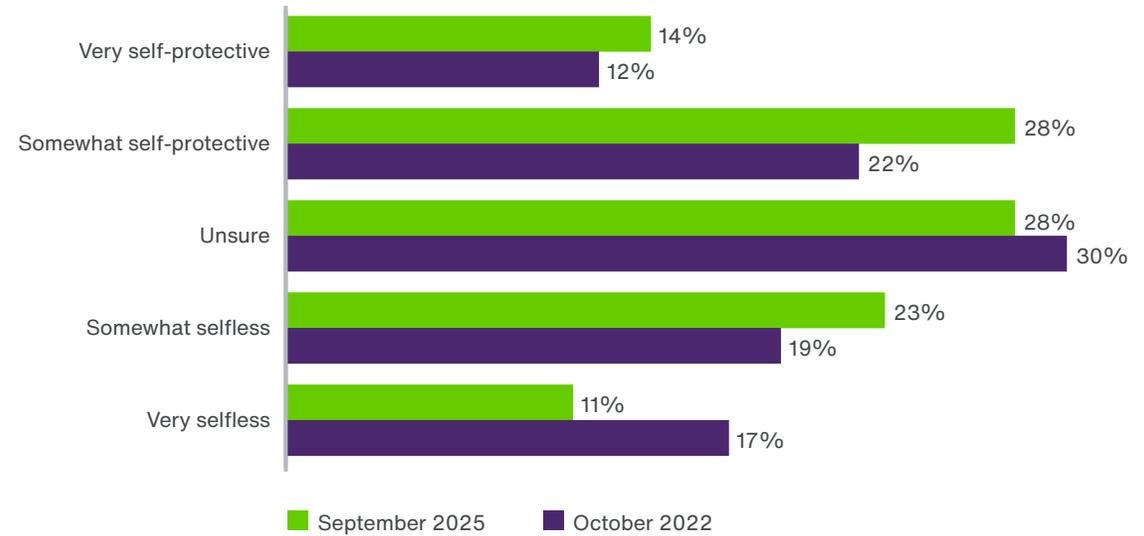
Self-protective

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 percent) rate their manager as self-protective. The mental health scores of this group (71.2 and 76.8) are more than three points higher than the national average (68.3)
- Nearly one-third (32 percent) rate their managers as selfless. The mental health scores of this group (65.7 and 66.2) are more than two points lower than the national average (68.3). Notably, the proportion of workers who rate their manager as very selfless has declined by 50 percent compared to November 2022



Manager characteristic: Self-protective



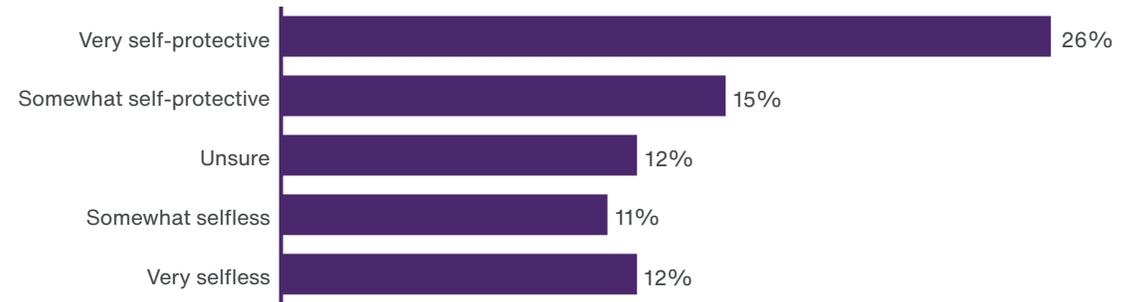
MHI score by manager characteristic: Self-protective



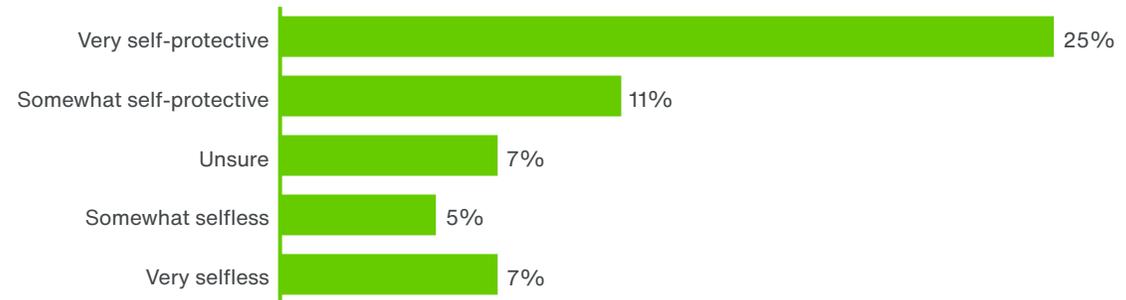
- Workers rating their manager as very self-protective are more than twice as likely to report that leaders in their organization **do not maintain** a healthy work-life balance, compared to those rating their manager as selfless
- Workers rating their manager as very self-protective are 30 percent more 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 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. 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 5,000 people living in the United States and who are currently employed or who were employed within the previous six months. Participants are selected to represent the age, gender, industry, and geographic distribution in the United States. 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.

Contact MHI@telushealth.com





www.telushealth.com

