



2026 TELUS Mental Health Barometer

# The impact of leadership quality in Canadian workplaces:

An annual review of mental health and wellbeing trends impacting organizational success.



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# Executive summary

Paula Allen, TELUS Health

The 2026 TELUS Mental Health Barometer points to a pivotal moment for Canadian workplaces. While mental health pressures remain present, the data offers growing clarity on where organizations can take meaningful action to strengthen wellbeing and performance.

Insights from TELUS Mental Health Index data collected across 2025 show that leadership quality plays a central role in shaping how people feel and function at work. When leaders are supported, the benefits extend well beyond individual teams and ripple out across an organization. However, leaders themselves are navigating sustained complexity and change, highlighting a clear opportunity for businesses to invest in leadership capability as a powerful lever for wellbeing.

This Barometer also reveals important opportunities to strengthen the leadership pipeline. Women and younger workers bring immense potential to the Canadian workplace, yet many face compounding pressures related to financial strain, life-stage health needs and finding connection at work. With the right support in place, organizations can create opportunities to retain talent and build future-ready leadership.

Finally, the findings reinforce the value of clear and proactive communications to ensure employees are well-informed about the resources and support provided by employers. When employees understand and trust the support available to them, including mental health and financial wellbeing resources, utilization rates increase and bottom-line business outcomes begin to improve. This is particularly true for lower-income workers, and closing awareness gaps can significantly strengthen the impact of existing benefits investments for this cohort.

Together, these insights point to a hopeful path forward for Canadian organizations. Those that invest in leadership capability building – as well as tailor wellbeing support to specific workplace demographics and strengthen communication and access to care – are better positioned to protect mental health, sustain productivity and build high-performing workplaces that can thrive through today's landscape of accelerating change.

“

**At TELUS Health, our MHI data continues to show that investing in leadership capability is one of the most effective ways organizations can strengthen wellbeing while building the next generation of leaders.**

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**Paula Allen,**  
Global Leader and VP, Research, Insights and  
Strategic Communications, TELUS Health

# Leadership wellbeing directly impacts organizational performance.

Leadership is one of the most powerful levers organizations have at their disposal. The quality of leadership directly influences how work gets done, how people show up and how effectively teams function under pressure. When strained, the impacts extend well beyond individual wellbeing and create significant consequences for bottom-line performance.

In any given week, for example, an estimated 500,000 Canadians are unable to work due to mental health problems, contributing to higher levels of absenteeism across workplaces. Productivity is also affected. The Q4 2025 TELUS Mental Health Index discovered that nearly three in ten workers report that their mental health is negatively impacting their ability to meet goals and perform at work.



## 29%

of workers said their **mental health was negatively affecting their productivity and ability to meet goals.**

Q4 2025 MHI report



**Christine Loos,**  
Director of Advisory and  
People Development EMEA,  
TELUS Health

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**Leadership is not about being the smartest or the best in the room. It’s about creating the conditions for others to thrive.**

”

At the same time, leaders themselves are under significant strain. They are navigating ongoing transformation and taking on the emotional demands that come with supporting others, often without sufficient preparation or structural support.

The data underscores this connection. In June 2025, fewer than half of people leaders felt equipped to address employee mental health issues, and one-third said their organization doesn’t offer mental health leadership training. To compound matters, only 62 per cent of workers rate their managers as “strongly humane”, and workers who rate their managers as “weak in humanity” are more than four times likely to have experienced a decline in support for work-life balance.

In 2026, leadership wellbeing depends on intentional investment in skills, coaching and systems that help leaders manage pressure without passing it on. This support is critical to ensuring organizations can perform highly under sustained rates of change.

## Findings

Leadership is a decisive driver of employee mental health, with gaps appearing across six leadership qualities between workers who rate their managers as "strong" in leadership traits like humanity, team-orientation and selflessness.

### Autonomy

Employees who report low autonomy support from their manager have mental health scores that are **at least seven points lower than the national average.**



### Humanity

14 per cent of employees rate their manager as "weak" in humanity. This group records mental health scores **more than nine points below the national average.**



### Self-protective

38 per cent of employees perceive their manager as **self-protective**, making it the most commonly reported leadership concern. Only **three in ten** workers rate their managers as selfless.



### Charisma

Half of workers rate their manager as **strongly charismatic**. Notably, the proportion of workers who rate their managers in this category has **increased by 50 per cent** compared to October 2022.



### Participative

17 per cent of employees report **weak participative leadership**, and they are **more than five times** as likely to have experienced a decline in work-life balance.



### Team-oriented

Employees who rate their manager as **"weak" in team orientation** are more than **six times** as likely to report that manager support for work-life balance has declined over the past year.



Employees increasingly expect leadership to provide coaching, a supportive culture and better health benefits.



27%

of workers say opportunities for **career growth/skills development** needs to improve.



21%

of workers say a **supportive culture** is an area requiring the most improvement in their organization.



42%

of workers say their organization needs to **improve health benefits.**

Q1 2025 MHI report (p. 24)

# How employers can support leadership wellbeing and protect performance in 2026.

## 1 Equip leaders with the skills to create psychologically safe environments.

When employees experience leadership as self-protective, distant or exclusionary, it can erode feelings of safety at work, making it harder for people to speak up and ask for help.

To counter this, organizations should embed psychological safety into all leadership development. This includes equipping leaders with the tools to model vulnerability themselves, as well as ask open-ended questions and respond constructively to issues that arise. Expectations around psychological safety should also be reinforced through performance criteria, ensuring leaders are accountable for the environments they create.

## 2 Prioritize communication training as a leadership essential, not a “nice to have” soft skill.

Clear communication is one of the strongest levers leaders have to build trust and support mental wellbeing, and organizations should treat communication as a core leadership capability.

This means standardizing regular manager check-ins, training leaders to communicate clearly during periods of change and providing simple frameworks that help teams understand what is known, what is uncertain and what it means for them. As Christine Loos notes, “a leader’s ability to listen, create safe spaces, regulate their own stress and foster trust directly impacts team engagement and psychological health.”

## How employers can support leadership wellbeing and protect performance in 2026.

### 3 Strengthen leadership capabilities for managing workload prioritization.

Unclear priorities and sustained overload are major contributors to burnout and isolation, and leaders play a critical role in creating clarity and protecting capacity.

Organizations should equip managers with practical workload and prioritization skills, including how to identify what truly matters and how to handle competing demands. Simple rituals, such as establishing top priorities, can help teams focus and cut through noise. Leaders also need training to have early, honest conversations about capacity and to redistribute work before strain becomes burnout. Strengthening these capabilities is essential for reducing overload and creating clarity for everyone.

### 4 Invest in leadership training that supports the whole leader.

When leaders are equipped to manage their energy and lead with empathy, the positive effects extend across entire teams. Organizations should integrate energy-management and emotional intelligence training into leadership development, alongside stress-management tools that reflect the realities of today's workplace.

Coaching can be particularly valuable for mid-level leaders navigating change and increased responsibility. Creating peer forums where leaders can openly discuss pressure and uncertainty also helps normalize support and reduce isolation.

## In conversation with Christine Loos.

Director of Advisory and People Development EMEA, TELUS Health

### **What's the one thing you wish every leader understood about the connection between their behaviour and employee mental health?**

The one thing I wish every leader understood is that their behaviour directly shapes the mental health and performance of their team. Leadership is not about being the smartest or the best in the room. It's about creating the conditions for others to thrive.

A psychologically healthy workplace is one where people feel safe to speak up, share ideas, and even make mistakes. It's about recognizing that intelligence is collective, not individual, and that the strength of a team comes from developing and empowering each person.

Leaders who understand this focus on lifting their team, not themselves. They model curiosity, humility, and resilience. They provide clarity and support, while giving space for people to take ownership and grow.

In short, great leadership is about creating an environment where your team can grow, become the best version of themselves, innovate, and truly thrive.



# How TELUS Health can help your organization.

Strengthening leadership capabilities is one of the most effective ways organizations can protect mental health and sustain performance. **TELUS Health Learning** supports this by designing and delivering evidence-based training programs that empower leaders to navigate workplace pressures and foster healthier work environments.

Taking a holistic approach, our training programs cover a wide range of topics and skills. Each session is designed to be practical, engaging and applicable to real life situations at work and beyond.

Our standard catalogue content is ready to deliver as is in a variety of formats, including live virtual sessions, in-person delivery and hybrid models that blend classroom and digital learning. For organisations that require deeper tailoring of materials, we also offer paid customisation options, such as adapting examples and scenarios, incorporating your policies and branding, or building in additional content to address specific priorities.

Together, these programs help organizations invest in leadership wellbeing as essential business infrastructure, supporting healthier teams and stronger organizational outcomes.



## Women and younger workers face unique challenges, posing a risk to leadership pipeline.

Women and younger workers represent a significant portion of today's workforce, making their experiences central to organizational success. However, these groups face unique financial and life-stage challenges, which can weaken leadership potential by reducing the number of people willing or able to pursue advancement.

This is bad for business. Research shows that organizations who harness their full talent potential are 39 per cent more likely to outperform financially, while gender-diverse teams also generate 19 per cent higher revenue due to innovation. What's more, closing the women's health gap could result in seven more healthy days of life per year for every Canadian woman, potentially boosting the country's economy by \$37-billion CAD annually by 2040.

Despite this, data collected in September 2025 highlights that women are more likely than men to believe that the rewards do not match the additional effort required in leadership positions. What's more, one-third of workers think becoming a leader would create excessive stress. This hesitancy is not rooted in a lack of ambition but in real and compounding pressures that disproportionately affect these cohorts.



# 45%

of workers question the **reward-effort balance of leadership**, and one-third see excessive stress.

[Q4 2025 MHI report](#) (p. 3)

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Andrea Berchowitz,  
Co-Founder of Vira Health

There’s an acknowledgement that it’s hard to lead a big organization with different needs. It is hard to anticipate what’s to come, to think about global trends and what’s going on with this business. I think that when you look at a leader now you think ‘Wow, that is just an incredibly difficult job.’

”

Financial strain is one of those pressures. “There are a lot of global factors affecting young employees today,” explains Dr. Matthew Chow, Chief Mental Health Officer at TELUS Health. “Housing affordability is among the main concerns, as well as inflation and the effect on affordability of daily living.” But it’s not just younger cohorts – women are also more likely to rate employer support as “poor” across all areas of wellbeing, including financial.

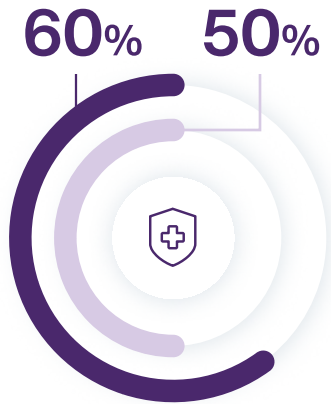
Additionally, health transitions experienced by women, like perimenopause and menopause, remain under-researched and under-supported. This can create invisible barriers for women that can affect performance and retention at critical career stages. “The world feels really open to learning about these topics in a way that it maybe didn’t before,” says Andrea Berchowitz, Co-Founder of Vira Health. “That being said, perimenopause and menopause are still hugely under-researched, under-funded and under-discussed topics.”

At the same time, younger workers are more likely to delay or avoid seeking mental health support and are concerned their career options would be limited if they had a mental health issue and their workplace was aware. “People are concerned that accessing support could have consequences for them at work,” explains Dr. Chow. “It’s why absolute privacy and confidentiality need to be table stakes.”

Together, these factors weaken leadership pipeline by making advancement feel unsustainable. Supporting women and younger workers, then, is essential to building resilient leadership capacity for the future.

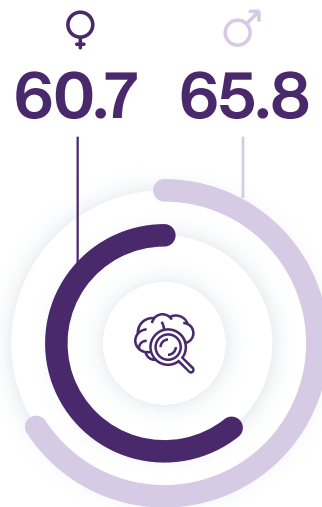
Findings

Women experience higher and more persistent mental health strain, affecting their ability to progress into leadership roles.



Women are more likely to report employer support for mental, physical and financial wellbeing as poor.

**60 per cent more likely** that men to rate employer support for physical wellbeing as poor, and **50 per cent more likely** than men to rate mental and financial wellbeing support as poor.



Since the launch of the Mental Health Index, women have had significantly lower mental health scores than men.

In September 2025, the mental health score of women was 60.7 compared to 65.8 for men.

Younger employees face heightened economic and job instability, which has a negative effect on leadership pipeline and mental health stigma.



Workers over 50 are **80 per cent** more likely than workers under 40 to feel confident they can comfortably meet their financial needs.

[Q3 2025 MHI report](#) (p. 17)



Workers under 40 are **60 per cent** more likely than workers over 50 to report job insecurity as a source of work stress.

[Q2 2025 MHI report](#) (p. 18)



Workers under 40 are **40 per cent** more likely to be concerned that their career options would be limited if they had a mental health issue, and their workplace was aware.

[Q3 2025 MHI report](#) (p. 3)

## How employers can improve wellbeing for women and younger employees, supporting leadership pipeline.

### 1 Normalize conversations and awareness around women's health to reduce stigma and support retention.

Normalizing conversations around women's health helps to remove friction and enables women to continue contributing and advancing at work.

Employers should make women's health visible through accessible education, such as webinars, workshops or Q&A sessions that address the specific health needs of women at different stages in life. It's important these initiatives respect privacy and choice, and women should be able to engage anonymously and without pressure to disclose personal information.

### 2 Strengthen benefits and support structures that help women stay and grow in leadership pathways.

Supporting women through key life stages is essential to retaining talent long enough for leadership potential to fully develop. Without this support, women are more likely to step away from leadership tracks.

Organizations should review existing employee benefits — including employee assistance programs (EAPs), medical resources and virtual care offerings — to identify gaps in women's health support. From there, they should provide access to specialized care or trusted third-party partners who can help address needs that are often overlooked. Additionally, recognition programs that celebrate women's professional accomplishments, as well as those who actively support women's advancement, can further reinforce commitment and accountability.

## How employers can improve wellbeing for women and younger employees, supporting leadership pipeline.

### 3 Equip managers to support women and younger employees with empathy and psychological safety.

Equipping managers with the right skills is essential to creating safe and supportive environments that enhance performance and retention.

Organizations should train managers to recognize signs of strain. Shifting conversations away from personal details and toward practical support can also help to reduce stigma and build trust. Offering managers clear escalation pathways also gives them the confidence to act, while reinforcing that employees do not need to speak openly about personal challenges in order to receive support. This ensures that nobody is excluded.

### 4 Provide targeted development and support for younger employees to build confidence and long-term engagement.

Employers should invest heavily in the early careers of younger cohorts, helping them build confidence and retain interest in leadership positions. This will increase the likelihood that younger workers see leadership as a desirable path forward.

To do this, organizations can offer structured coaching, mentorship and skills-development opportunities that support growth and capability building. Financial wellbeing programs can also help to address the cost-of-living pressures that disproportionately affect younger workers. What's more, clear role expectations and transparent promotion pathways will help to reduce ambiguity, while intentional connection and belonging rituals can help counter isolation and reinforce support.

# In conversation with Andrea Berchowitz.

Co-Founder of Vira Health

## **Why should organizations see women's health as a business issue, not a separate wellbeing topic?**

The impact on women's health shows up clearly in productivity, absenteeism and retention. Senior women hold deep institutional knowledge. If they step away even one year earlier due to unsupported health challenges, the financial and leadership loss to the organization can be significant.

## **What role do managers play in supporting women and younger employees effectively?**

Managers do not need to be health experts. Their role is to create a safe space, ask if someone is okay and help that someone access support. Verbal openness should never be a requirement for accommodation or care.

## **What is the single most important first step employers can take?**

Start with awareness. When employers openly acknowledge women's health and life-stage challenges, it signals that existing benefits and accommodations can be used. That normalization is often what enables people to stay, to progress, to perform.



# How TELUS Health can help your organization.

Supporting women and younger workers requires proactive care that removes barriers before they disrupt performance or hinder career progression. TELUS Health helps organizations deliver targeted wellbeing support like this, strengthening retention, engagement and leadership readiness by making care more personalized and relevant to individual experiences.

**The Preventive Health Assessment**, for example, offers team members clarity over their current health status, as well as a personalized preventive care roadmap to optimize wellbeing and productivity. Delivered through TELUS Health Care Centres, the program supports physical and mental wellbeing while recognizing that health needs evolve over time. For women in particular, the Preventive Health Assessment takes a holistic and tailored approach to wellbeing that reflects life-stage transitions and helps reduce the invisible barriers that can affect performance and retention.

To support ongoing engagement, **TELUS Health One** gives team members and their families access to a single digital hub where they can seek out personalized care, content and resources across their health journeys. This flexibility makes it easier to support specific cohorts, including women and younger workers, with targeted and relevant care.

**TELUS Health One brings together three critical areas of health support:**



## **TELUS Health Wellbeing**

Personalized wellness plans and tools that support mental health, connection and healthy routines.



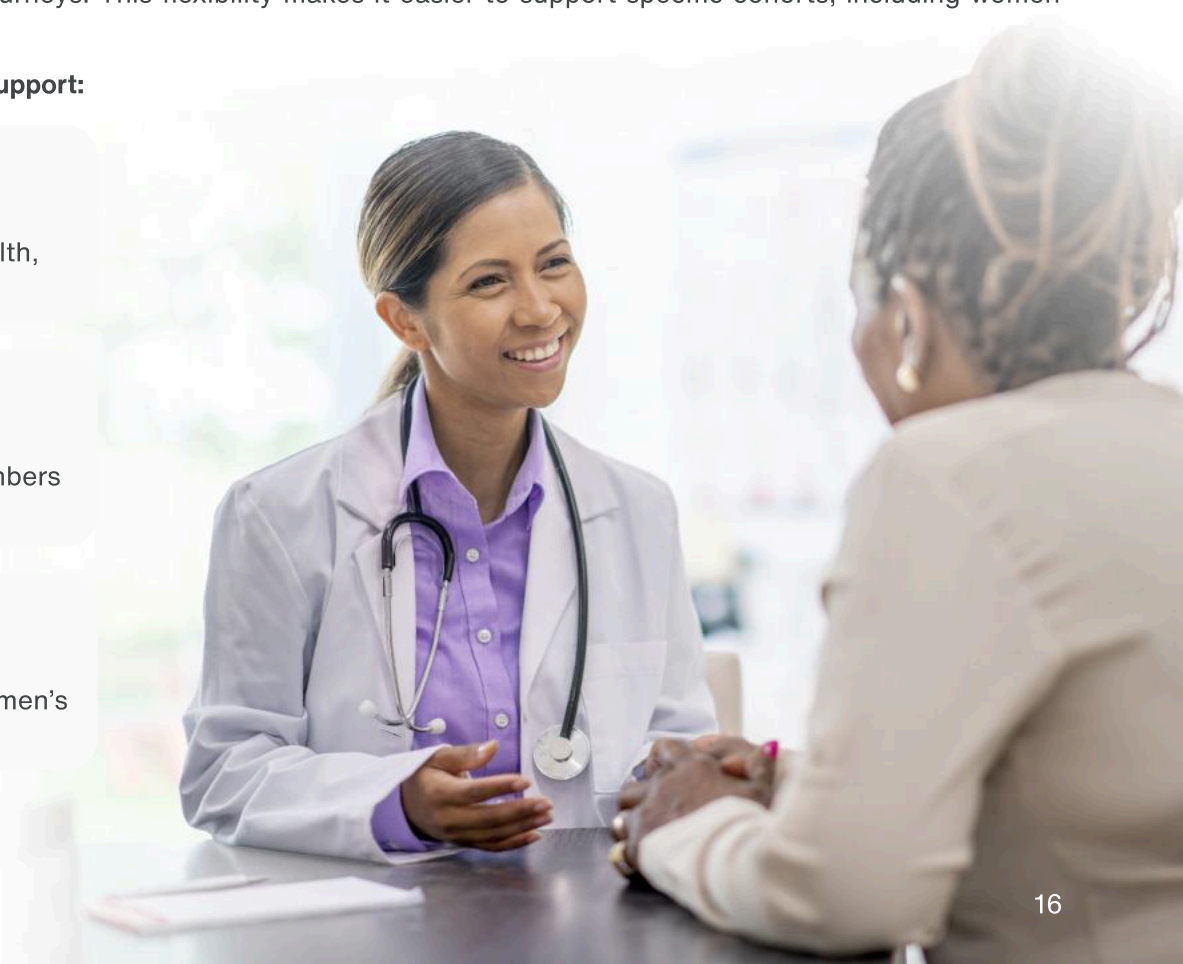
## **TELUS Health EAP**

Confidential mental health and work-life support for team members and their families.



## **TELUS Health Virtual Care**

Personalized access to healthcare professionals, including women's health support and specialist referrals.



## Inadequate support and communication gaps can erode mental health and wellbeing.

Wellbeing strategies only deliver value when employees clearly understand and trust the support available to them. Awareness of employee benefits, including access to EAPs, is therefore critical to preserving mental wellbeing and bolstering organizational success. When communication is inadequate, support can often go unused and the intended impact of wellbeing investments is diminished.



# 31%

of workers say their employer **doesn't offer an employee assistance program (EAP)**. A further 24 per cent are unsure.

[Q4 2025 MHI report](#) (p. 21)

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**Luc Bourgeois,**  
Director of Client Development and Head  
Communication & Change Management Solutions,  
TELUS Health

**A lot of organizations simply don't prioritize communicating wellbeing support. Oftentimes it's just a disconnect between what individuals are paying attention to and what it is that employers think they're communicating.**

”

Communication gaps also extend to financial wellbeing. For example, employees who rate employer support for financial wellbeing as “poor” have mental health scores 27 points lower than those who rate support as excellent. This gap is particularly critical for those approaching retirement, with 30 per cent of all workers lacking emergency savings for basic needs. Without clear communication and tailored support, financial stress can become a persistent source of anxiety.

Periods of rapid change further amplify mental health concerns. Uncertainty — including around emerging technologies like artificial intelligence (AI) — can increase stress when employees lack clear guidance. The issue is not the technology itself, but how change management is handled. Clear, transparent messaging helps employees understand what changes mean for them and builds confidence in their ability to adapt to it. In fact, most workers anticipate being able to manage AI-related changes when communication and support are in place, underscoring the protective role clarity plays in safeguarding mental health.

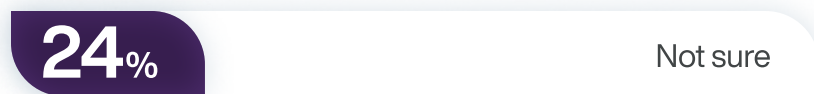
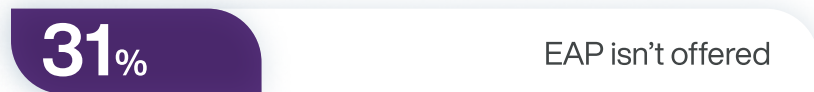
Findings

Employees lack clarity on available wellbeing support, and this directly impacts mental health scores.

45%

of workers know their employer offers an EAP, **31 per cent say it isn't offered** and **24 per cent are unsure**. EAP awareness alone improves mental health by **four points**.

[Q4 2025 MHI report](#)



22%

of workers say they **didn't know where to get help/how to access support** as the reason for delaying or avoiding seeking mental health support.

[Q1 2025 MHI report](#)



80%

Workers with an **annual household income less than \$100,000** are 80 per cent more likely than workers with a yearly household income greater than \$100,000 to **say their employer doesn't offer an EAP**.

[Q4 2025 MHI report](#)



17%

of workers say **poor communication is a source of work stress**.

[Q2 2025 MHI report](#)

## How employers can close communication gaps and improve mental wellbeing.

### 1 Reinforce awareness of wellbeing support across all organizational touchpoints.

Organizations should integrate reminders about wellbeing resources, including EAP and financial wellness support, into regular communication cycles such as performance discussions, compensation updates, benefits enrollment and seasonal messaging. Ongoing visibility helps normalize support and embeds it into everyday workplace conversations, and measuring awareness levels can help to identify communication gaps and guide improvement.

It is equally important to tailor financial wellbeing messaging and programs to lower-earning employees, who are more likely to experience financial strain and less likely to believe support is available or relevant.

### 2 Personalize communication strategies for different workforce segments.

Organizations should develop communication plans tailored to frontline, retail, lower-income, newcomer and geographically dispersed teams. They should also develop personalized communication materials for managers, younger workers, parents and office employees, who are most impacted by AI uncertainty.

This includes localizing both content and format, such as using in-person huddles, visual signage, short videos or mobile-friendly messages depending on how employees work and connect. Using familiar examples and relevant scenarios can help to reinforce credibility and understanding, while directly addressing common concerns such as privacy.

## How employers can close communication gaps and improve mental wellbeing.

### 3 Build trust through transparent, consistent leadership communication.

Trust is the foundation of effective wellbeing communication. When leaders communicate clearly and consistently, employees are more likely to perceive their leaders as humane and support as genuine, which in turn will increase the likelihood of feeling safe using it.

Organizations should train leaders to communicate in plain language, especially during periods of uncertainty. Stories and examples should only be shared when they are authentic and aligned with leadership values, as performative messaging can undermine credibility. Clear expectations around communication should also be built into leadership performance, reinforcing accountability. Above all, consistency across leadership messages is essential to avoid confusion or mixed signals.

### 4 Reduce barriers by addressing misconceptions around confidentiality and counselling.

Concerns about confidentiality remain a significant barrier to accessing mental health support, and organizations should clearly and repeatedly communicate confidentiality standards, explaining how counselling services operate and who has access to personal information.

Addressing stigma and distrust directly in messaging helps to dispel common misconceptions, and normalizing help-seeking through peer stories or testimonials can further reinforce safety and credibility. Managers also play a critical role and should be trained to signpost resources confidently.

## In conversation with Luc Bourgeois.

Director of Client Development and Head Communication & Change Management Solutions, TELUS Health

### **How does better communication translate into improved mental health outcomes?**

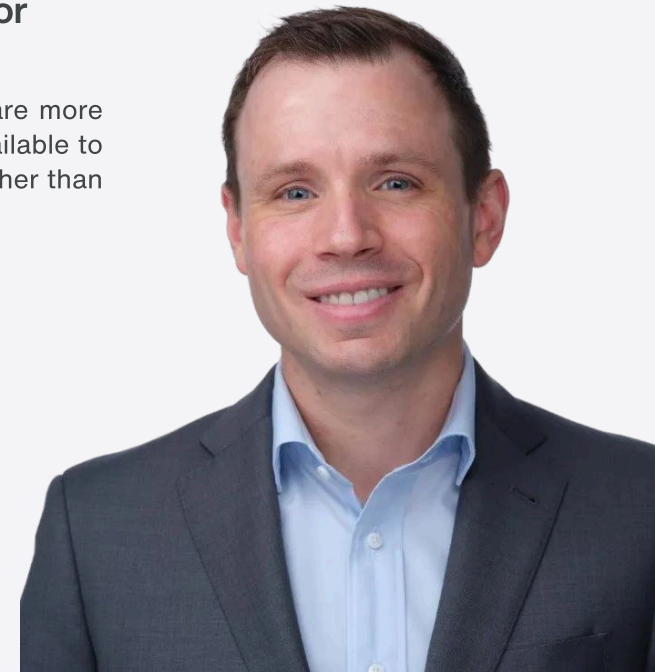
When awareness increases, more people actually use the support available to them. We know that employees who engage with EAPs report improvements in symptoms and wellbeing. Even small increases in utilization can meaningfully lift mental health outcomes across an organization over time.

### **Why are communication gaps especially pronounced for lower-income or frontline workers?**

Different workforce segments face different barriers. Lower-income and frontline employees are more likely to distrust counselling, question confidentiality or feel unsure whether support is truly available to them. These barriers require tailored communication that directly addresses those concerns rather than generic messaging.

### **What is one communication habit organizations can adopt immediately to build trust and awareness?**

Add a line about wellbeing support to every major HR communication. Whether it's performance, compensation or time-off messaging, consistent reminders help wellbeing support seep into culture. That repetition builds trust and makes support feel real and accessible.



# How TELUS Health can help your organization.

When communication gaps and uncertainty undermine mental health, access to trusted and visible wellbeing support becomes a priority. Designed to meet employees where they are on their care journey, **TELUS Health EAP** offers comprehensive support that helps organizations close accessibility gaps, reduce barriers to care and reinforce trust during periods of change. For team members, they can access the EAP 24/7 in the way they prefer, at every stage of their journey, offering flexible and proactive support for their mental, emotional, financial and overall wellbeing.

Through this integrated approach, **TELUS Health EAP** helps organizations support team members in practical and meaningful ways:

- **It supports organizational health** by providing individuals with access to health and wellbeing experts who support stronger physical and mental health, helping build a more resilient and productive workforce.
- **It promotes work-life balance** by offering resources that help team members navigate key life milestones, including financial and legal assistance, nutritional counselling and access to financial counsellors for a wide range of personal and work-related concerns.
- **It prepares for every stage of life** and connects individuals to a diverse network of counsellors and affiliates trained across social work, psychology and human services. This ensures support is available whenever and however it is needed.

Together, these services help organizations close support gaps, improve awareness and ensure help is available when employees need it most.



# Key takeaways for Canadian leaders.

The 2026 TELUS Mental Health Barometer shows that workplace mental health is shaped by leadership quality, the realities that employees face at various life stages and how effectively organizations communicate and deliver support.

Employers that address these factors together are better positioned to protect performance, retain talent and build long-term resilience for their workforce.

## Trend 1

### Leadership wellbeing directly impacts organizational performance.

1. Invest in leadership wellbeing as essential business infrastructure.
2. Equip leaders to set priorities, manage workload and protect team capacity.
3. Make psychological safety a clear leadership expectation.
4. Measure and reward leadership communication and people management skills.

## Trend 2

### Women and younger workers face unique challenges, posing a risk to leadership pipeline.

1. Support women and younger workers through specific life-stage challenges.
2. Normalize women's health conversations to reduce stigma and prevent avoidable attrition.
3. Strengthen financial wellbeing support to reduce stress and make leadership paths more sustainable.
4. Invest early in mentorship and financial wellbeing for younger employees.

## Trend 3

### Inadequate support and communication gaps can erode mental health and wellbeing.

1. Reinforce EAP and benefit awareness well beyond onboarding.
2. Tailor messaging for frontline, lower-income and dispersed teams.
3. Prioritize clear and consistent leadership communication especially during change.
4. Address confidentiality concerns and normalize help-seeking at work.

# About 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 (MHI) measures 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.

## Monthly Data sources

This report primarily draws from 2025 TELUS Health Mental Health Index findings. To explore individual reports for detailed data, visit the full archive:

[View all the published MHI reports](#)

## Methodology

Data for each MHI report was collected through an online survey of 3,000 people living in Canada who were employed during each of the data collection periods or who were employed within the previous six months. Participants were selected to represent the age, gender, industry and geographic distribution in Canada.

## Calculations

The TELUS Mental Health Index is based on a scoring system that turns individual responses into point values. Higher point values are associated with better mental health and less mental health risk. Scores between 0 to 49 correspond with distress levels, scores between 50 to 79 correspond with strain levels and scores between 80 to 100 correspond with optimal levels of mental health.



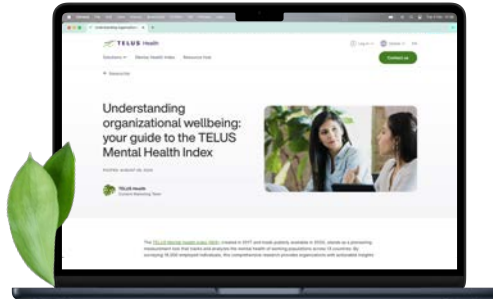
# Continue learning



Report

**The people equation:  
How human wellbeing can multiply  
business results.**

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Article

**Understanding organizational  
wellbeing: your guide to the  
TELUS Mental Health Index**

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Report

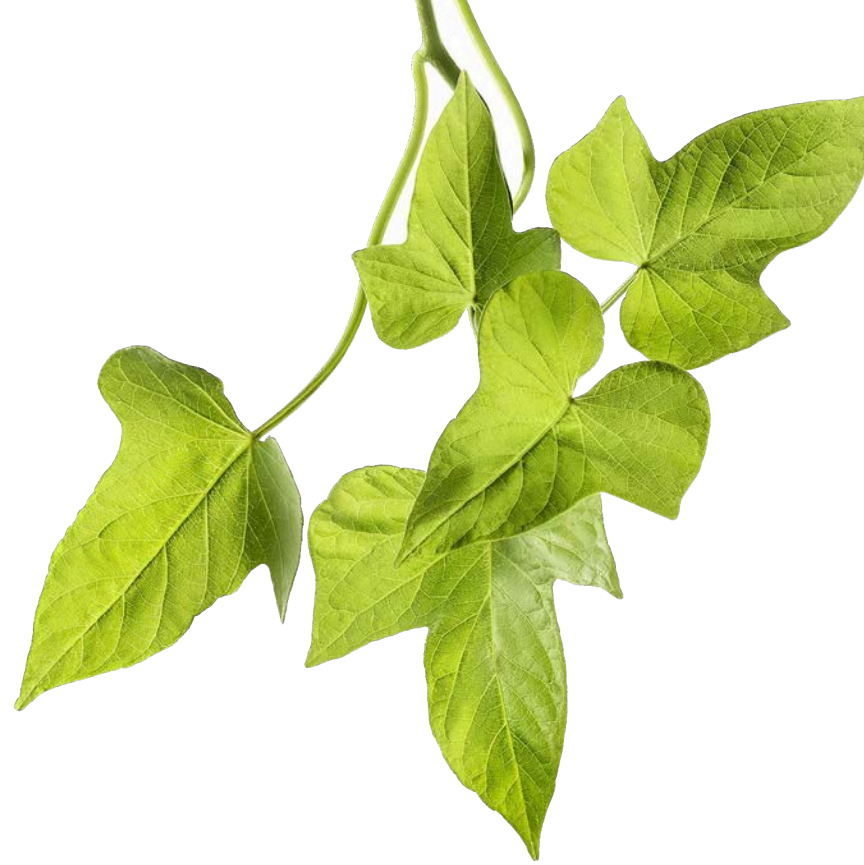
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TELUS Health empowers people to live healthier lives and helps organizations create more productive, wellbeing-focused workplaces through global leadership in healthcare technology. Operating in more than 200 countries and territories, we support more than 161 million people at every point of their physical, mental, and financial wellbeing journey.

Our integrated approach connects the entire healthcare ecosystem: comprehensive workforce wellbeing programs, compassionate and personalized preventive care, and the technology infrastructure that healthcare practitioners and payors rely on daily. This creates seamless care pathways delivering regionalized and gender-responsive support, where and when people need it most.

Through our data-driven insights and proprietary research we are reshaping healthcare with earlier intervention and culturally-attuned approaches so individuals and organizations can thrive. Follow us as we advance our mission to become the world's most trusted wellbeing company:

[telushealth.com](https://telushealth.com)