



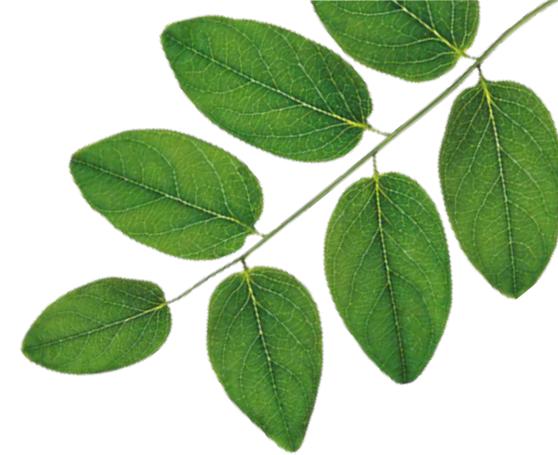
TELUS Mental Health Index.

Germany | September 2025

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What you need to know for September 2025.



The mental health score of workers in Germany **remains nearly equal** to its lowest recorded level. Approximately two in five workers report feeling anxious and lack emergency savings for basic needs, while one-third feel isolated and say their mental health is adversely impacting work productivity.

- At 61.6, the mental health of workers improved marginally from June 2025
- 39 per cent of workers have a high mental health risk, 39 per cent have a moderate mental health risk, and 22 per cent have a low mental health risk
- All mental health sub-scores, except for optimism and anxiety, have improved modestly from June 2025
- Anxiety has been the lowest mental health sub-score for more than one year
- 39 per cent of workers do not have emergency savings for basic needs
- 37 per cent of workers feel anxious
- 33 per cent of workers say their mental health is impacting work productivity
- 32 per cent of workers feel isolated
- 29 per cent of workers feel depressed
- 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-quarter see excessive stress.

- 58 per cent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 17 per cent believe it's inadequate
- 49 per cent of workers believe leaders in their organisation can maintain a healthy work-life balance, though half (51 per cent) are unsure or disagree
- 49 per cent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 24 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
- 64 per cent of workers say that their manager's support for work-life balance has not changed over the past year; 26 per cent say it has improved, and 10 per cent say it is less supportive
- 63 per cent of workers say that senior leadership's support for work-life balance has not changed over the past year; 27 per cent say it has improved, and 10 per cent say it is less supportive
- Managers, workers under 40 and parents are more likely to report that their leadership's support for work-life balance has improved over the past year



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

- 37 per cent of workers believe that AI technology could lead to some change in their jobs; a further 15 per cent expect a lot of change in their jobs
- Managers, parents, and younger workers are more likely to believe that AI technology could lead to changes in their jobs
- Labourers and service industry workers are more than twice as likely as office workers to believe that AI technology will not lead to changes in their jobs
- 71 per cent of workers anticipate being able to deal well with changes in their jobs because of AI; 22 per cent of workers are unsure, and six per cent anticipate not dealing well
- 52 per cent of workers say that AI is unlikely to lead to potential job loss for them; a further 21 per cent are unsure



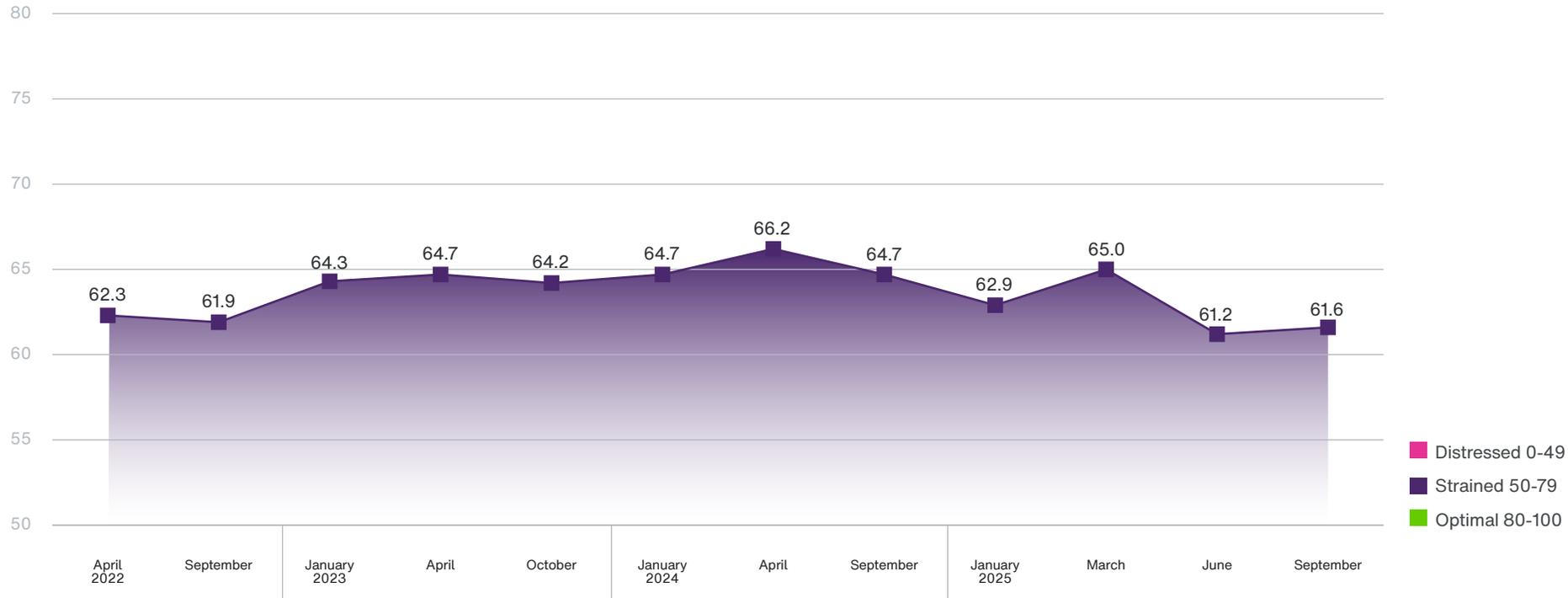
Approximately two in five workers rate their employer's wellbeing support as inadequate, with women and non-managers disproportionately affected; nearly three in five say their employer does not offer an EAP.

- 40 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 13 points lower than those reporting excellent support
- 40 per cent of workers rate their employer's support for mental wellbeing as fair or poor
- Workers rating mental wellbeing support as poor have a mental health score 14 points lower than those reporting excellent support
- 37 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 11 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
- Non-managers and workers without children are more likely than managers to rate employer support for physical and mental wellbeing as poor
- Workers over 50 are more than twice as likely as younger workers to rate employer support for financial wellbeing as poor
- 56 per cent of workers say their employer doesn't offer an Employee Assistance Program (EAP); a further 28 per cent are unsure

The Mental Health Index.

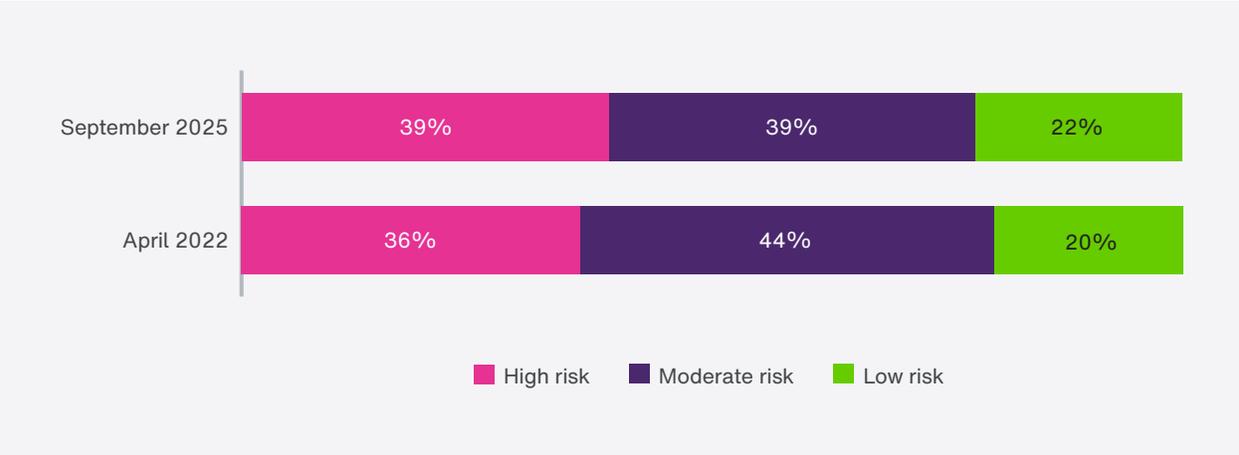
The overall Mental Health Index (MHI) for September 2025 is 61.6. Since reaching its peak in April 2024, the mental health of workers in Germany has trended down, despite a brief recovery in March 2025. In September 2025, the mental health score is up less than half a point from June, remaining near the lowest point since the launch of the Index in April 2022.

MHI Current Month September 2025	June 2025
61.6	61.2



Mental health risk.

In September 2025, 39 per cent of workers have a high mental health risk, 39 per cent have a moderate mental health risk, and 22 per cent have a low mental health risk. More than three years after the launch of the Mental Health Index in April 2022, the proportion of workers in the high-risk group has increased by three 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.

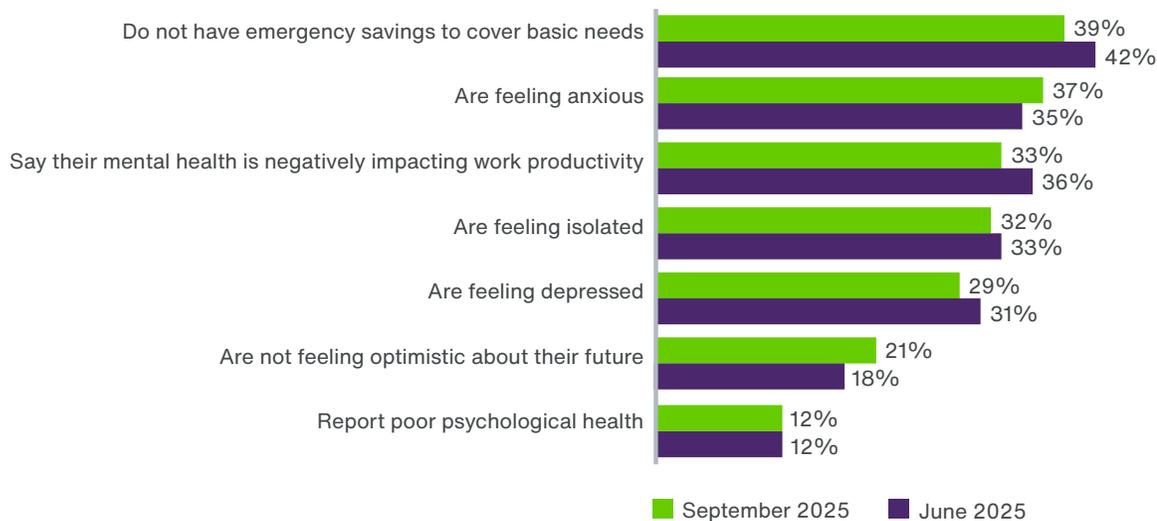
Anxiety (54.7) has been the lowest Mental Health Index sub-score for more than one year. Work productivity (59.1), isolation (60.0), depression (60.5), financial risk (60.9), and optimism (62.0) follow. General psychological health (71.3) remains the most favourable mental health measure in September 2025.

- Anxiety has been the lowest mental health sub-score for more than one year
- All mental health sub-scores, apart from anxiety and optimism, have improved from June 2025

Nearly two in five (39 per cent) workers do not have emergency savings for basic needs, 37 per cent of workers feel anxious, 33 per cent of workers say their mental health is impacting work productivity, 32 per cent of workers feel isolated, 29 per cent of workers feel depressed, 21 per cent do not feel optimistic about their future, and 12 per cent of workers cite poor psychological health.

Mental Health Index Sub-scores	September 2025	June 2025
Anxiety	54.7	55.0
Work productivity	59.1	57.8
Isolation	60.0	59.6
Depression	60.5	58.8
Financial risk	60.9	59.2
Optimism	62.0	63.4
Psychological health	71.3	70.7

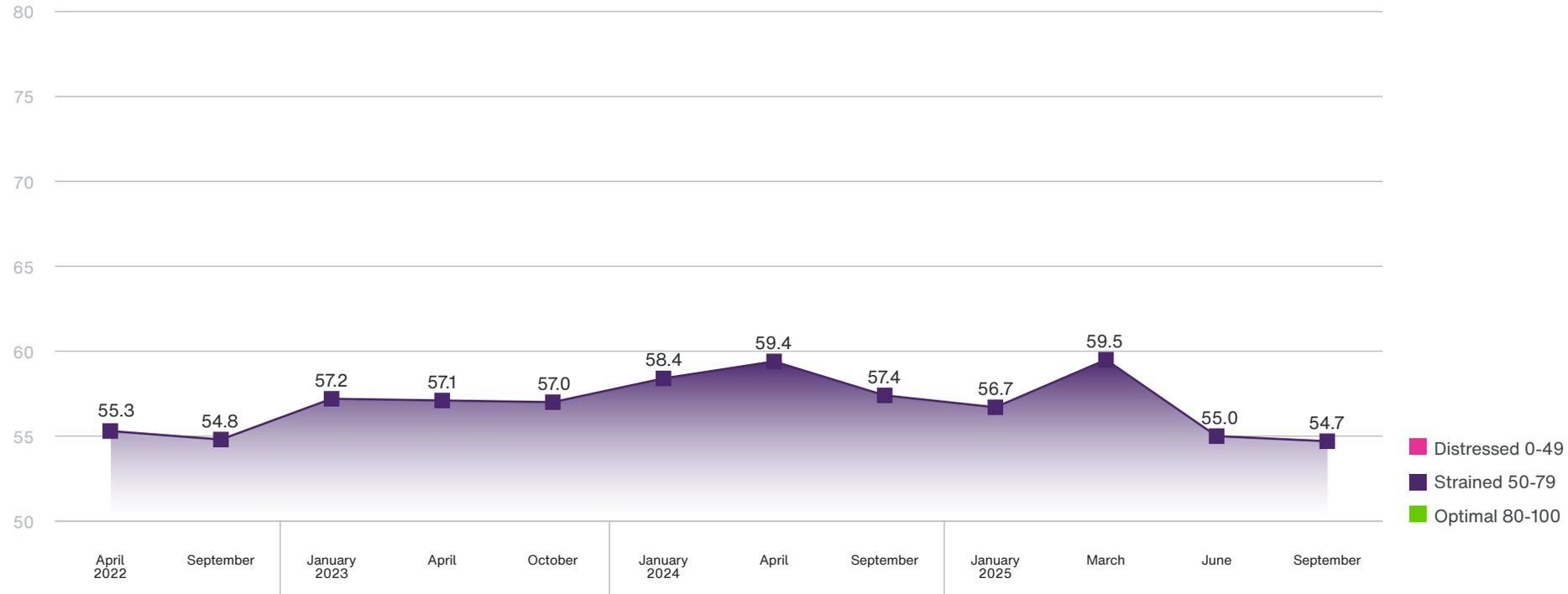
Percentage at risk by MHI sub-score



Anxiety

In September 2025, 37 per cent of workers report often feeling unsettled and nervous.

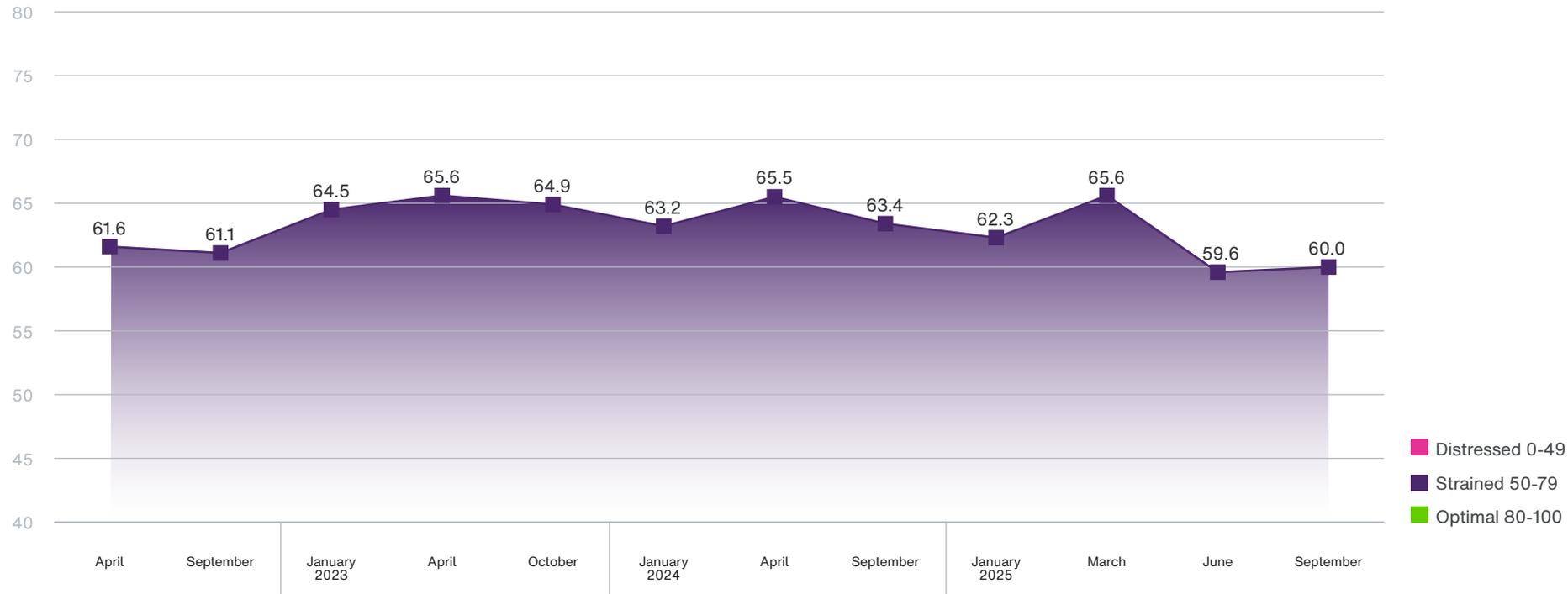
The anxiety sub-score trended upward through April 2024. After two periods of decline, the anxiety sub-score reached its peak in March 2025. A significant 4.5-point decrease was recorded in June 2025, and the score continues its decline in September 2025, falling to its lowest level since the launch of the MHI in April 2022.



Isolation

In September 2025, 32 per cent of workers report often feeling alone.

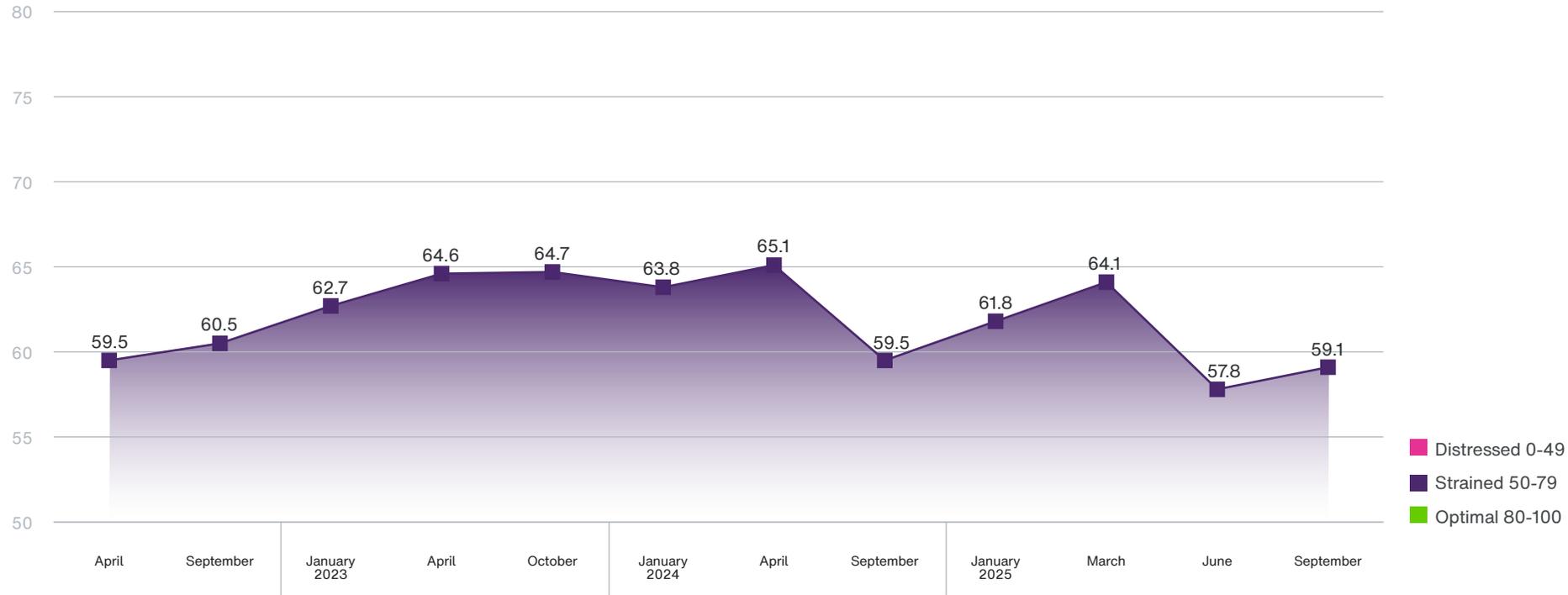
The isolation sub-score gradually improved, despite fluctuations, to March 2025. In June 2025, the isolation score fell sharply to its lowest level since the launch of the MHI. In September 2025, the sub-score recovered by less than a half-point and is modestly higher than the lowest recorded score.



Work productivity

In September 2025, 33 per cent of workers say their mental health is negatively impacting their work productivity and goals.

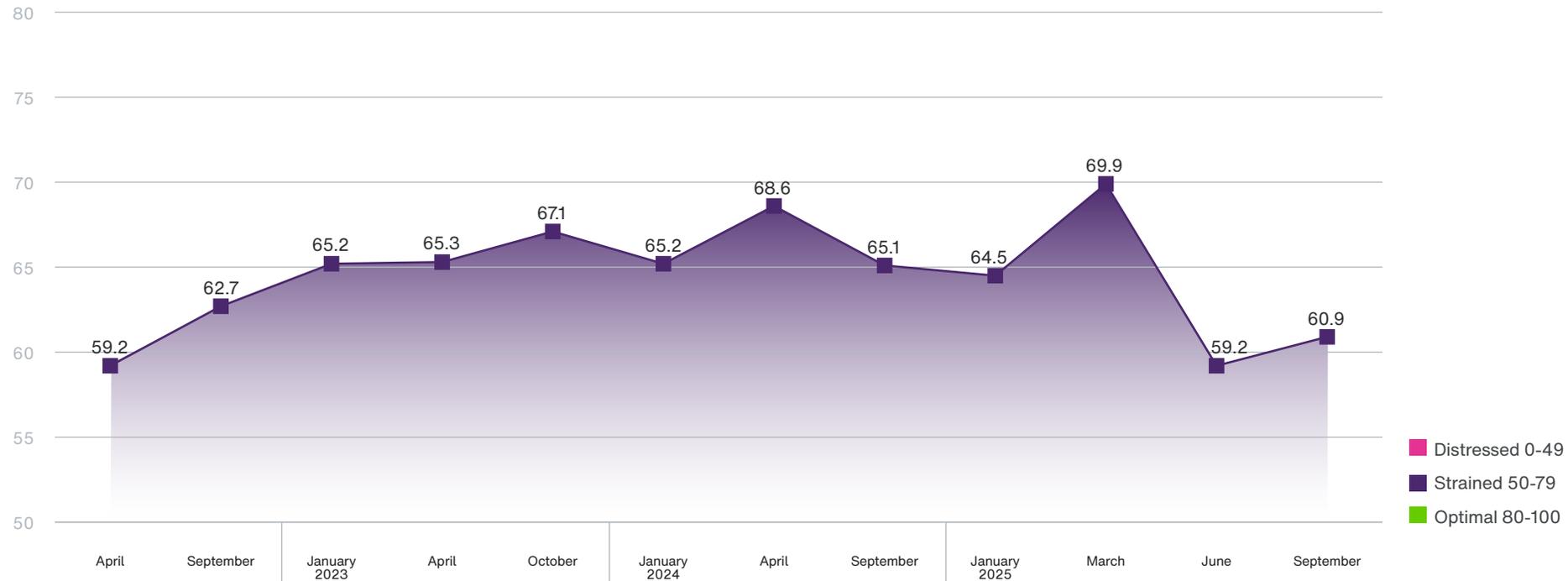
The work productivity sub-score has shown some volatility since the launch of the MHI in April 2022. After steady improvement through April 2024, the sub-score declined sharply in October 2024, recovered through March 2025, then fell by more than six points, reaching its lowest level in June 2025. While September 2025 indicates a modest recovery of 1.3 points, the sub-score remains near historic lows.



Financial risk

In September 2025, 39 per cent of workers do not have emergency savings for basic needs.

The financial risk sub-score demonstrated general improvement from the MHI's April 2022 launch through March 2025, when it reached its highest point. In June 2025, the sub-score decreased by more than 10 points, reverting to the April 2022 baseline level. Despite a 1.7-point improvement in September 2025, the proportion of workers reporting insufficient emergency savings outnumber those reporting other mental health risk factors captured by the MHI



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 57.7 compared to 64.7 for men
- Since April 2022, mental health scores have improved with age
- Workers with at least one minor child have a lower mental health score (59.8) than workers without children (62.8)

Mental health by employment status.

- Overall, two per cent of respondents are unemployed¹ 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 (35.2), followed by workers reporting fewer hours than the last month (52.6), respondents not currently employed (60.9), and workers with no change to salary or hours (62.5)
- Service industry workers (58.3) have a lower mental health score than labourers (59.2) and office workers (64.1)
- Managers have a higher mental health score (62.3) than non-managers (61.2)
- Self-employed/sole proprietors have the highest mental health score (68.5)
- Respondents working for companies with 5,001-10,000 employees have the lowest mental health score (60.0)



Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (49.2) than the overall group (61.6). Workers with emergency savings have a mental health score of 69.5

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

Employment status	Sept. 2025	June 2025
Employed (no change in hours/salary)	62.5	62.5
Employed (fewer hours compared to last month)	52.6	53.4
Employed (reduced salary compared to last month)	35.2	48.4
Not currently employed	60.9	53.7

Age group	Sept. 2025	June 2025
Age 20-29	50.0	54.3
Age 30-39	58.2	57.8
Age 40-49	59.9	58.6
Age 50-59	66.0	67.5
Age 60-69	69.4	71.5

Number of children	Sept. 2025	June 2025
No children in household	62.8	62.1
1 child	59.9	60.7
2 children	59.3	58.0
3 children or more	61.1	61.9

Gender	Sept. 2025	June 2025
Men	64.7	63.7
Women	57.7	58.0

Household income/annum	Sept. 2025	June 2025
Less than € 10,000	56.7	50.0
€ 10,000 to less than € 20,000	47.4	49.9
€ 20,000 to less than € 30,000	55.4	56.4
€ 30,000 to less than € 50,000	58.8	59.8
€ 50,000 to less than € 70,000	61.6	63.1
€ 70,000 to less than € 100,000	66.6	66.1
€ 100,000 and over	72.2	70.0

Employer size	Sept. 2025	June 2025
Self-employed/sole proprietor	68.5	61.9
2-50 employees	62.4	62.3
51-100 employees	60.6	59.0
101-500 employees	60.4	61.0
501-1,000 employees	61.9	63.4
1,001-5,000 employees	61.1	60.1
5,001-10,000 employees	60.0	59.2
More than 10,000 employees	63.5	63.2

Manager	Sept. 2025	June 2025
Manager	62.3	62.3
Non-manager	61.2	60.6

Work environment	Sept. 2025	June 2025
Labour	59.2	60.0
Office/desk	64.1	64.0
Service	58.3	57.2

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 Human Health and Social Work Activities have the lowest mental health score (55.4), followed by workers in Activities of Households as Employers (56.8), and Electricity, Gas, Steam and Air Conditioning Supply (58.4).

Workers in Arts, Entertainment and Recreation (69.1), Technology (67.0), and Real Estate Activities (66.5) have the highest mental health scores in September.



Industry	September 2025	June 2025	Change
Accommodation and Food Service Activities	59.1	46.7	12.4
Arts, Entertainment and Recreation	69.1	62.3	6.8
Information and Cultural Industries (excluding media and telecommunications)	64.0	57.4	6.6
Education	65.2	61.0	4.2
Wholesale and Retail Trade	59.6	55.9	3.7
Technology	67.0	64.0	3.0
Other Service Activities	58.8	56.1	2.7
Activities of Households as Employers	56.8	55.1	1.7
Media and Telecommunications	64.9	63.6	1.3
Administrative and Support Service Activities	62.6	61.4	1.2
Electricity, Gas, Steam and Air Conditioning Supply	58.4	57.3	1.1
Financial and Insurance Activities	65.0	65.5	-0.5
Professional, Scientific and Technical Activities	63.8	65.1	-1.3
Manufacturing	65.5	67.8	-2.3
Public Administration and Defence	65.4	67.8	-2.4
Transportation and Storage	60.8	63.6	-2.8
Construction	63.6	66.5	-2.9
Real Estate Activities	66.5	70.6	-4.1
Human Health and Social Work Activities	55.4	60.0	-4.6

Spotlight

Employer support for wellbeing.

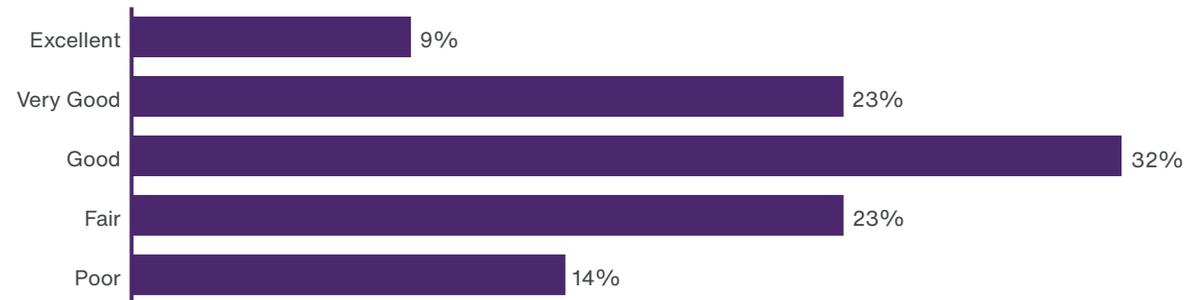
Physical wellbeing

Workers who rate their employer’s support for physical wellbeing as poor have a mental health score nearly 11 points lower than those who rate it as excellent.

- Nearly one-third (32 per cent) of workers rate employer support for their physical wellbeing as very good/excellent; this group has the highest mental health scores (64.5 and 65.0 respectively), at least three points higher than the national average (61.6)
- The lowest mental health score (54.2) is among 14 per cent of workers rating employer support for their physical wellbeing as poor, at least 10 points lower than workers rating support as very good/excellent (64.5 and 65.0 respectively) and more than seven points lower than the national average (61.6)
- Women are twice as likely as men to rate employer support for their physical wellbeing as poor
- Non-managers are twice as likely as managers to rate employer support for their physical wellbeing as poor
- Non-parents are twice as likely as parents 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?”

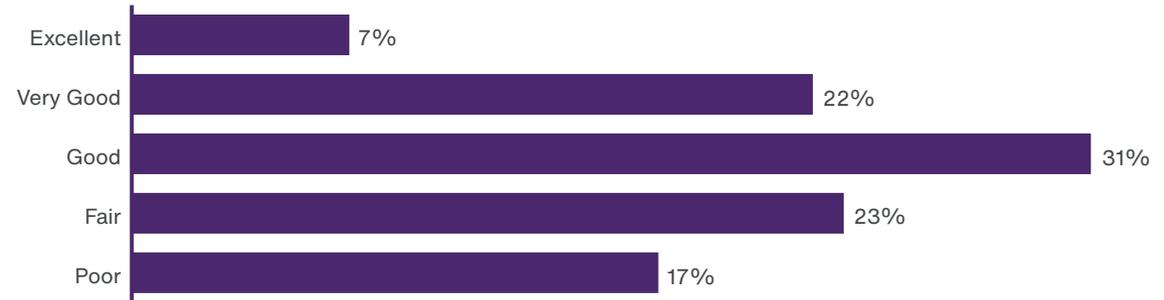


Mental wellbeing

Workers who rate their employer’s support for mental wellbeing as poor have a mental health score 14 points lower than those who rate it as excellent.

- Nearly three in 10 (29 per cent) workers rate employer support for their mental wellbeing as very good/excellent; this group has the highest mental health scores (67.5 and 66.3 respectively), at least five points higher than the national average (61.6)
- The lowest mental health score (52.2) is among 17 per cent of workers rating employer support for their mental wellbeing as poor, at least 14 points lower than workers rating support as very good/excellent (67.5 and 66.3 respectively) and nearly points lower than the national average (61.6)
- Women are twice as likely as men to rate employer support for their mental wellbeing as poor
- Non-managers are twice as likely as managers to rate employer support for their mental wellbeing as poor
- Non-parents are twice 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?”

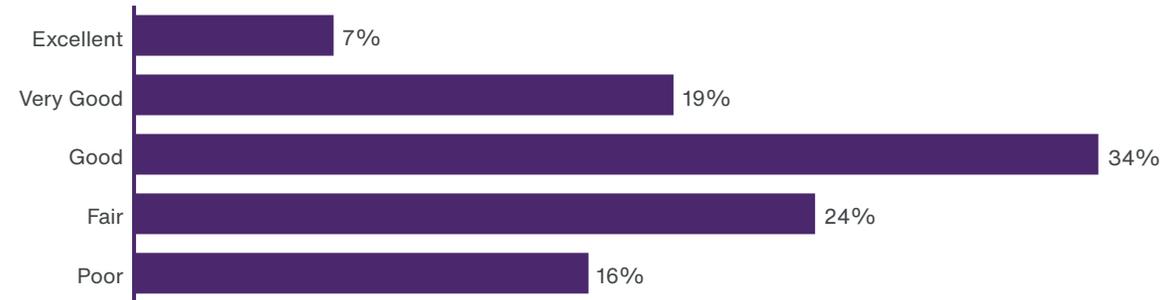


Financial wellbeing

Workers who rate their employer’s support for their financial wellbeing as poor have a mental health score that is 13 points lower than those who rate it as excellent.

- More than one-quarter (26 per cent) of workers rate employer support for their financial wellbeing as very good/excellent; this group has the highest mental health scores (68.6 and 67.0 respectively), at least five points higher than the national average (61.6)
- Managers are 50 per cent more likely than non-managers to rate employer support for their financial wellbeing as very good/excellent
- The lowest mental health score (54.2) is among 16 per cent of workers rating employer support for their financial wellbeing as poor, at least 13 points lower than workers rating support as very good/excellent (68.6 and 67.0 respectively) and more than five points lower than the national average (61.6)
- Women are more than twice as likely as men to rate employer support for their financial wellbeing as poor
- 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?”



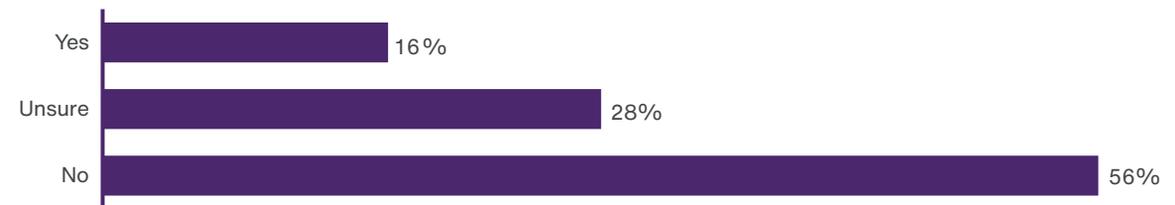
Employee Assistance Program (EAP).

More than half of workers say their employer does not offer an Employee Assistance Program.

- The mental health score (60.3) of 16 per cent of workers who say their employer offers an Employee Assistance Program (EAP) is higher than 28 per cent of workers who are unsure (59.4) and lower than 56 per cent of workers who say their employer doesn't offer an EAP (62.8)
- Workers with an annual household income less than €50,000 are 50 per cent more likely than workers with a yearly household income greater than €50,000 to say their employer doesn't offer an EAP



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



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



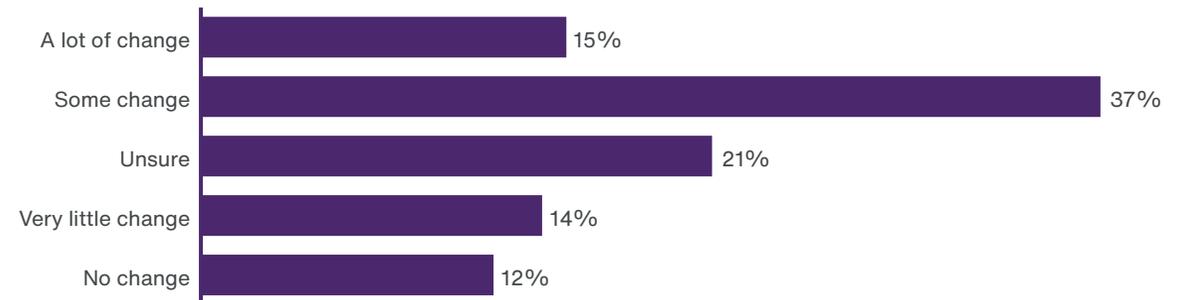
Artificial Intelligence in the workplace.

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

- Nearly two in five (37 per cent) workers believe AI technology could lead to some change in their job; this group has a mental health score (60.8) modestly lower than the national average (61.6)
- 81 per cent of workers in Technology and 73 per cent of workers in Electricity, Gas, Steam and Air Conditioning Supply are most likely to report that AI could lead to changes in their job
- Workers under 40 are more than twice as likely as workers over 50 to believe that AI technology could lead to a lot of change in their jobs
- Managers are more than twice as likely as non-managers to believe that AI technology could lead to a lot of change in their jobs
- Parents are 40 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 (57.2) is among 15 per cent of workers who believe that AI technology could lead to a lot of change in their jobs, nearly nine points lower than workers who believe that AI technology will not change their jobs (65.7) and more than four points lower than the national average (61.6)
- The highest mental health score (65.7) is among 12 per cent of workers reporting that AI technology will not lead to changes in their jobs, more than four points higher than the national average (61.6)
- Workers over 50 are three 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 more than 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 three-quarters of workers say they anticipate coping well with job changes due to AI technology

- More than seven in ten (71 per cent) workers anticipate being able to deal well with changes in their jobs because of AI technology; this group has the highest mental health score (63.3), nearly two points higher than the national average (61.6)
- The lowest mental health score (49.3) is among six per cent of workers who anticipate not being able to deal well with changes in their jobs because of AI, 14 points lower than workers who anticipate being able to deal well with changes (63.3), and more than 12 points lower than the national average (61.6)
- Workers with an annual household income of less than €50,000 are more than twice as likely as workers with a yearly household income greater than €50,000 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?



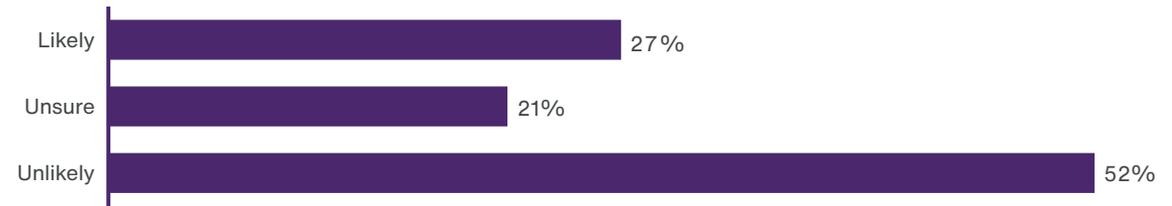
MHI score by “How well do you anticipate being able to deal with changes in your job because of AI technology?”



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

- More than half (52 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 (66.4), nearly five points higher than the national average (61.6)
- More than one-quarter (27 per cent) of workers believe that AI technology could lead to potential job loss for them; this group has the lowest mental health score (53.6), nearly 13 points lower than workers who disagree (66.4) and eight points lower than the national average (61.6)

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



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



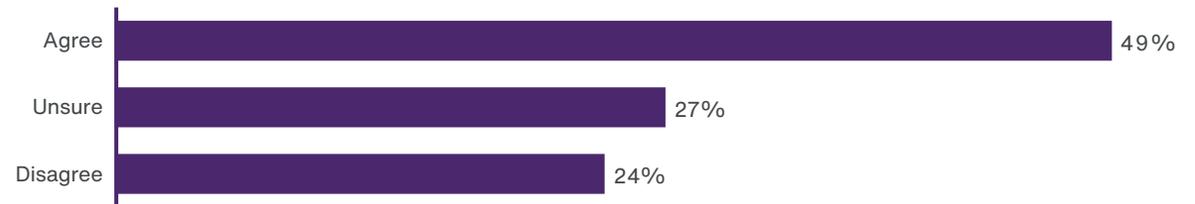
Balance and recognition: Perspective on managerial roles.

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

- Nearly half (49 per cent) of workers believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress; this group has the highest mental health score (62.3), higher than the national average (61.6)
- 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 40 per cent more likely than workers over 50 to believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress
- Nearly one-quarter (24 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 (60.8), nearly two points lower than workers who agree (62.3) and lower than the national average (61.6)



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



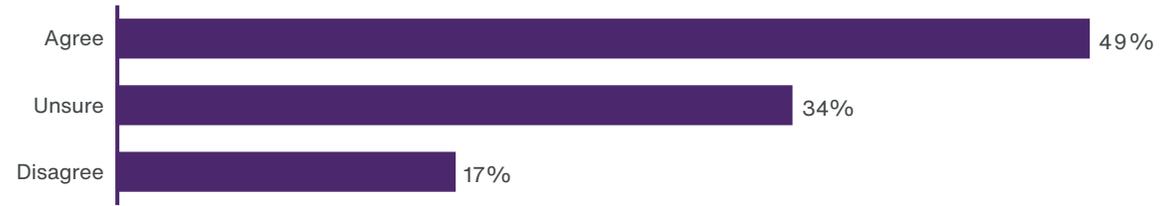
MHI score by “I believe that taking on a higher-level leadership role in my organisation would be manageable without creating excessive stress”



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

- Nearly half (49 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 (64.0), more than two points higher than the national average (61.6)
- More than one in six (17 per cent) workers do not believe that leaders in their organisation can maintain a healthy work-life balance; this group has the lowest mental health score (52.8), more than 11 points lower than workers who report leaders in their organisation can maintain a healthy work-life balance (64.0) and nearly nine points lower than the national average (61.6)

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”

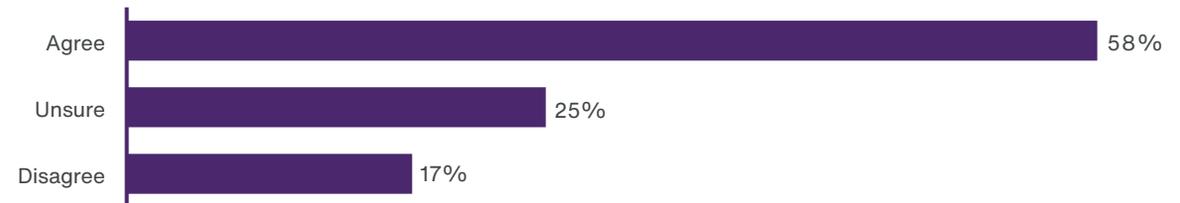


More than one in six workers believe leadership positions aren't adequately rewarded for the additional effort.

- Nearly three in five (58 per cent) workers believe that sufficient rewards match the additional effort required in leadership positions; this group has the highest mental health score (63.5), two points higher than the national average (61.6)
- More than one in six (17 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 (53.7), nearly ten points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (63.5), and almost eight points lower than the national average (61.6)
- Service industry workers are 80 per cent more likely than labourers or office workers to believe that sufficient rewards do not match the additional effort required in leadership positions
- Women are 60 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”

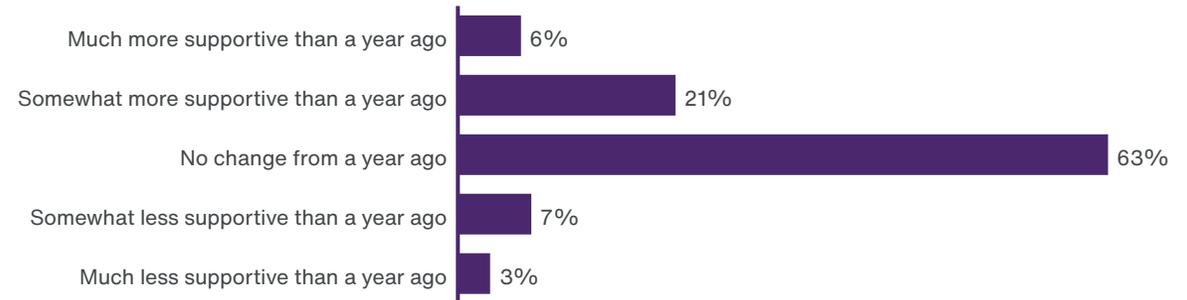


Leadership support for work-life balance.

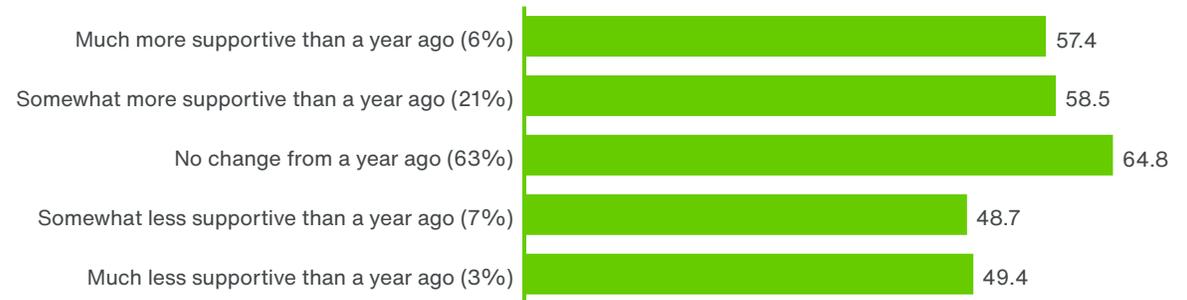
More than one in four workers say senior leadership's support for work-life balance has improved over the past year.

- Nearly two-thirds (63 per cent) of workers report senior leadership's support for work-life balance has not changed over the past year; this group has a mental health score (64.8) more than three points higher than the national average (61.6)
- More than one-quarter (27 per cent) of workers report that senior leadership's support for work-life balance has increased over the past year. The mental health scores of this group (57.4 and 58.5) are lower than the national average (61.6)
- Workers under 40 are more than twice as likely as workers over 50 to report 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
- 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
- One in ten (10 per cent) report senior leadership has been less supportive of work-life balance over the past year; this group has the lowest mental health scores (48.7 and 49.4), at least eight points lower than workers who report senior leadership has been more supportive (58.5 and 57.4), and more than 12 points lower than the national average (61.6)

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



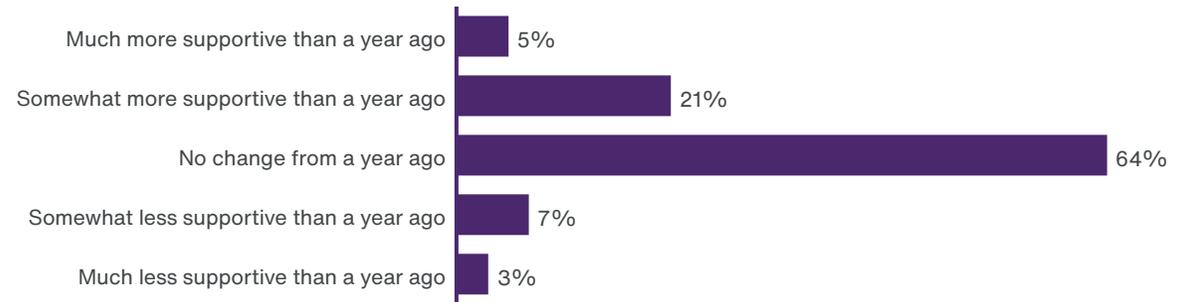
MHI score by "How has senior leadership's support for work-life balance changed over the past year?"



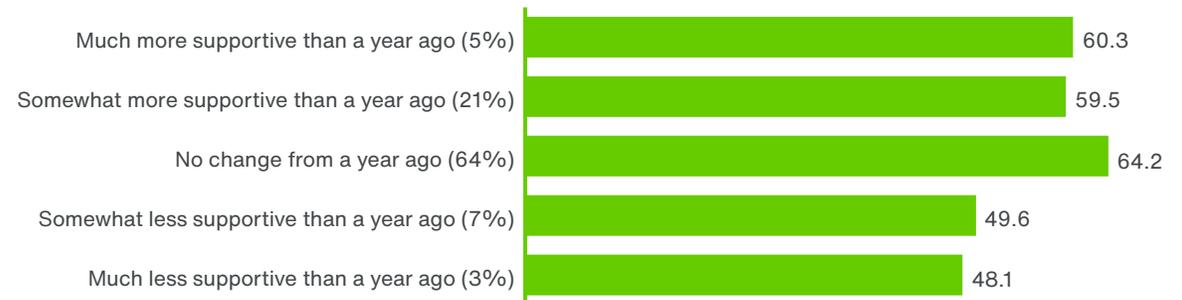
More than one-quarter of workers say their manager’s support for work-life balance has improved over the past year.

- Nearly two-thirds (64 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 (64.2) nearly three points higher than the national average (61.6)
- More than one-quarter (26 per cent) of workers report that their manager’s support for work-life balance has increased over the past year. The mental health scores of this group (59.5 and 60.3) are slightly lower than the national average (61.6)
- Managers are 70 per cent more likely than non-managers to report that their manager has been more supportive of work-life balance over the past year
- Workers under 40 are 50 per cent more likely than workers over 50 to report their manager has been more supportive of work-life balance over the past year
- Parents are 40 per cent more likely than non-parents to report their manager has been more supportive of work-life balance over the past year
- One in ten (10 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 (48.1 and 49.6), at least 10 points lower than workers who report their manager has been more supportive (59.5 and 60.3), and 12 points lower than the national average (61.6)

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?”



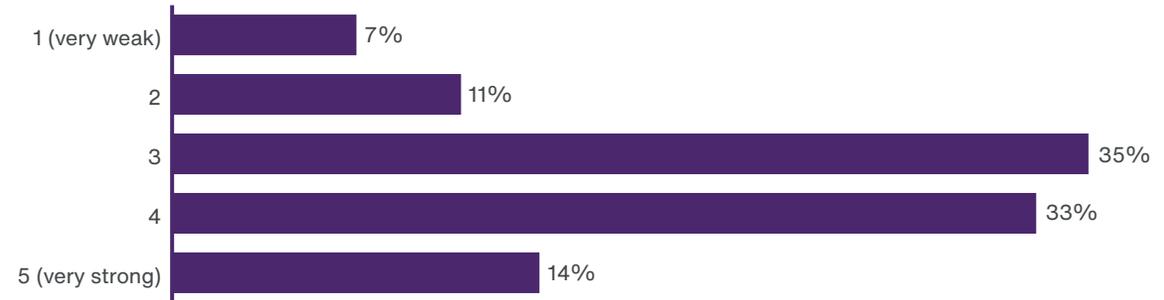
Manager traits and their impacts on mental health.

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 half (47 per cent) of workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (64.5 and 67.7) are at least three points higher than the national average (61.6)
- Nearly one in five (18 per cent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (45.2 and 56.0) are nearly six points lower than the national average (61.6)

Manager characteristic: Autonomy

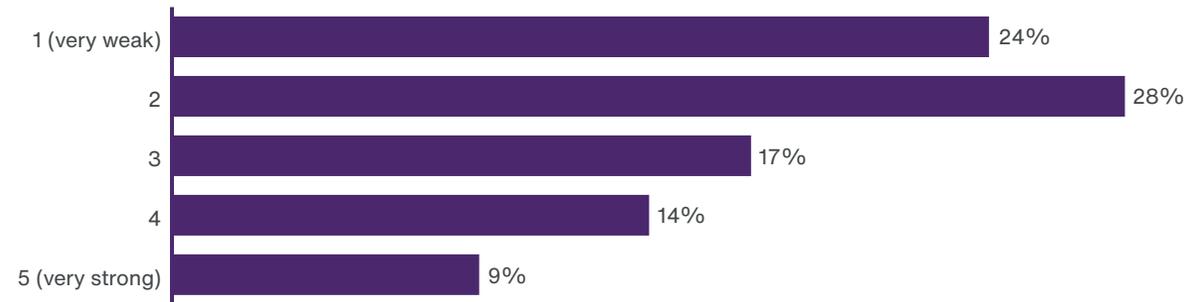


MHI score by manager characteristic: Autonomy

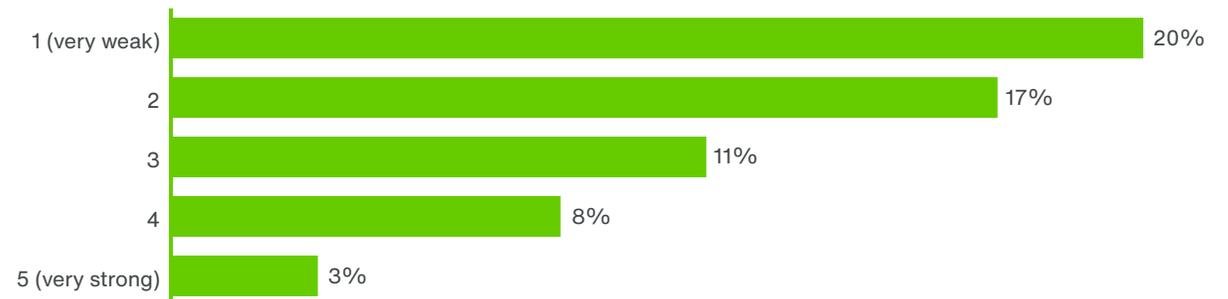


- Workers rating their manager as weak in autonomy (1 or 2) are nearly twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in autonomy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

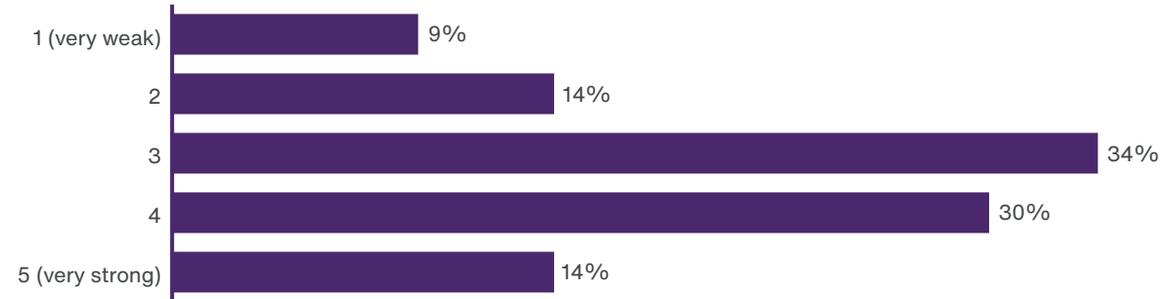


Charisma

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 two in five (44 per cent) workers rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (63.8 and 67.6) are at least two points higher than the national average (61.6)
- Nearly one-quarter (23 per cent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (50.2 and 57.3) are at least four points lower than the national average (61.6)

Manager characteristic: Charisma



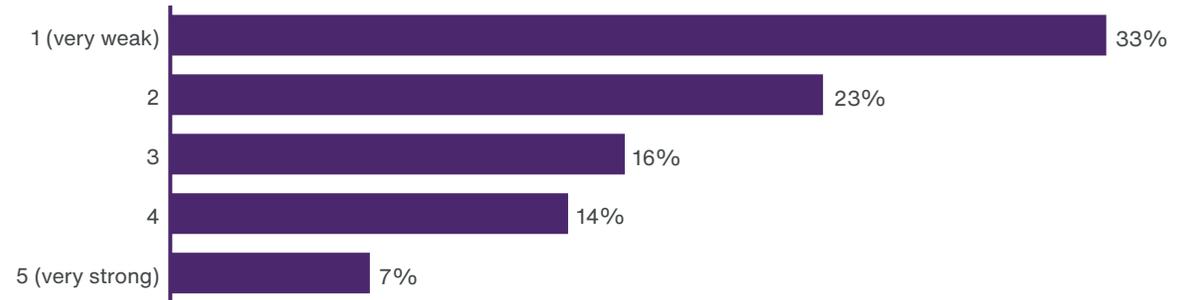
MHI score by manager characteristic: Charisma



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



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



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

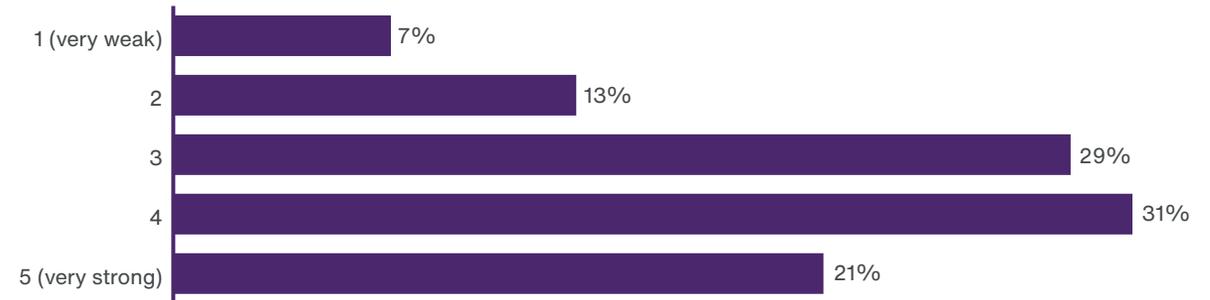


Humanity

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

- More than half (52 per cent) rate their manager 4 or 5 (strongly humane). The mental health scores of this group (64.9 and 68.3) are at least three points higher than the national average (61.6)
- One in five (20 per cent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (51.9 and 52.7) are at least nine points lower than the national average (61.6)

Manager characteristic: Humanity



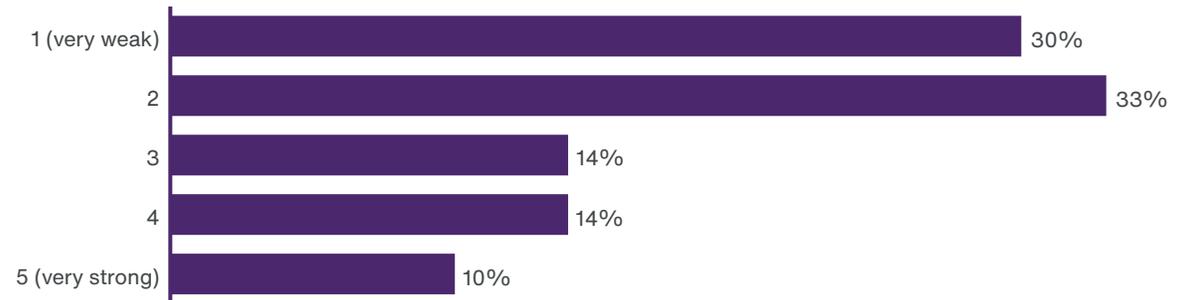
MHI score by manager characteristic: Humanity



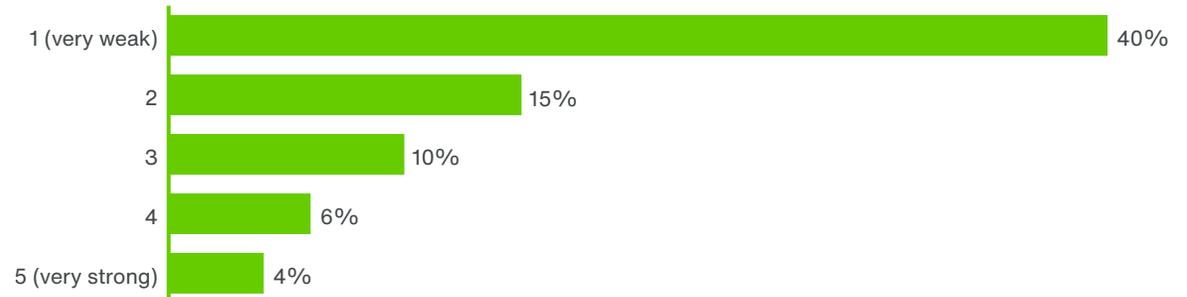
- Workers rating their manager as weak in humanity (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strong in humanity (4 or 5)
- Workers rating their manager as weak in humanity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

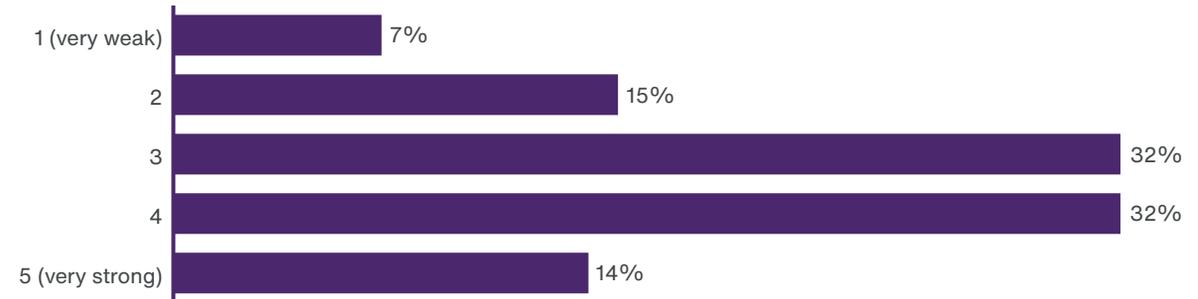


Participative

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”.

- Nearly half (46 per cent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (67.3 and 67.1) are nearly six points higher than the national average (61.6)
- More than one in five (22 per cent) rate their managers 1 or 2 (weakly participative). The mental health scores of this group (49.6 and 57.9) are at least four points lower than the national average (61.6)

Manager characteristic: Participative



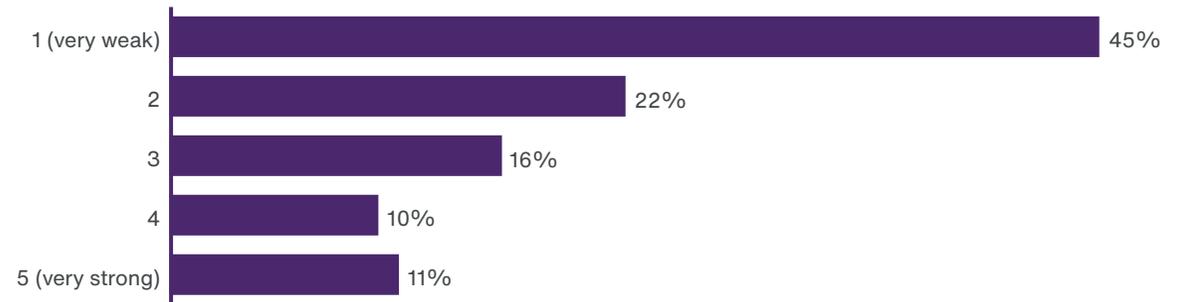
MHI score by manager characteristic: Participative



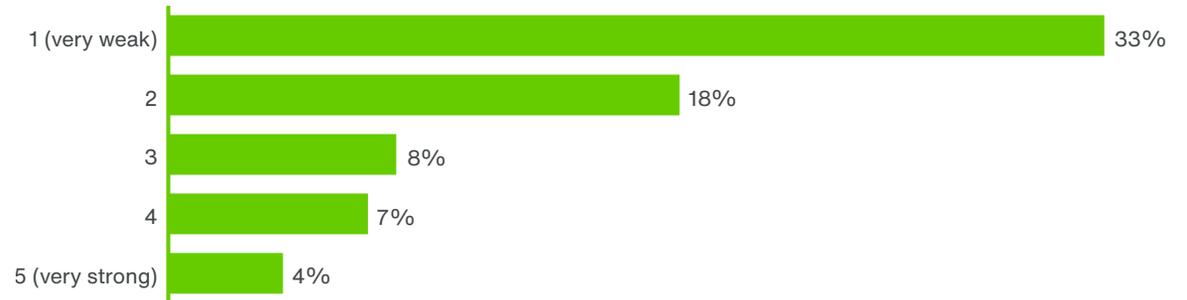
- Workers rating their manager as weakly participative (1 or 2) are twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly participative (4 or 5)
- Workers rating their manager as weakly participative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

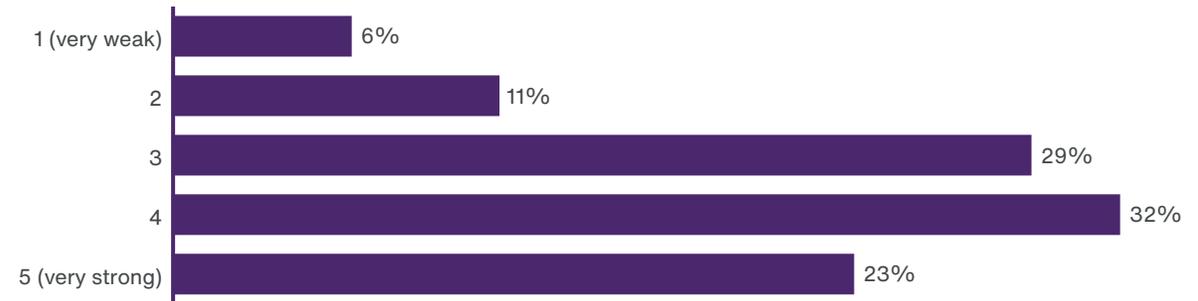


Team-oriented

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”.

- More than half (55 per cent) rate their manager 4 or 5 (strongly team-oriented). The mental health scores of this group (64.1 and 67.7) are nearly three points higher than the national average (61.6)
- More than one in six (17 per cent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (49.1 and 56.1) are nearly six points lower than the national average (61.6)

Manager characteristic: Team-oriented



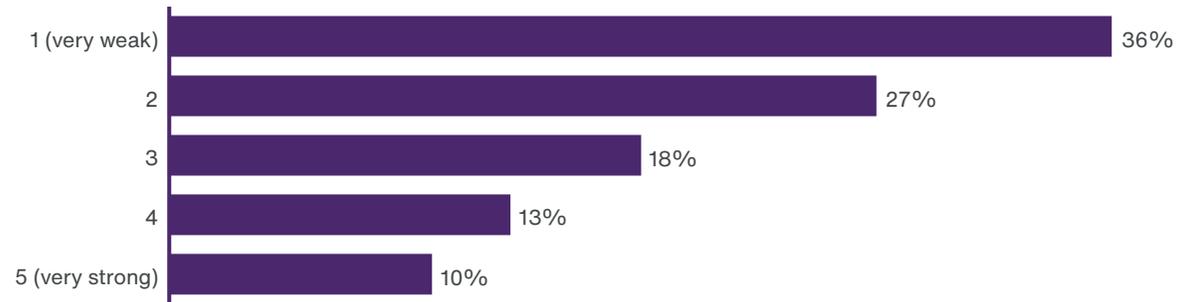
MHI score by manager characteristic: Team-oriented



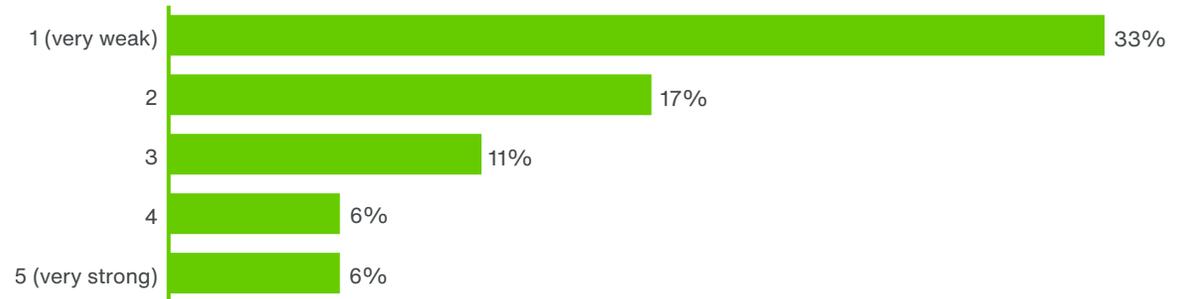
- Workers rating their manager as weakly team-oriented (1 or 2) are twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly team-oriented (4 or 5)
- Workers rating their manager as weakly team-oriented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



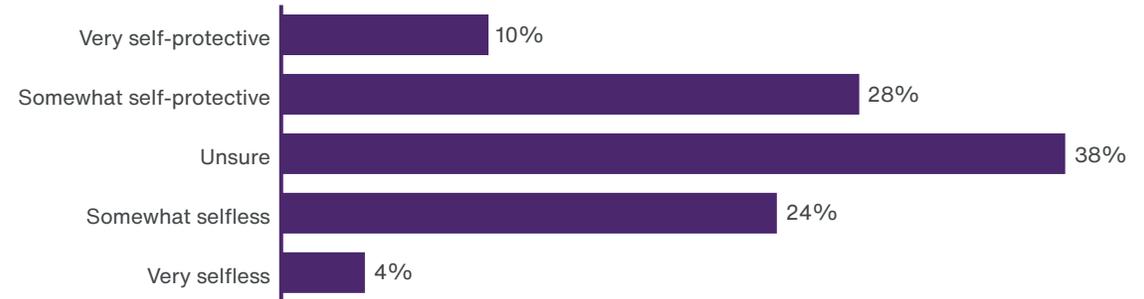
Self-protective

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

- Nearly two in five (38 per cent) rate their manager as self-protective. The mental health scores of this group (56.8 and 59.9) are at least two points lower than the national average (61.6)
- Nearly three in ten (28 per cent) rate their managers as selfless. The mental health scores of this group (63.2 and 66.8) are at least two points higher than the national average (61.6)



Manager characteristic: Self-protective



MHI score by manager characteristic: Self-protective



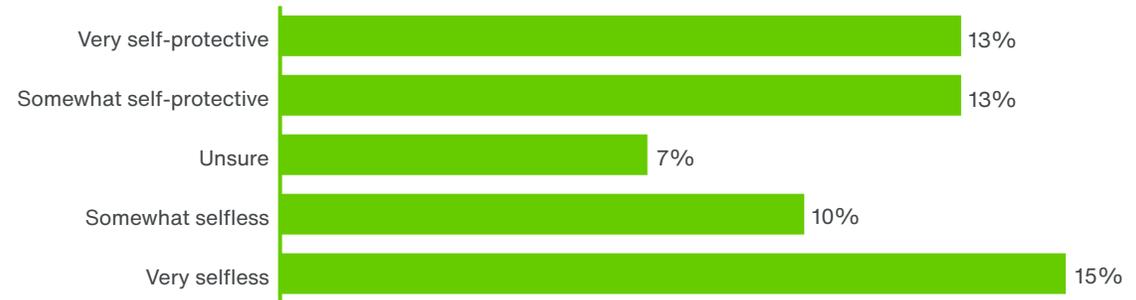
- No significant relationship is observed between workers' perceptions of manager protectiveness and work-life balance metrics



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



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



Overview of the TELUS Mental Health Index.

The mental health and wellbeing of a population are essential to overall health and work productivity. The Mental Health Index 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.

The Mental Health Index report has two parts:

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

Methodology

Data for this report is collected through an online survey of 1,000 people living in Germany and who currently employed or who were employed within the previous six months. Participants are selected to represent the age, gender, industry, and geographic distribution in Germany. 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

