



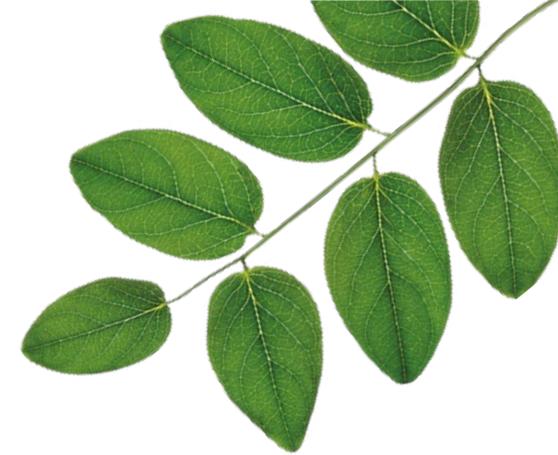
TELUS Mental Health Index.

Spain | September 2025

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What you need to know for September 2025.



The mental health score of workers in Spain remains significantly strained despite a modest improvement in September; more than two in five workers feel anxious, depressed, and have a high mental health risk.

- At 59.0, the mental health of workers improved by 1.1 points from June 2025
- 43 per cent of workers have a high mental health risk, 41 per cent have a moderate mental health risk, and 16 per cent have a low mental health risk
- Anxiety and depression have been the lowest mental health sub-scores for more than three years
- All mental health sub-scores, apart from psychological health, have improved from June 2025
- 47 per cent of workers feel anxious
- 44 per cent of workers feel depressed
- 37 per cent of workers feel isolated
- 35 per cent of workers say their mental health is impacting work productivity
- 31 per cent of workers do not have emergency savings for basic needs
- 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 in five sees excessive stress.

- 64 per cent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 14 per cent believe it's inadequate
- 52 per cent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 21 per cent view it as unmanageable
- 49 per cent of workers believe leaders in their organisation can maintain a healthy work-life balance, though 51 per cent are unsure or disagree



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

- 45 per cent of workers believe that AI technology could lead to some change in their jobs; a further 12 per cent expect a lot of change in their jobs
- Managers, workers under 40, and parents are more likely to believe that AI technology could lead to changes in their jobs
- 67 per cent of workers anticipate being able to deal well with changes in their jobs because of AI; 25 per cent of workers are unsure, and seven per cent anticipate not dealing well
- 44 per cent of workers say that AI is unlikely to lead to job loss for them; a further 26 per cent are unsure

Strong leadership qualities, including autonomy, charisma, humanity, participation, team-orientation, and selflessness, directly correlate with higher employee mental health scores.

- Workers rating their manager as strong in six key leadership qualities: autonomy, charisma, humanity, participation, team-orientation, and selflessness have higher mental health scores than those rating their managers as weak in these areas
- Workers with managers who are weak in leadership qualities are more likely to report that support for work-life balance has declined over the past year
- 57 per cent of workers say that their manager's support for work-life balance has not changed over the past year; 34 per cent say it has improved, and eight per cent say it is less supportive
- 55 per cent of workers say that senior leadership's support for work-life balance has not changed over the past year; 36 per cent say it has improved, and eight per cent say it is less supportive
- Managers, workers under 40 and parents are more likely to report that their managers' and senior leadership's support for work-life balance has improved over the past year



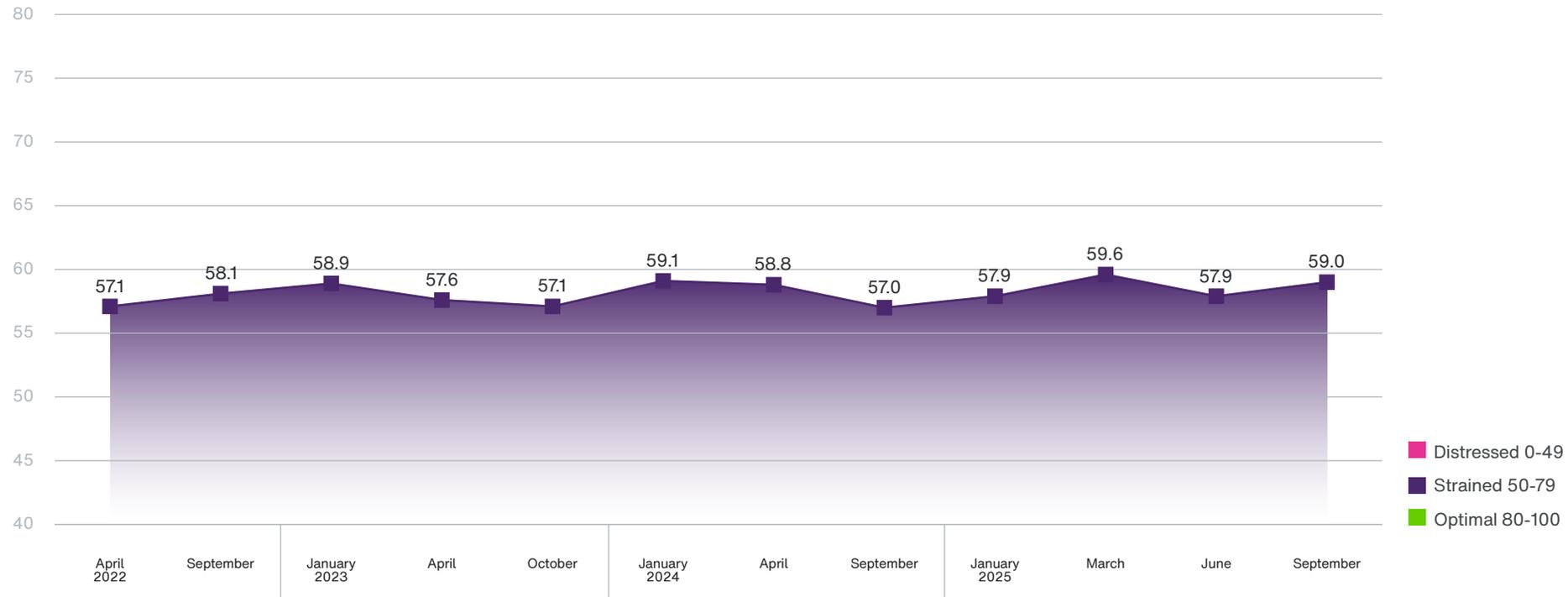
Workers rating their employer's wellbeing support as inadequate have significantly lower mental health scores; half say their employer doesn't offer an EAP.

- 38 per cent 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 23 points lower than those reporting excellent support
- 35 per cent rate their employer's support for mental wellbeing as fair or poor
- Workers rating mental wellbeing support as poor have a mental health score 20 points lower than those reporting excellent support
- 28 per cent rate their employer's support for physical wellbeing as fair or poor
- Workers rating physical wellbeing support as poor have a mental health score 17 points lower than those reporting excellent support
- 49 per cent of workers say their employer doesn't offer an Employee Assistance Program (EAP); a further 33 per cent are unsure

The Mental Health Index.

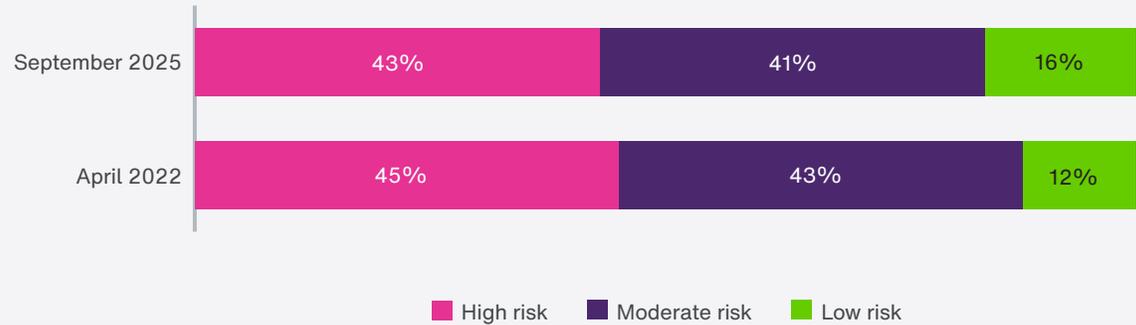
The overall Mental Health Index (MHI) for September 2025 is **59.0**. Despite a one-point improvement from the previous period, the mental health of workers in Spain remains significantly strained.

MHI Current Month September 2025	June 2025
59.0	57.9



Mental health risk.

In September 2025, 43 per cent of workers have a high mental health risk, 41 per cent have a moderate mental health risk, and 16 per cent have a low mental health risk. More than three years after the launch of the Mental Health Index in April 2022, the proportion of workers in the high-risk group has decreased by two per cent.



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

Mental Health Index sub-scores.

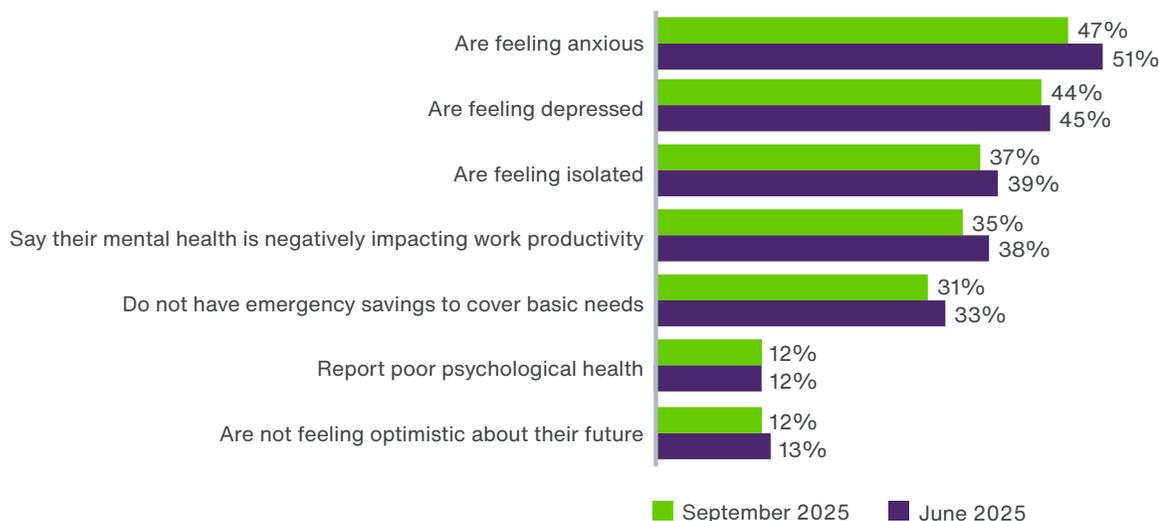
For more than three years, anxiety (46.2) has been the lowest Mental Health Index sub-score. Depression (48.9), isolation (56), work productivity (57.9), financial risk (67.2), and optimism (67.6) follow. General psychological health (69.9) remains the most favourable mental health measure in September 2025.

- Anxiety and depression have been the lowest mental health sub-scores for more than three years
- All mental health sub-scores, apart from psychological health, have improved from June 2025

Nearly half (47 per cent) of workers feel anxious, 44 per cent feel depressed, 37 per cent feel isolated, 35 per cent say their mental health is negatively impacting work productivity, 31 per cent do not have emergency savings for basic needs, 12 per cent of workers cite poor psychological health, and 12 per cent do not feel optimistic about their future.

Mental Health Index Sub-scores	September 2025	June 2025
Anxiety	46.2	44.5
Depression	48.9	48.0
Isolation	56.0	54.0
Work productivity	57.9	56.2
Financial risk	67.2	65.4
Optimism	67.6	67.3
Psychological health	69.9	70.1

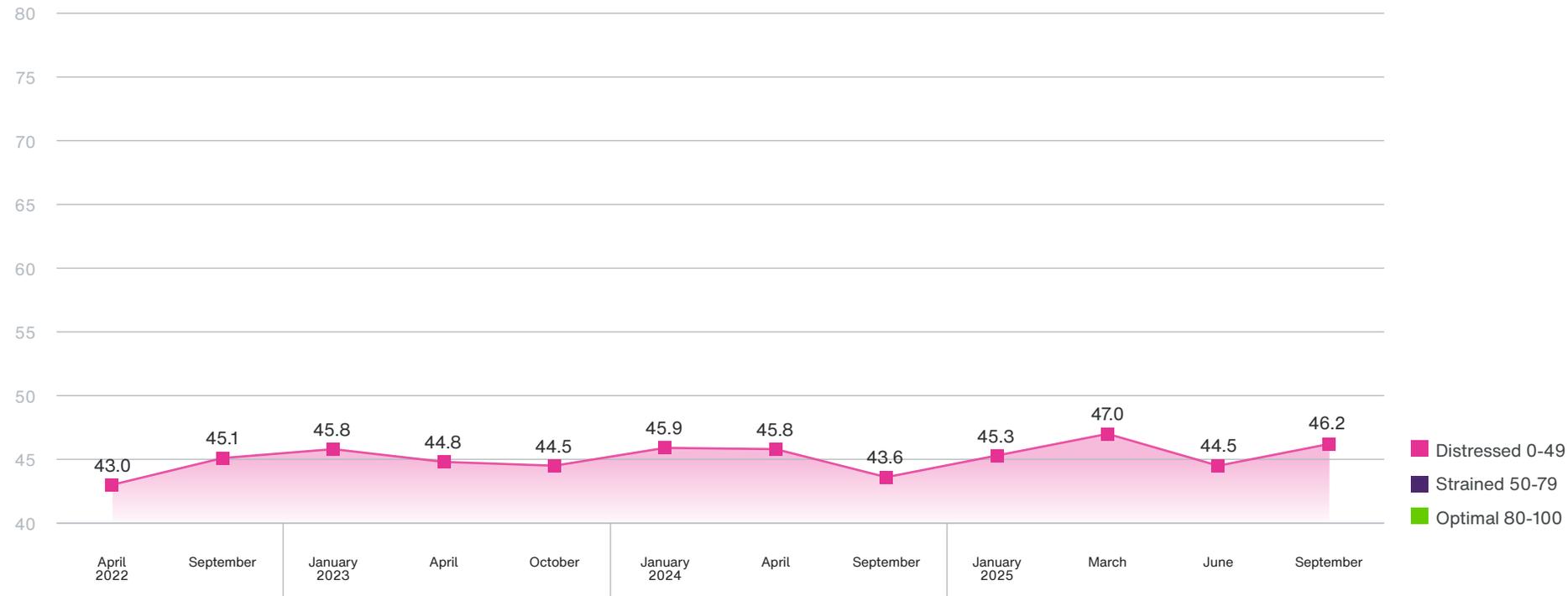
Percentage at risk by MHI sub-score



Anxiety

In September 2025, 47 per cent of workers report often feeling unsettled and nervous.

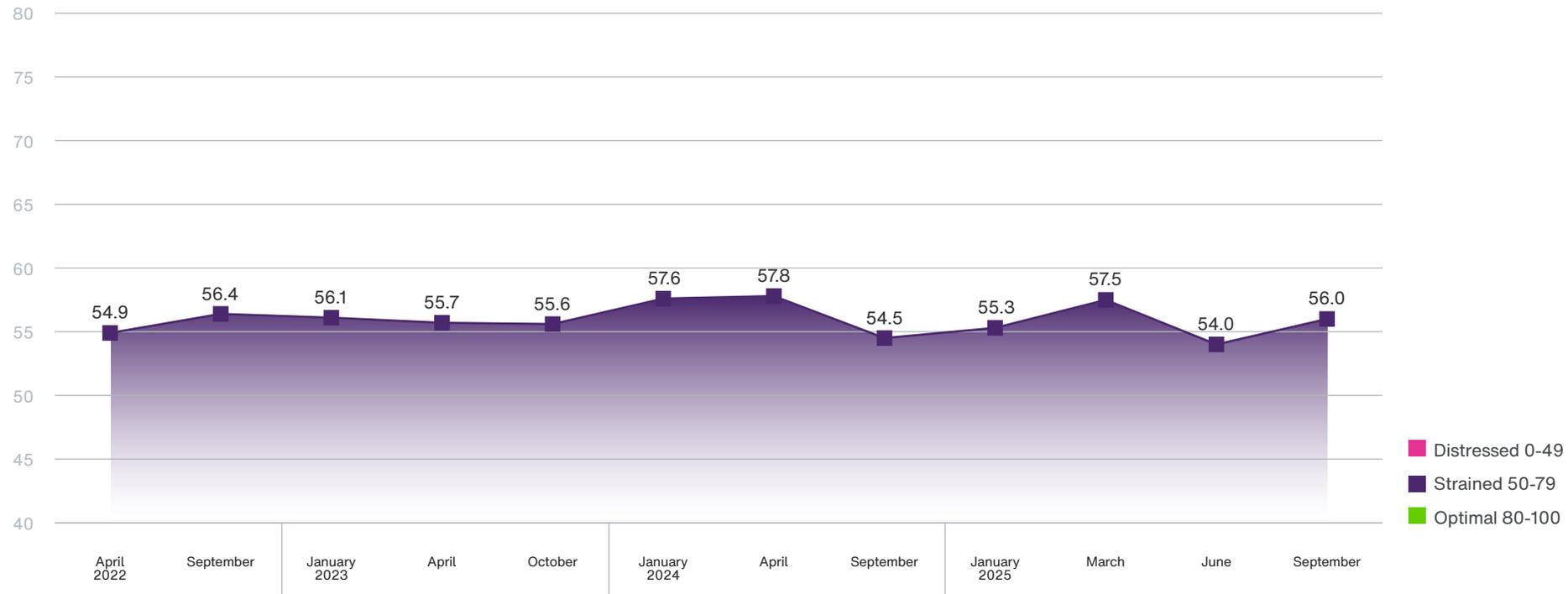
Anxiety sub-scores have experienced minor fluctuations from April 2022 through April 2024. Following a notable decline in September 2024, the score recovered and peaked in March 2025. The anxiety sub-score declined notably in June 2025 but has increased by nearly two points in September 2025. Despite the improvement, anxiety remains the lowest of all mental health sub-scores for more than three years.



Isolation

In September 2025, 37 per cent of workers report often feeling alone.

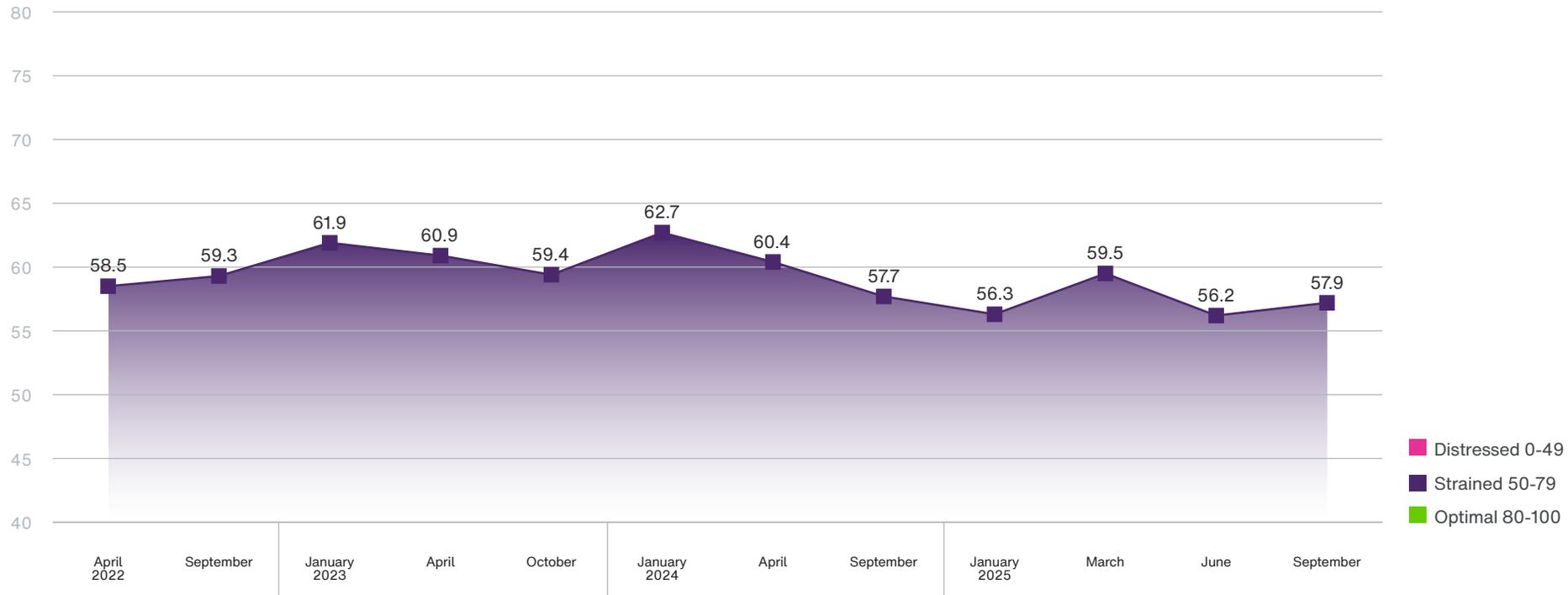
The isolation score remained relatively stable from 2022, improving modestly through April 2024. Two significant declines were recorded in September 2024 and June 2025, with the Index reaching the lowest point in its three-year history. In September 2025, the isolation sub-score has improved by two points, yet remains notably low.



Work productivity

In September 2025, 35 per cent of workers say their mental health is negatively impacting their work productivity and goals.

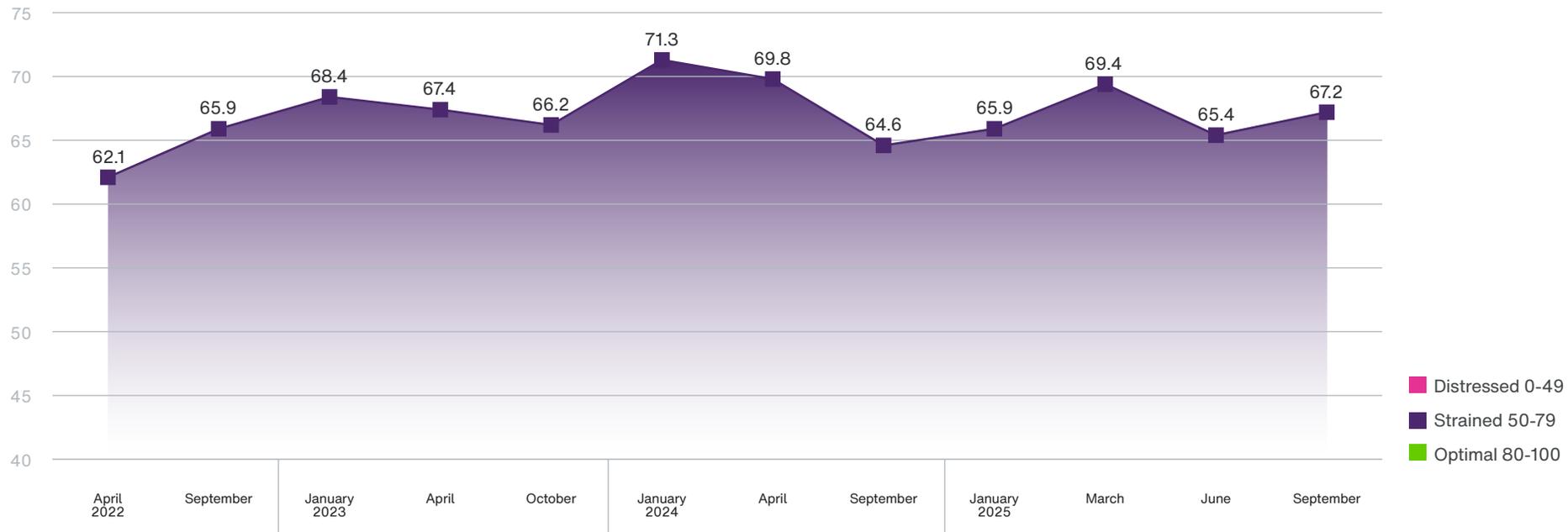
The impact of mental health on work productivity showed a general improvement through January 2024, suggesting that the adverse effects had slowly decreased. After reaching its peak in January 2024, the work productivity sub-score declined through January 2025. Despite a sharp improvement in March 2025, the score declined again in June and has recovered modestly in September 2025.



Financial risk

In September 2025, 31 per cent of workers do not have emergency savings for basic needs.

The financial risk sub-scores have trended upward since the launch of the Mental Health Index in April 2022. After peaking in January 2024, the score declined through September 2024 and rebounded through March 2025. A sharp four-point decrease was observed in June 2025, and in September 2025, the financial risk sub-score has improved by nearly two points.



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 55.4 compared to 62.4 for men
- Since April 2020, mental health scores have improved with age

Mental health by employment status.

- Overall, one per cent of respondents are unemployed¹ and six per cent report reduced hours or reduced salary
- Workers reporting reduced salary compared to the previous month have the lowest mental health score (42.9), followed by workers reporting fewer hours than the last month (49.0), respondents not currently employed (50.9), and workers with no change to salary or hours (59.9)
- Labourers have a lower mental health score (57.2) than service industry (58.1) and office workers (59.9)
- Managers have a higher mental health score (59.8) than non-managers (57.8)
- Respondents working for companies with more than 10,000 employees have the highest mental health score (64.0)
- Respondents working for companies with 501-1,000 employees have the lowest mental health score (56.9)



Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (46.2) than the overall group (59.0). Workers with emergency savings have a mental health score of 64.7

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)	59.9	58.4
Employed (fewer hours compared to last month)	49.0	49.3
Employed (reduced salary compared to last month)	42.9	44.7
Not currently employed	50.9	57.6

Age group	Sept. 2025	June 2025
Age 20-29	54.8	52.4
Age 30-39	56.4	57.5
Age 40-49	58.0	57.3
Age 50-59	61.7	59.5
Age 60-69	66.0	62.6

Number of children	Sept. 2025	June 2025
No children in household	59.8	57.7
1 child	56.8	56.5
2 children	60.7	61.0
3 children or more	60.7	54.7

Gender	Sept. 2025	June 2025
Men	62.4	60.6
Women	55.4	54.9

Household income/annum	Sept. 2025	June 2025
Less than € 10,000	48.1	45.3
€ 10,000 to less than € 20,000	51.6	51.4
€ 20,000 to less than € 30,000	53.9	54.6
€ 30,000 to less than € 50,000	60.5	59.2
€ 50,000 to less than € 70,000	60.7	62.4
€ 70,000 to less than € 100,000	68.9	64.6
€ 100,000 and over	73.2	68.9

Employer size	Sept. 2025	June 2025
Self-employed/sole proprietor	57.0	55.1
2-50 employees	57.8	56.9
51-100 employees	58.4	56.0
101-500 employees	59.2	59.1
501-1,000 employees	56.9	56.5
1,001-5,000 employees	60.0	62.5
5,001-10,000 employees	60.3	62.6
More than 10,000 employees	64.0	59.0

Manager	Sept. 2025	June 2025
Manager	59.8	59.6
Non-manager	57.8	55.3

Work environment	Sept. 2025	June 2025
Labour	57.2	54.5
Office/desk	59.9	59.5
Service	58.1	56.7

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 Accommodation and Food Service Activities have the lowest mental health score (50.6), followed by Wholesale and Retail Trade (54.2) and Real Estate Activities (56.5).

Workers in Public Administration and Defence (66.8), Professional, Scientific and Technical Activities (64.0), and Arts, Entertainment and Recreation (63.8) have the highest mental health scores in September.



Industry	September 2025	June 2025	Change
Public Administration and Defence	66.8	58.7	8.1
Administrative and Support Service Activities	58.2	53.7	4.5
Human Health and Social Work Activities	60.9	57.9	3.0
Manufacturing	63.0	60.1	2.9
Other Service Activities	56.9	54.2	2.7
Media and Telecommunications	60.9	58.9	2.0
Professional, Scientific and Technical Activities	64.0	62.5	1.5
Transportation and Storage	62.1	60.6	1.5
Arts, Entertainment and Recreation	63.8	62.4	1.4
Wholesale and Retail Trade	54.2	53.1	1.1
Electricity, Gas, Steam and Air Conditioning Supply	57.6	57.1	0.5
Financial and Insurance Activities	57.8	58.0	-0.2
Education	60.0	60.4	-0.4
Accommodation and Food Service Activities	50.6	52.0	-1.4
Technology	61.1	63.1	-2.0
Construction	59.6	61.9	-2.3
Real Estate Activities	56.5	62.6	-6.1

Spotlight

Employer support for wellbeing.

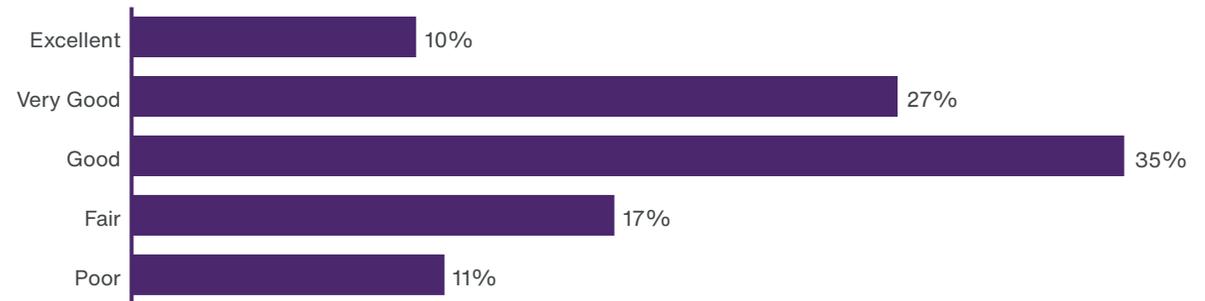
Physical wellbeing

Workers who rate their employer’s support for physical wellbeing as poor have a mental health score nearly 17 points lower than those who rate it as excellent.

- Nearly two in five (37 per cent) workers rate employer support for their physical wellbeing as very good/excellent; this group has the highest mental health scores (64.6 and 67.7 respectively), nearly five points higher than the national average (59.0)
- The lowest mental health score (50.6) is among 17 per cent of workers rating employer support for their physical wellbeing as fair, at least 14 points lower than workers rating support as very good/excellent (64.6 and 67.7 respectively) and more than eight points lower than the national average (59.0)
- Non-managers are 30 per cent 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?”

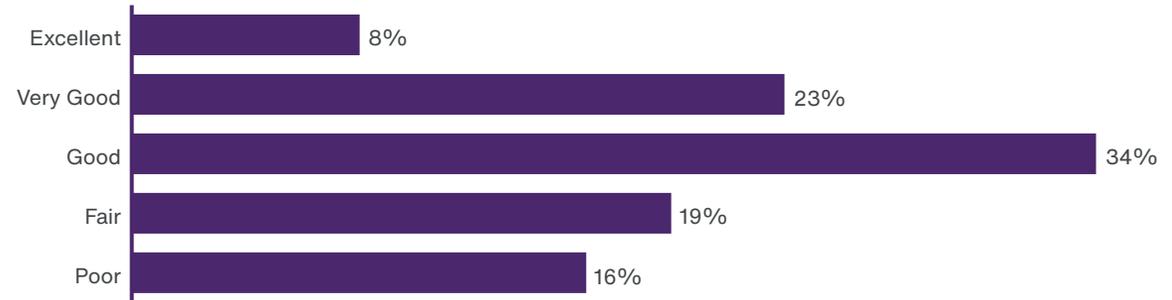


Mental wellbeing

Workers who rate their employer’s support for mental wellbeing as poor have a mental health score 20 points lower than those who rate it as excellent.

- Nearly one-third (31 per cent) of workers rate employer support for their mental wellbeing as very good/excellent; this group has the highest mental health scores (66.2 and 69.9 respectively), at least seven points higher than the national average (59.0)
- The lowest mental health score (49.5) is among 16 per cent of workers rating employer support for their mental wellbeing as poor, nearly 17 points lower than workers rating support as very good/excellent (66.2 and 69.9 respectively) and more than nine points lower than the national average (59.0)
- Non-managers are 30 per cent more likely than managers to rate employer support for their mental wellbeing as poor
- Women are 30 per cent more likely than men 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?”

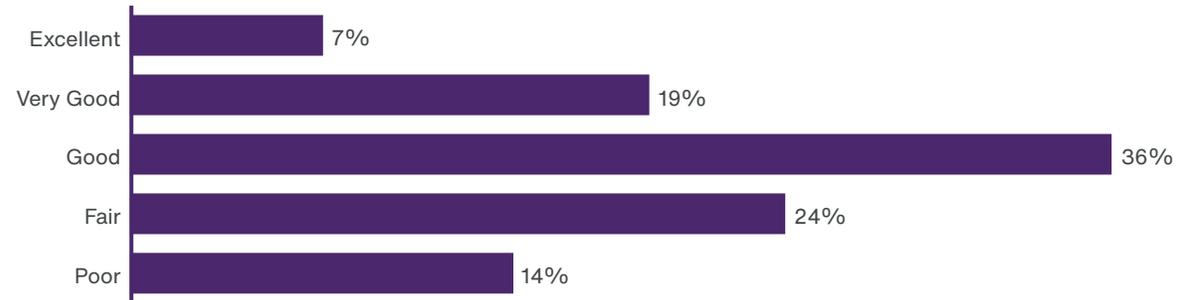


Financial wellbeing

Workers who rate their employer’s support for their financial wellbeing as poor have a mental health score that is 23 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 (67.3 and 70.8 respectively), at least eight points higher than the national average (59.0)
- Managers are 60 per cent more likely than non-managers to rate employer support for their financial wellbeing as very good/excellent
- The lowest mental health score (47.7) is among 14 per cent of workers rating employer support for their financial wellbeing as poor, nearly 20 points lower than workers rating support as very good/excellent (67.3 and 70.8 respectively) and more than 11 points lower than the national average (59.0)

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?”



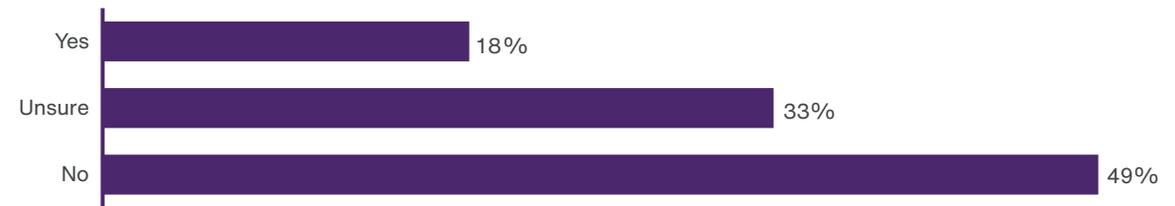
Employee Assistance Program (EAP).

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

- The mental health score (62.2) of 18 per cent of workers who say their employer offers an Employee Assistance Program (EAP) is three points higher than 49 per cent of workers who report their employer doesn't offer an EAP (59.2) and three points higher than the national average (59.0)



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



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



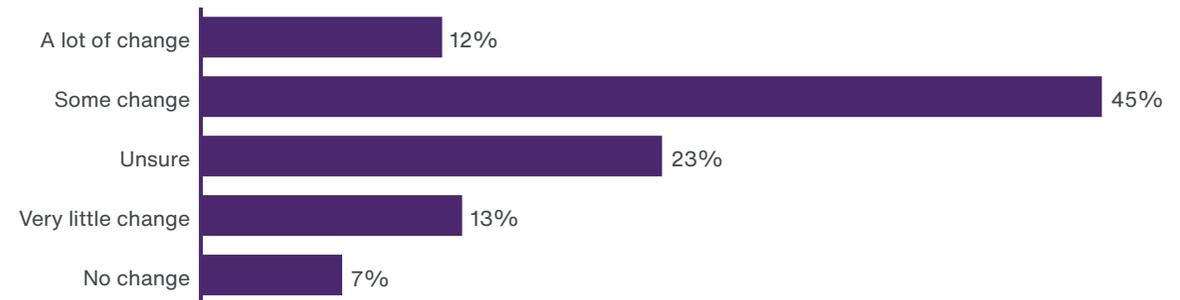
Artificial Intelligence in the workplace.

Nearly three in five workers expect AI technology to change their jobs.

- Nearly half (45 per cent) of workers believe AI technology could lead to some change in their job; this group has a mental health score (58.9) in line with the national average (59.0)
- 85 per cent of workers in Media and Telecommunications believe that AI will lead to changes in their jobs, followed by 79 per cent of workers in Electricity, Gas, Steam and Air Conditioning Supply and 79 per cent of workers in Financial and Insurance Activities
- Workers under 40 are 40 per cent more likely than workers over 50 to believe that AI technology could lead to changes in their jobs
- Managers are 40 per cent more likely than non-managers to believe that AI technology could lead to changes in their jobs
- Parents are 40 per cent more likely than non-parents to believe that AI technology could lead to changes in their jobs



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





- The lowest mental health score (57.1) is among 23 per cent of workers who are unsure if AI technology could lead to a change in their jobs, six points lower than workers who believe that AI technology will not change their jobs (63.1) and nearly two points lower than the national average (59.0)
- The highest mental health score (63.1) is among seven per cent of workers reporting that AI technology will not lead to changes in their jobs, four points higher than the national average (59.0)
- Workers over 50 are 60 per cent 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 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?”

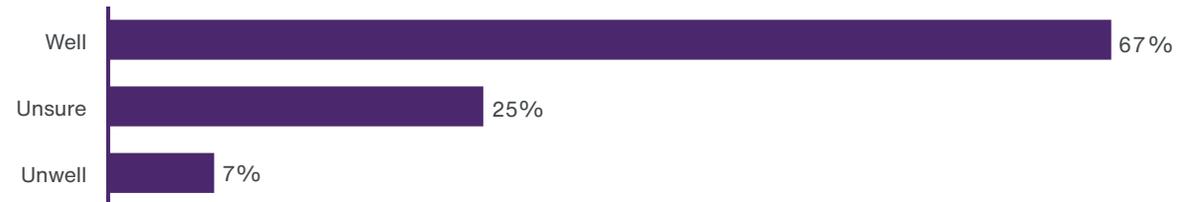


Two-thirds of workers say they anticipate coping well with job changes due to AI technology.

- Two-thirds (67 per cent) of workers anticipate being able to deal well with changes in their jobs because of AI technology; this group has the highest mental health score (62.2), more than three points higher than the national average (59.0)
- The lowest mental health score (47.8) is among seven 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 (62.2), and 11 points lower than the national average (59.0)
- Workers with an annual household income less than €50,000 are 30 per cent more likely than 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 two in five workers say job loss due to AI technology is unlikely.

- More than two in five (44 per cent) workers say that it is unlikely that AI technology could lead to job loss for them; this group has the highest mental health score (63.2), more than four points higher than the national average (59.0)
- Nearly three in ten (29 per cent) workers feel that AI technology could lead to potential job loss for them; this group has the lowest mental health score (54.6), nearly nine points lower than workers who disagree (63.2) and more than four points lower than the national average (59.0)

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?”



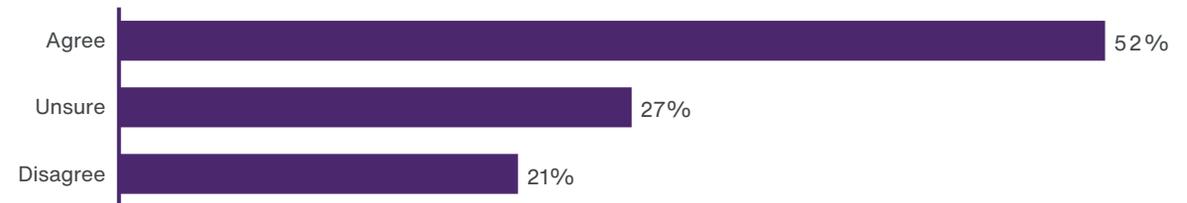
Balance and recognition: Perspective on managerial roles.

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

- More than half (52 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 (59.6), modestly higher than the national average (59.0)
- Managers are 50 per cent more likely than non-managers to believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress
- Workers under 40 are 30 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
- One in five (21 per cent) workers don't believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress; this group has the lowest mental health score (57.6), two points lower than workers who agree (59.6) and more than one point lower than the national average (59.0)



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.

- Almost 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 (63.0), four points higher than the national average (59.0)
- One in six (16 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 (51.3), nearly 12 points lower than workers who report leaders in their organisation can maintain a healthy work-life balance (63.0) and nearly eight points lower than the national average (59.0)

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”

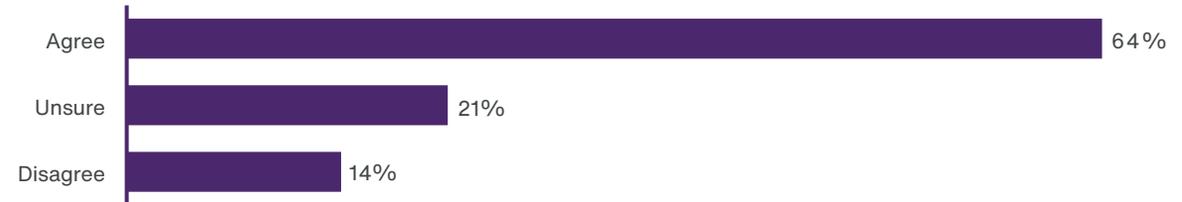


One in seven workers believe leadership positions aren't adequately rewarded for the additional effort.

- Nearly two-thirds (64 per cent) of workers believe that sufficient rewards match the additional effort required in leadership positions; this group has the highest mental health score (61.2), more than two points higher than the national average (59.0)
- One in seven (14 per cent) workers does not believe that sufficient rewards match the additional effort required in leadership positions; this group has the lowest mental health score (52.9), more than eight points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (61.2), and more than six points lower than the national average (59.0)
- Non-managers are 60 per cent more likely than managers to believe leadership positions aren't adequately rewarded for the additional effort



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”

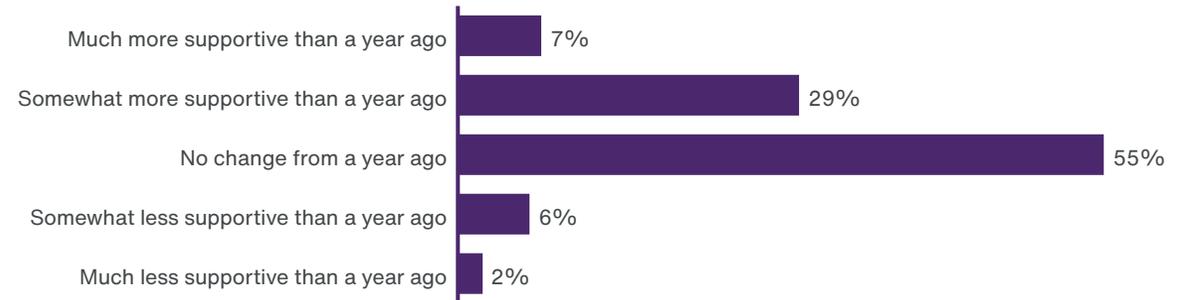


Leadership support for work-life balance.

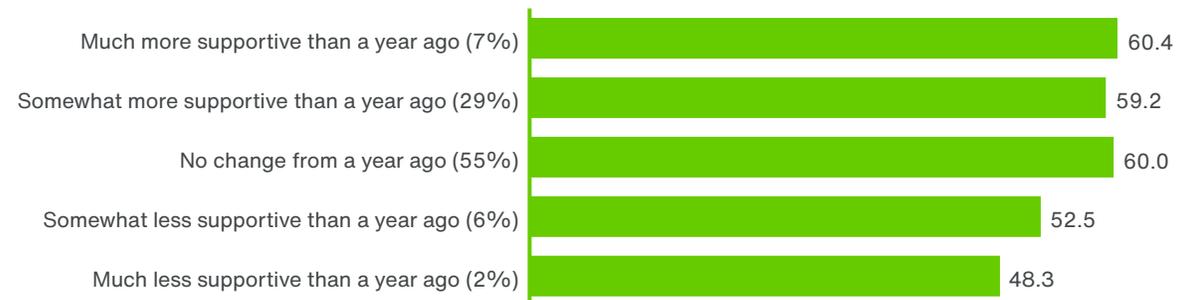
More than one-third of workers say senior leadership’s support for work-life balance has improved over the past year.

- More than half (55 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 (60.0) one point higher than the national average (59.0)
- Fewer than one in 10 (eight 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 (48.3 and 52.5), at least seven points lower than workers who report senior leadership has been more supportive (59.2 and 60.4), and at least six points lower than the national average (59.0)
- The highest mental health score (60.4) is among seven per cent of workers reporting that senior leadership has been much more supportive of work-life balance over the past year, more than one point higher than the national average (59.0)
- Workers under 40 are nearly twice as likely as workers over 50 to report senior leadership has been more supportive of work-life balance over the past year
- Managers are nearly 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 50 per cent more likely than non-parents to report senior leadership has been more supportive of work-life balance over the past year

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



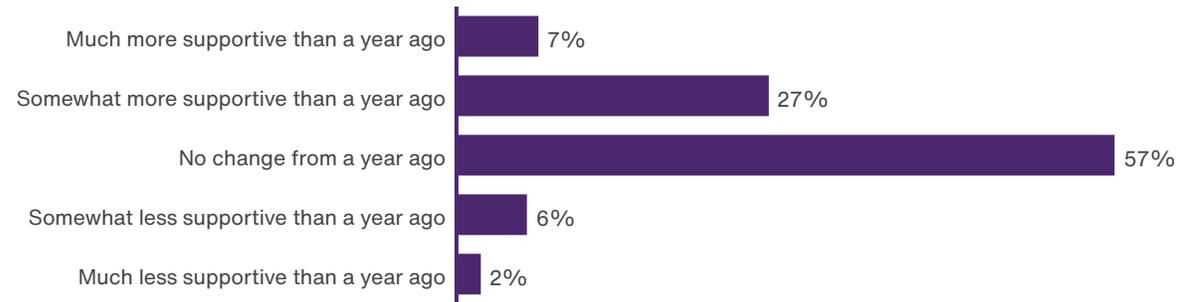
MHI score by “How has senior leadership’s support for work-life balance changed over the past year?”



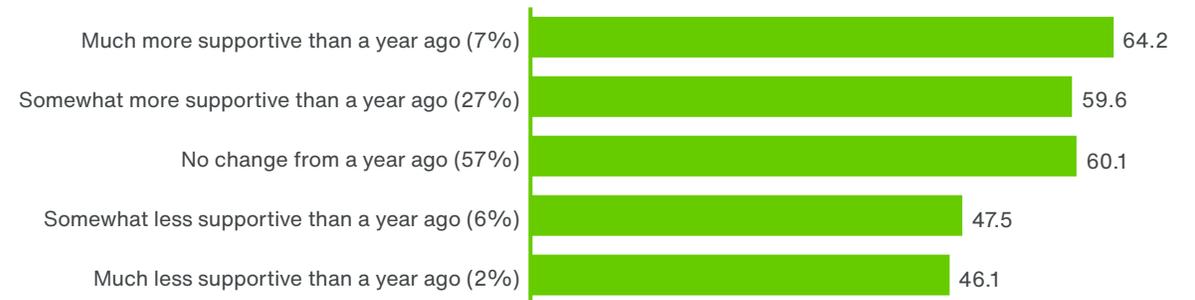
One-third of workers say their manager’s support for work-life balance has improved over the past year.

- Nearly three in five (57 per cent) workers report their manager’s support for work-life balance has not changed over the past year; this group has a mental health score (60.1) one point higher than the national average (59.0)
- Fewer than one in 10 (eight 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 (46.1 and 47.5), at least 12 points lower than workers who report their manager has been more supportive (59.6 and 64.2), and at least 11 points lower than the national average (59.0)
- The highest mental health score (64.2) is among seven per cent of workers reporting their manager has been much more supportive of work-life balance over the past year, five points higher than the national average (59.0)
- 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
- Workers under 40 are 60 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 60 per cent more likely than non-parents to report their manager has been more supportive of work-life balance over the past year

How has your manager’s support for work-life balance changed over the past year?



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



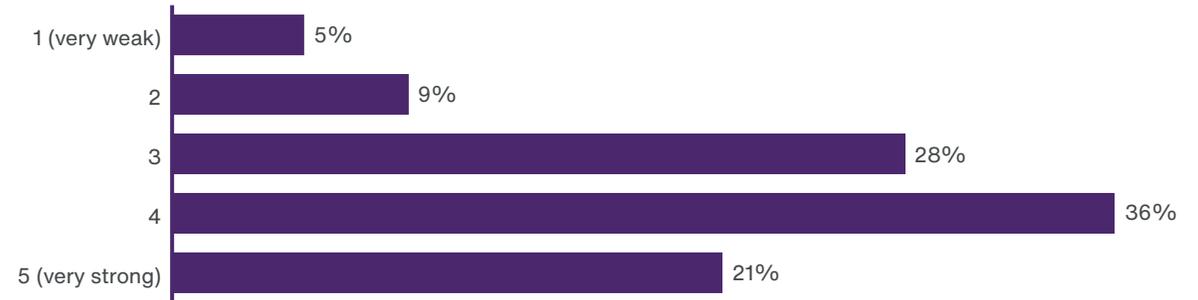
Manager traits and their impacts on mental health.

Autonomy

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

- More than three in five (57 per cent) workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (59.3 and 67.0) are higher than the national average (59.0)
- One in seven (14 per cent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (48.2 and 50.8) are at least eight points lower than the national average (59.0)

Manager characteristic: Autonomy

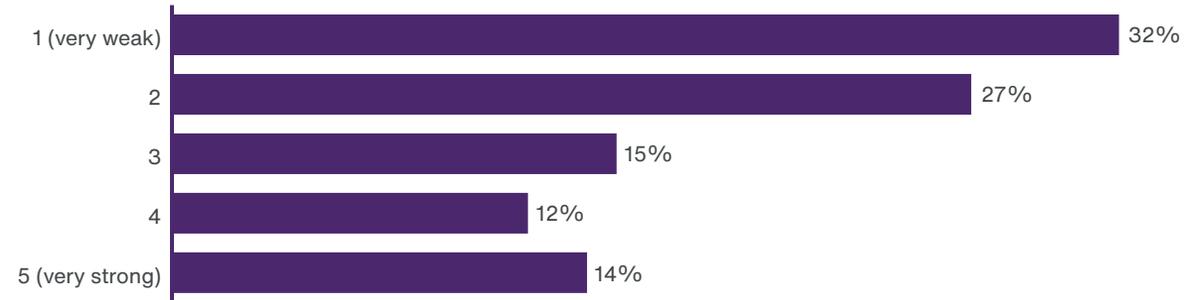


MHI score by manager characteristic: Autonomy

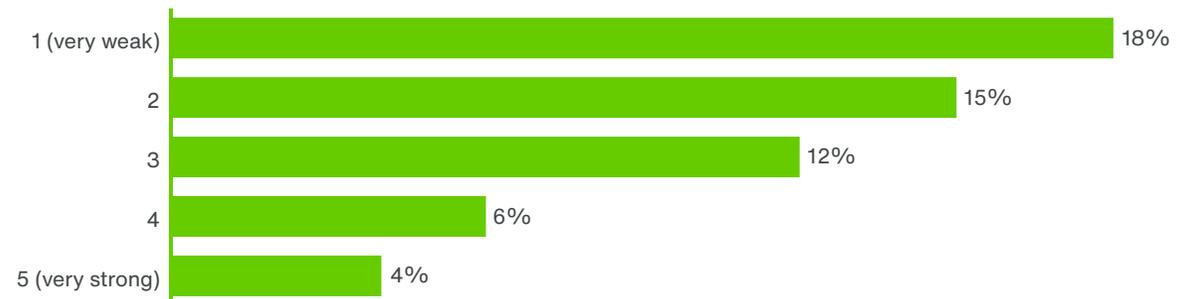


- Workers rating their manager as weak in autonomy (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in autonomy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

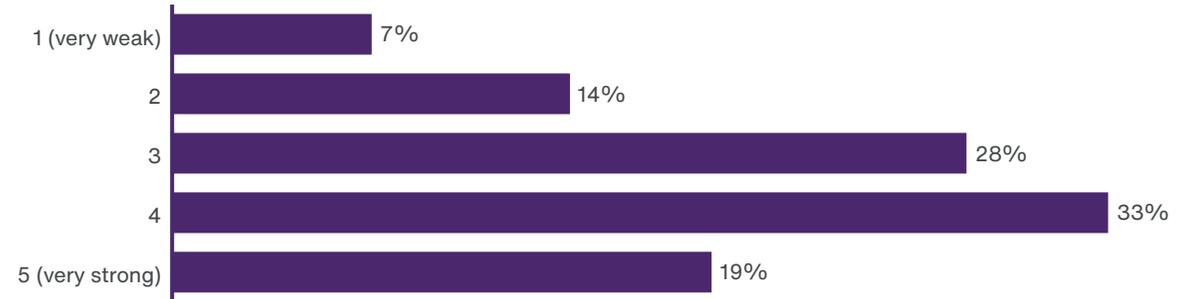


Charisma

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 half (52 per cent) of workers rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (61.8 and 64.5) are at least three points higher than the national average (59.0)
- More than one in five (21 per cent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (47.2 and 54.6) are at least four points lower than the national average (59.0)

Manager characteristic: Charisma



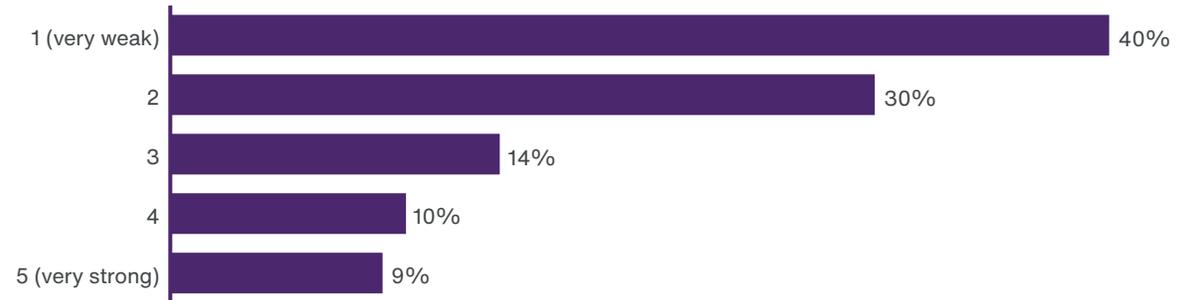
MHI score by manager characteristic: Charisma



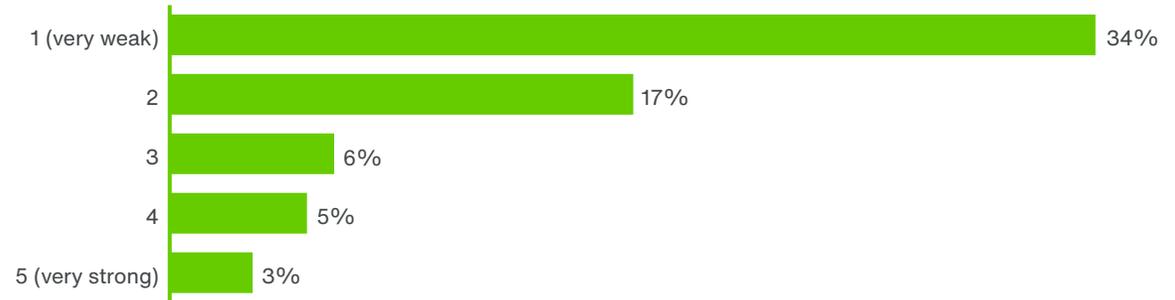
- Workers rating their manager as weak in charisma (1 or 2) are more than three times as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly charismatic (4 or 5)
- Workers rating their manager as weak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

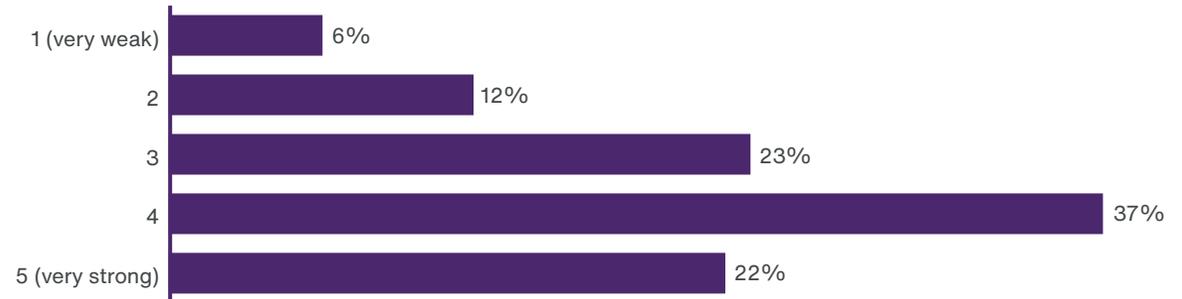


Humanity

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”

- Nearly three in five (59 per cent) rate their manager 4 or 5 (strongly humane). The mental health scores of this group (62.8 and 64.3) are at least four points higher than the national average (59.0)
- More than one in six (18 per cent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (50.7 and 52.2) are at least seven points lower than the national average (59.0)

Manager characteristic: Humanity



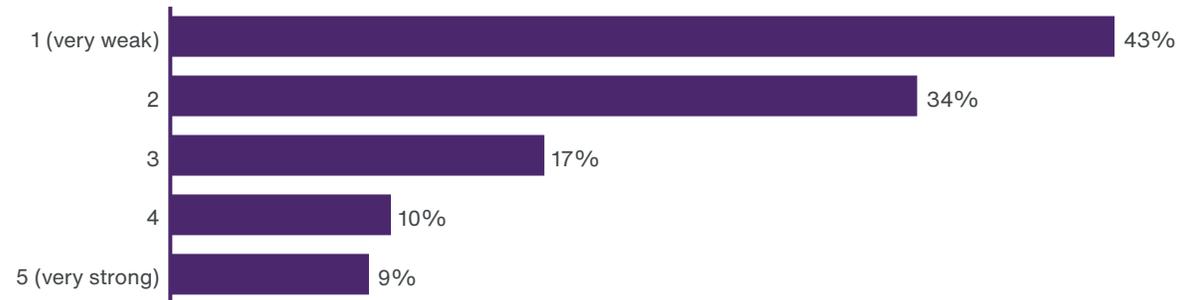
MHI score by manager characteristic: Humanity



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



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



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

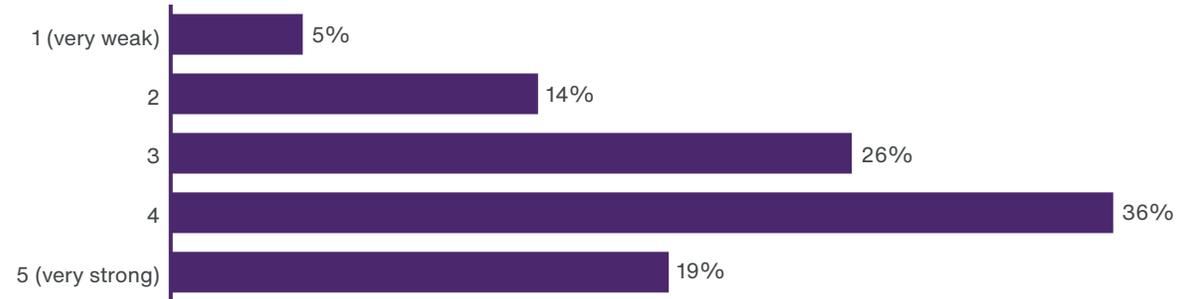


Participative

Workers were asked to rate the extent to which they perceive their manager as participative (inclusive, rather than autocratic) on a scale from one to five, with one being “very weak” and five being “very strong”.

- More than half (55 per cent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (59.7 and 67.4) are higher than the national average (59.0)
- Nearly one in five (19 per cent) rate their managers 1 or 2 (weakly participative). The mental health scores of this group (45.8 and 54.0) are at least five points lower than the national average (59.0)

Manager characteristic: Participative



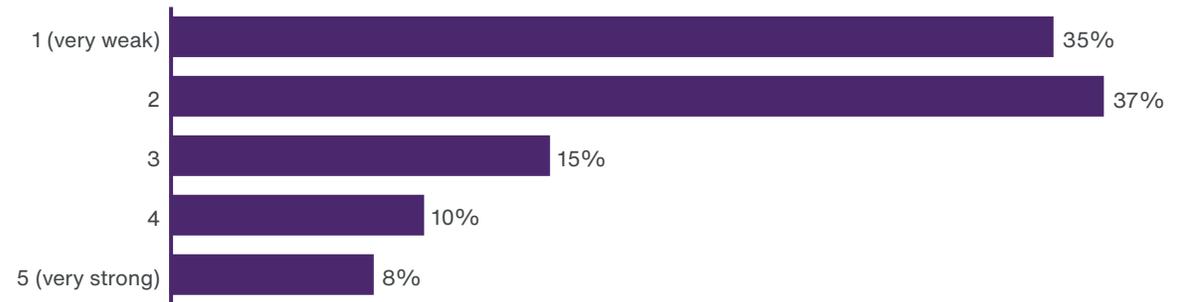
MHI score by manager characteristic: Participative



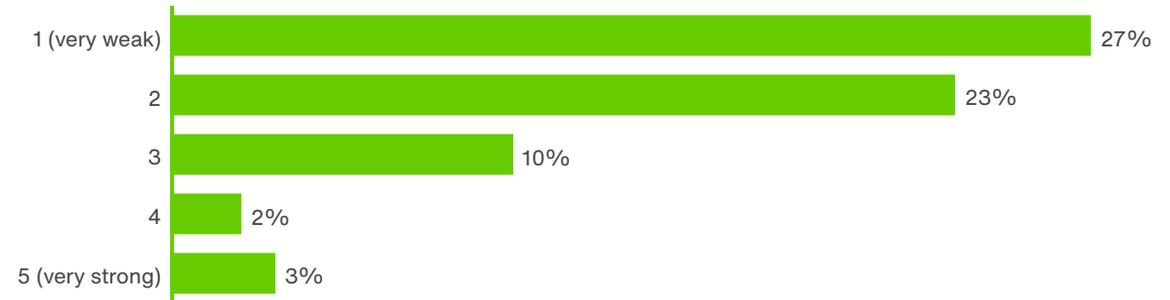
- Workers rating their manager as weakly participative (1 or 2) are more than three times as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly participative (4 or 5)
- Workers rating their manager as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



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



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

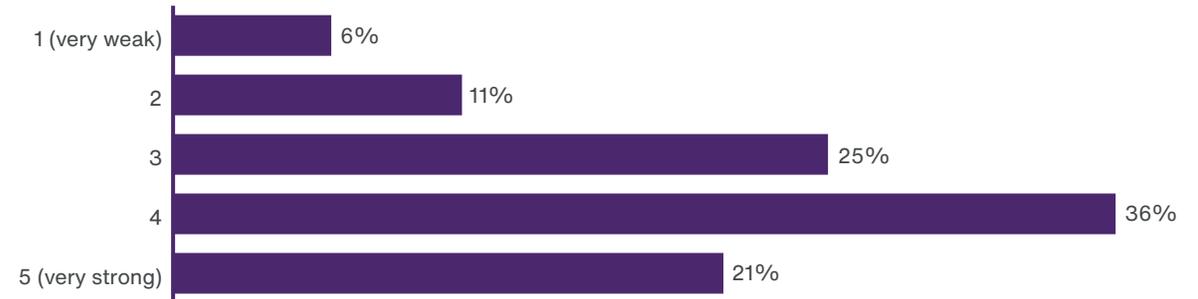


Team-oriented

Workers were asked to rate the extent to which they perceive their manager to be team-oriented (collaborative, working toward a common purpose) on a scale from one to five, with one being “very weak” and five being “very strong”.

- Nearly three in five (57 per cent) rate their manager 4 or 5 (strongly team-oriented). The mental health scores of this group (61.6 and 64.7) are more than two points higher than the national average (59.0)
- One in six (17 per cent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (47.4 and 51.1) are at least eight points lower than the national average (59.0)

Manager characteristic: Team-oriented



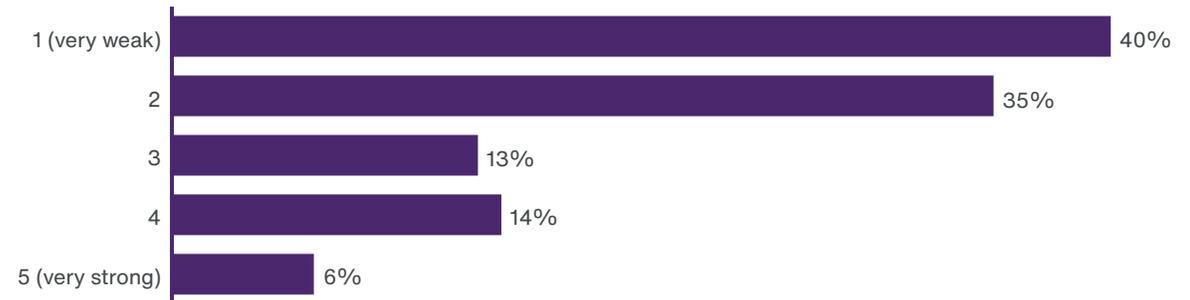
MHI score by manager characteristic: Team-oriented



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



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



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



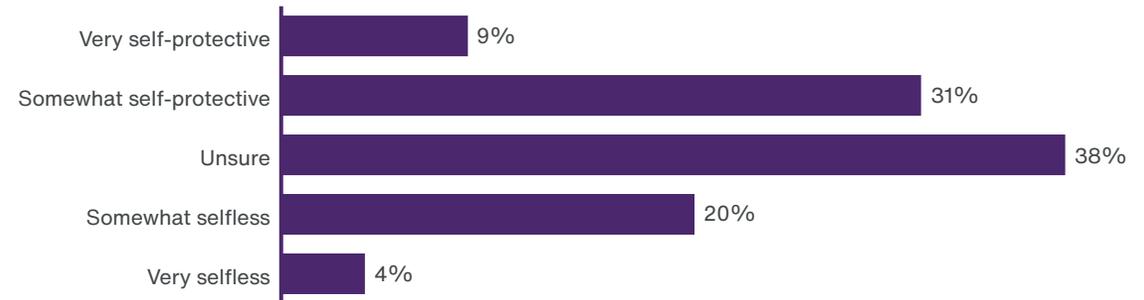
Self-protective

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

- Two in five (40 per cent) rate their manager as self-protective. The mental health scores of this group (54.1 and 57.7) are at least one point lower than the national average (59.0)
- Nearly one-quarter (24 per cent) rate their managers as selfless. The mental health scores of this group (60.0 and 66.2) are at least one point higher than the national average (59.0)



Manager characteristic: Self-protective



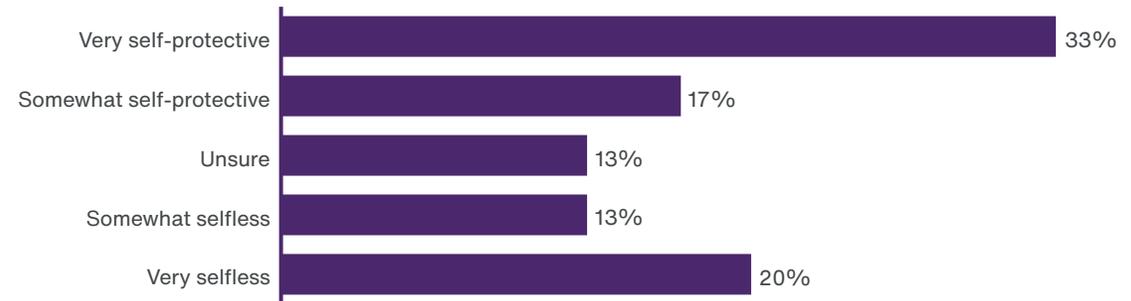
MHI score by manager characteristic: Self-protective



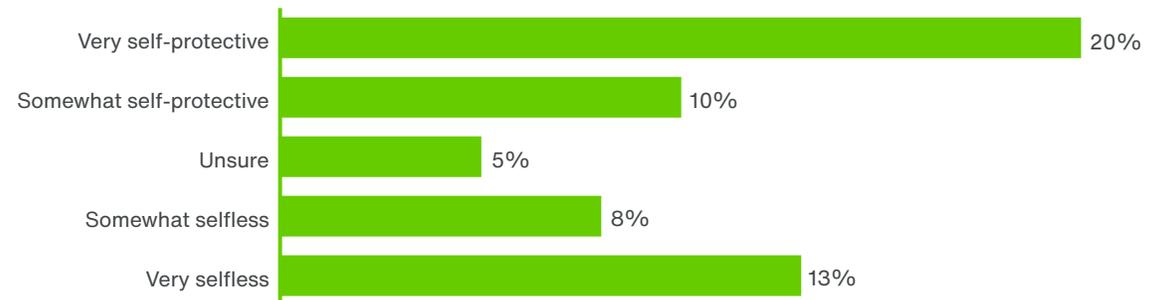
- Workers rating their manager as very self-protective are 60 per cent more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as selfless
- Workers rating their manager as very self-protective are 60 per cent more 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 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 Spain who are currently employed or were employed within the previous six months. Participants are selected to represent the age, gender, industry, and geographic distribution in Spain. 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

