



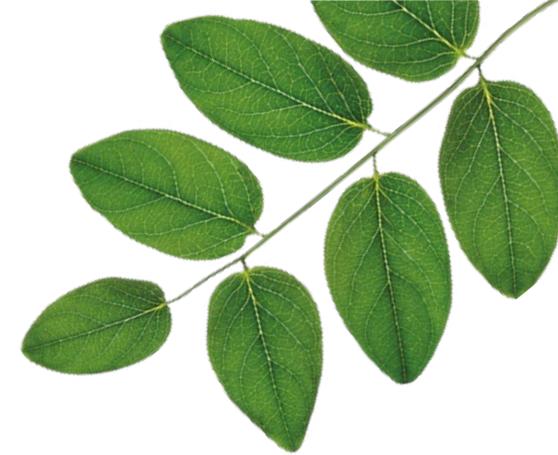
TELUS Mental Health Index.

New Zealand | September 2025

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What you need to know for September 2025.



Mental health among workers in New Zealand has declined in September 2025, erasing modest gains from three consecutive periods of improvement.

- At 60.6, the mental health of workers has declined by 0.6 points from June 2025
- 36 per cent of workers have a high mental health risk, 48 per cent have a moderate mental health risk, and 16 per cent have a low mental health risk
- Anxiety, optimism, depression, isolation, and financial risk sub-scores have declined from June 2025, while work productivity has improved modestly
- Anxiety has been the lowest mental health sub-score for nearly three years
- 38 per cent of workers feel anxious
- 37 per cent of workers do not have emergency savings for basic needs
- 33 per cent of workers feel isolated
- 30 per cent of workers say their mental health is impacting work productivity
- 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 office and service industry workers

Workers question the reward-effort balance of leadership; nearly two in five see excessive stress.

- 54 per cent of workers believe leaders in their organisation can maintain a healthy work-life balance, though 46 per cent are unsure or disagree
- 53 per cent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 21 per cent believe it's inadequate
- 37 per cent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 37 per cent view it as unmanageable



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

- 35 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
- Workers under 40 are more likely than workers over 50 to believe that AI technology could lead to changes in their jobs
- 63 per cent of workers anticipate being able to deal well with changes in their jobs because of AI; 29 per cent of workers are unsure, and eight per cent anticipate not dealing well
- 50 per cent of workers say that AI is unlikely to lead to job loss for them; a further 24 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
- 64 per cent of workers say that their manager's support for work-life balance has not changed over the past year; 25 per cent say it has improved, and 11 per cent say it is less supportive
- 62 per cent of workers say that senior leadership's support for work-life balance has not changed over the past year; 24 per cent say it has improved, and 13 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



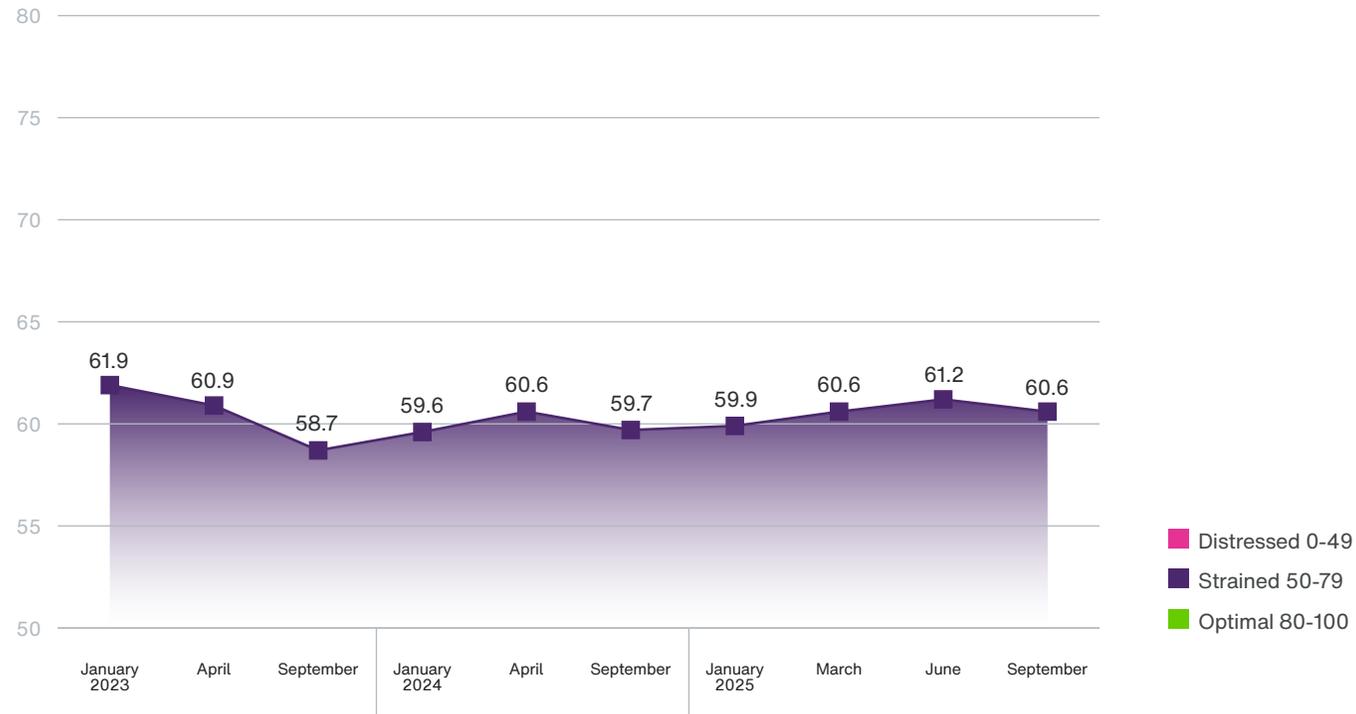
At least one-third of workers rate their employer's wellbeing support as inadequate; fewer than half are aware that their employer offers an EAP.

- 49 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 more than 18 points lower than those reporting excellent support
- 37 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 more than 13 points lower than those reporting excellent support
- 33 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 22 points lower than those reporting excellent support
- 31 per cent of workers say their employer doesn't offer an Employee Assistance Programme (EAP); a further 24 per cent are unsure

The Mental Health Index.

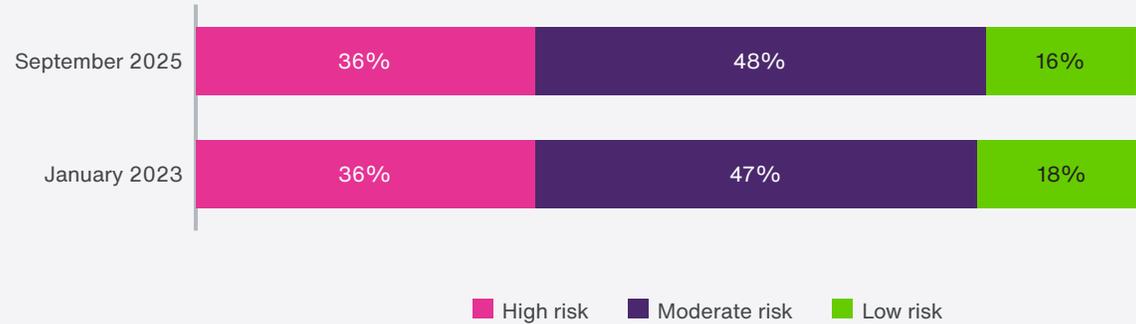
The overall Mental Health Index (MHI) for September 2025 is 60.6. Following three consecutive periods of improvement, the mental health score of workers in New Zealand has declined more than a half point in September.

| MHI Current Month September 2025 | June 2025 |
|-------------------------------------|-----------|
| 60.6 | 61.2 |



Mental health risk.

In September 2025, 36 per cent of workers have a high mental health risk, 48 per cent have a moderate mental health risk, and 16 per cent have a low mental health risk. Nearly three years since the launch of the Mental Health Index in January 2023, there has been no change in the percentage of high-risk workers, and a two per cent decline in low-risk workers.



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.

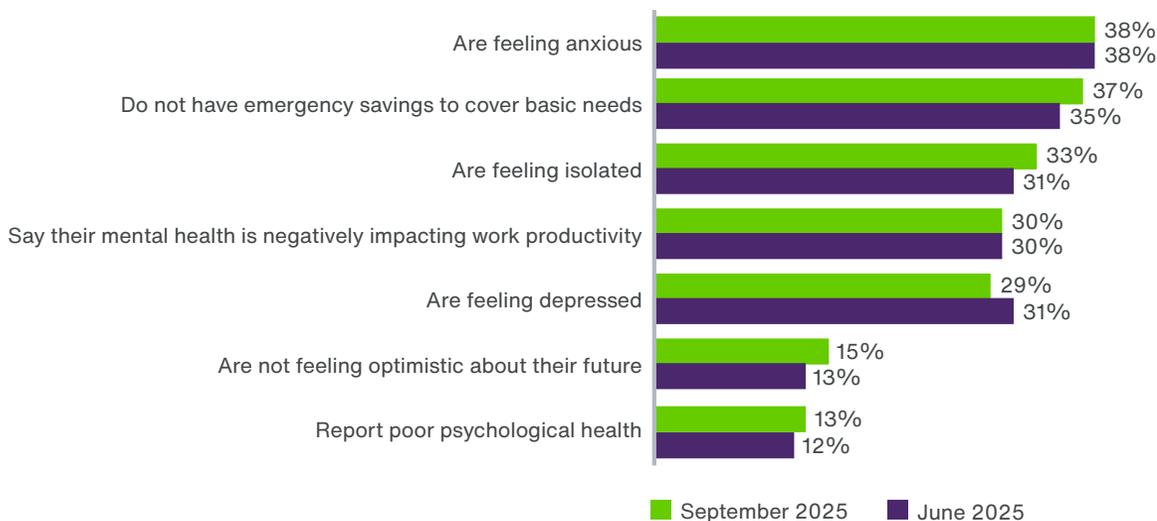
For nearly three years, anxiety (52.4) has been the lowest Mental Health Index sub-score. Isolation (57.8), depression (58.6), work productivity (60.1), financial risk (60.1), and optimism (65.4) follow. General psychological health (69.1) remains the most favourable mental health measure in September 2025.

- All mental health sub-scores, apart from work productivity and psychological health, have declined from the previous period
- The anxiety sub-score has been the least favourable mental health measure for nearly three years

Nearly two in five (38 per cent) workers feel anxious, 37 per cent do not have emergency savings for basic needs, 33 per cent feel isolated, 30 per cent say their mental health is negatively impacting work productivity, 29 per cent feel depressed, 15 per cent do not feel optimistic about their future, and 13 per cent of workers cite poor psychological health.

| Mental Health Index Sub-scores | September 2025 | June 2025 |
|--------------------------------|----------------|-----------|
| Anxiety | 52.4 | 52.9 |
| Isolation | 57.8 | 59.4 |
| Depression | 58.6 | 58.7 |
| Work productivity | 60.1 | 59.5 |
| Financial risk | 60.1 | 61.0 |
| Optimism | 65.4 | 66.1 |
| Psychological health | 69.1 | 68.9 |

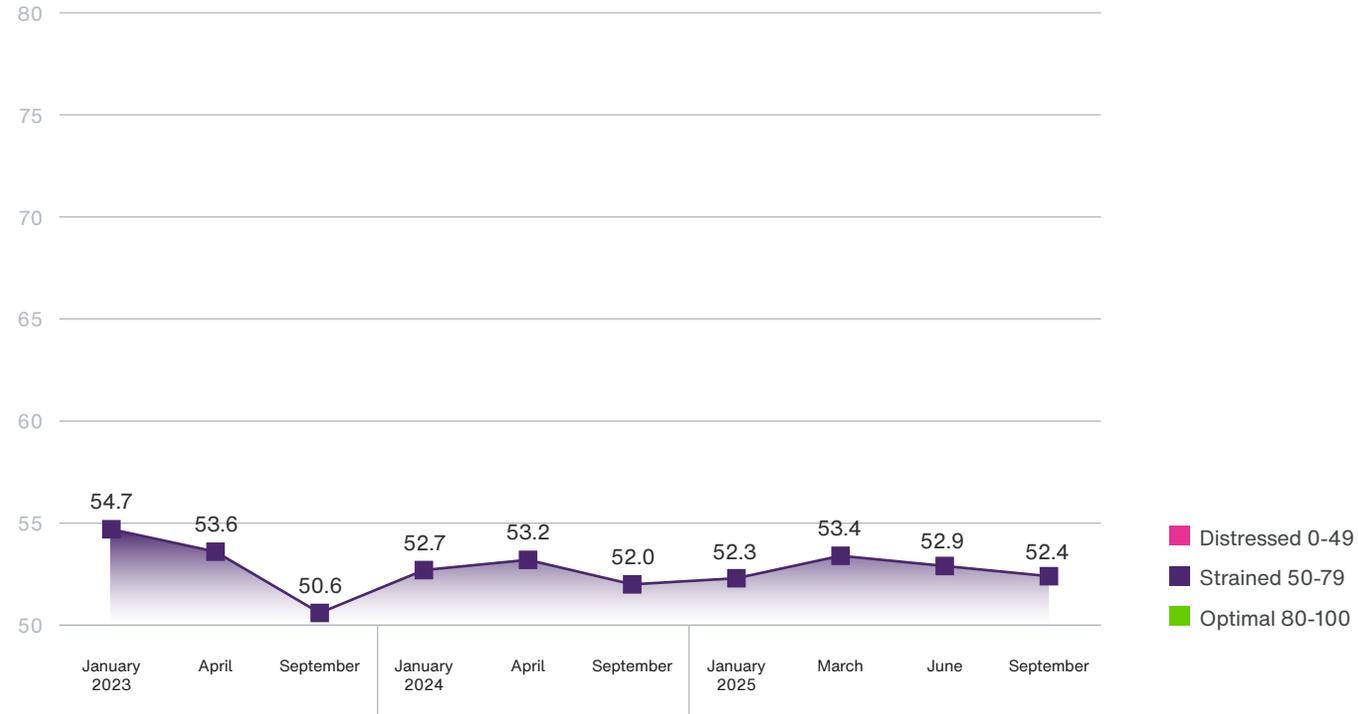
Percentage at risk by MHI sub-score



Anxiety

In September 2025, 38 per cent of workers say they often feel unsettled and nervous.

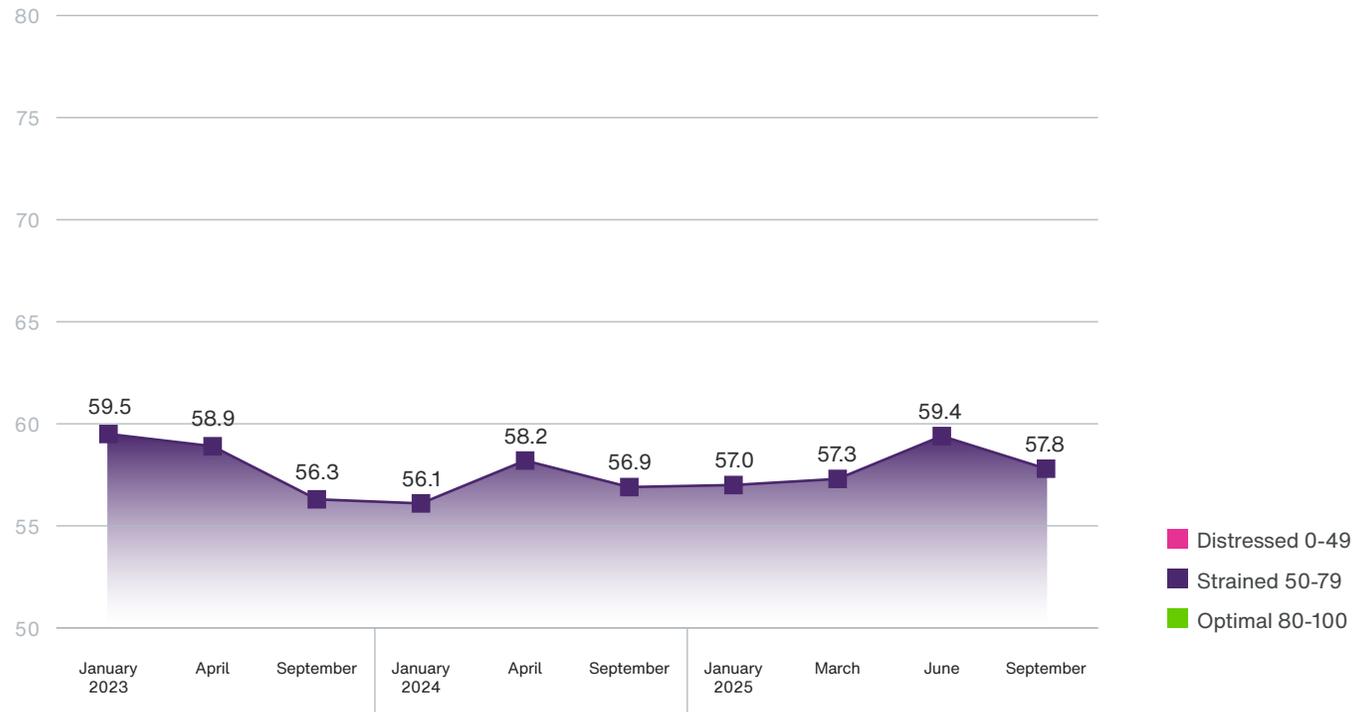
Anxiety sub-scores have varied since the launch of the MHI in January 2023. In September 2025, the anxiety score has declined a half point from June 2025 and remains the lowest mental health sub-score for nearly three years.



Isolation

In September 2025, 33 per cent of workers say they often feel alone.

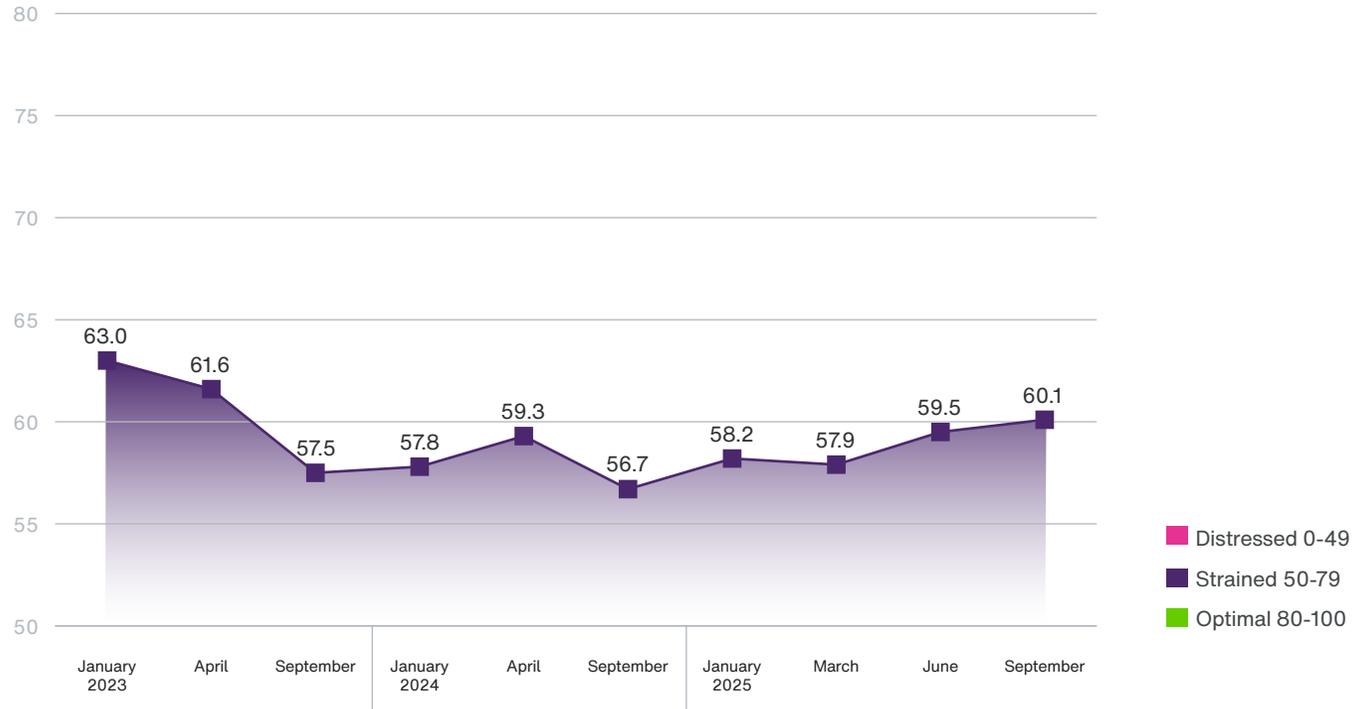
From January 2023 to January 2024, the isolation sub-score declined. Following a brief rebound in April 2024, the sub-score declined in September 2024 and stabilised through March 2025. In June 2025, the isolation sub-score improved by more than two points, approaching its highest level. Despite the notable improvement in the previous period, the isolation sub-score has declined 1.6 points in September 2025



Work productivity

In September 2025, 30 per cent of workers say their mental health is negatively impacting their work productivity.

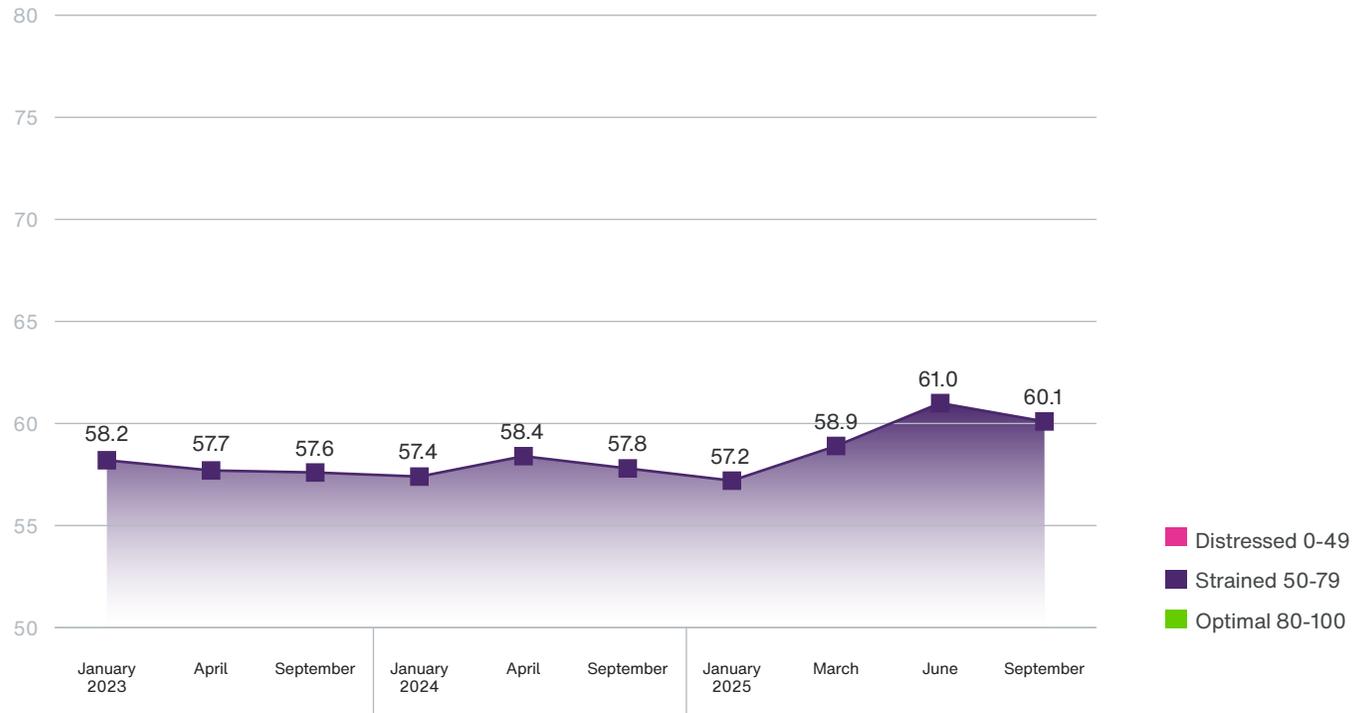
Work productivity has generally declined since the launch of the Index in January 2023. After falling to its lowest point in September 2024, the work productivity score has improved incrementally over the past year, suggesting that the adverse effect of mental health on work productivity has lessened. September 2025 marks the second consecutive improvement in the work productivity score, up a half point from the previous period.



Financial risk

In September 2025, 37 per cent of workers do not have emergency savings to cover their basic needs.

The financial risk score declined gradually from January 2023 to January 2024, rebounded briefly in April 2024 and fell to a low in January 2025. In March and June 2025, the financial risk sub-score improved by nearly four points to its highest level. The sub-score has declined by almost one point in September 2025, with nearly two in five workers without emergency savings.



Mental health by gender and age.

- Since the launch of the MHI, women have had lower mental health scores than men. In September 2025, the mental health score of women is 59.4 compared to 62.0 for men
- Since January 2023, mental health scores have generally improved with age
- Differences in mental health scores between workers with and without minor children are evident. Workers with at least one child have a lower score (59.0) than workers without children (61.8)

Mental health by employment status.

- Overall, four per cent of respondents are unemployed¹ and 12 per cent report reduced hours or reduced salary
- Respondents not currently employed have the lowest mental health score (53.9), followed by workers reporting reduced salary compared to the previous month (54.3), workers reporting fewer hours than the last month (54.3), and workers with no change to salary or hours (61.7)
- Labourers have a lower mental health score (56.7) than office (61.1) and service industry workers (62.4)
- Managers have a modestly higher mental health score (60.9) than non-managers (60.5)
- Respondents working for companies with more than 10,000 employees have the highest mental health score (66.1)
- Respondents working for companies with 501-1,000 employees have the lowest mental health score (59.1)



Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (52.2) than the overall group (60.6). Workers with an emergency fund have an average mental health score of 69.6

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

The Mental Health Index by region.

In September 2025, the mental health scores in Waikato, Otago and Southland, Gisborne and Hawke’s Bay, and Canterbury have improved while scores in other regions have declined or are unchanged compared to June 2025.

- The most significant decline is in the Bay of Plenty, down 7.6 points from June
- With a notable 5.2-point increase, the region of Marlborough, Nelson, Tasman, and West Coast has the highest mental health score (64.4) in September 2025
- The lowest mental health score is in Northland (50.1), down 4.7 points from June 2025

| Region | September 2025 | June 2025 | Change |
|---|----------------|-----------|--------|
| Gisborne and Hawke’s Bay | 62.4 | 58.8 | 3.6 |
| Otago and Southland | 60.5 | 57.7 | 2.8 |
| Canterbury | 62.9 | 61.8 | 1.1 |
| Waikato | 62.9 | 62.3 | 0.6 |
| Auckland | 61.0 | 61.9 | -0.9 |
| Marlborough, Nelson, Tasman, and West Coast | 64.4 | 65.4 | -1.0 |
| Wellington | 58.3 | 59.7 | -1.4 |
| Manawatū-Whanganui and Taranaki | 59.7 | 61.8 | -2.1 |
| Northland | 50.1 | 54.8 | -4.7 |
| Bay of Plenty | 53.1 | 60.7 | -7.6 |

| N vs S Island | September 2025 | June 2025 | Change |
|---------------|----------------|-----------|--------|
| North Island | 59.9 | 61.1 | -1.2 |
| South Island | 62.7 | 61.3 | 1.4 |

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

| Employment status | Sept. 2025 | June 2025 |
|---|------------|-----------|
| Employed (no change in hours/salary) | 61.7 | 62.3 |
| Employed (fewer hours compared to last month) | 54.3 | 53.9 |
| Employed (reduced salary compared to last month) | 54.3 | 55.6 |
| Not currently employed | 53.9 | 53.8 |

| Age group | Sept. 2025 | June 2025 |
|-----------|------------|-----------|
| Age 20-29 | 58.0 | 58.1 |
| Age 30-39 | 56.0 | 56.5 |
| Age 40-49 | 62.1 | 61.7 |
| Age 50-59 | 65.4 | 66.9 |
| Age 60-69 | 69.2 | 72.9 |

| Number of children | Sept. 2025 | June 2025 |
|--------------------------|------------|-----------|
| No children in household | 61.8 | 62.2 |
| 1 child | 58.6 | 59.6 |
| 2 children | 59.1 | 59.9 |
| 3 children or more | 60.0 | 60.4 |

| Gender | Sept. 2025 | June 2025 |
|--------|------------|-----------|
| Men | 62.0 | 63.5 |
| Women | 59.4 | 58.9 |

| Household income/annum | Sept. 2025 | June 2025 |
|------------------------|------------|-----------|
| <\$30K | 50.0 | 51.7 |
| \$30K to <\$60K | 57.1 | 54.8 |
| \$60K to <\$100K | 56.6 | 58.9 |
| \$100K to <\$150K | 62.8 | 63.3 |
| \$150K or more | 67.1 | 66.9 |

| Employer size | Sept. 2025 | June 2025 |
|-------------------------------|------------|-----------|
| Self-employed/sole proprietor | 60.7 | 63.2 |
| 2-50 employees | 60.3 | 62.7 |
| 51-100 employees | 61.1 | 60.6 |
| 101-500 employees | 59.8 | 60.5 |
| 501-1,000 employees | 59.1 | 61.3 |
| 1,001-5,000 employees | 61.8 | 60.3 |
| 5,001-10,000 employees | 60.8 | 58.6 |
| More than 10,000 employees | 66.1 | 61.1 |

| Manager | Sept. 2025 | June 2025 |
|-------------|------------|-----------|
| Manager | 60.9 | 61.8 |
| Non-manager | 60.5 | 61.1 |

| Work environment | Sept. 2025 | June 2025 |
|------------------|------------|-----------|
| Labour | 56.7 | 57.2 |
| Office/desk | 61.1 | 62.6 |
| Service | 62.4 | 61.2 |

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 Other services (except Public Administration) have the lowest mental health score (44.1), followed by Full-time post-secondary students (50.1).

Workers in Real Estate, Rental and Leasing (65.7) and Health Care and Social Assistance (65.4) have the highest mental health scores in September.



| Industry | September 2025 | June 2025 | Change |
|---|----------------|-----------|--------|
| Accommodation | 64.7 | 53.8 | 10.9 |
| Manufacturing | 61.9 | 57.6 | 4.2 |
| Real Estate, Rental and Leasing | 65.7 | 61.6 | 4.1 |
| Wholesale Trade | 63.9 | 59.9 | 4.0 |
| Retail Trade | 59.6 | 56.6 | 2.9 |
| Transportation and Warehousing | 62.7 | 60.1 | 2.6 |
| Health Care and Social Assistance | 65.4 | 63.3 | 2.2 |
| Educational Services | 61.6 | 62.8 | -1.2 |
| Administrative and Support Services | 57.1 | 58.5 | -1.4 |
| Food Services | 53.1 | 54.6 | -1.5 |
| Public Administration | 61.8 | 63.6 | -1.9 |
| Other | 58.0 | 60.0 | -2 |
| Finance and Insurance | 62.1 | 64.5 | -2.4 |
| Agriculture, Forestry, Fishing and Hunting | 55.3 | 58.0 | -2.6 |
| Arts, Entertainment and Recreation | 58.8 | 61.7 | -3.0 |
| Professional, Scientific and Technical Services | 63.4 | 66.6 | -3.1 |
| Technology | 59.3 | 63.6 | -4.2 |
| Full-time post-secondary student | 50.1 | 54.6 | -4.5 |
| Construction | 59.6 | 66.4 | -6.8 |
| Other services (except Public Administration) | 44.1 | 59.1 | -15.0 |

Spotlight

Employer support for wellbeing.

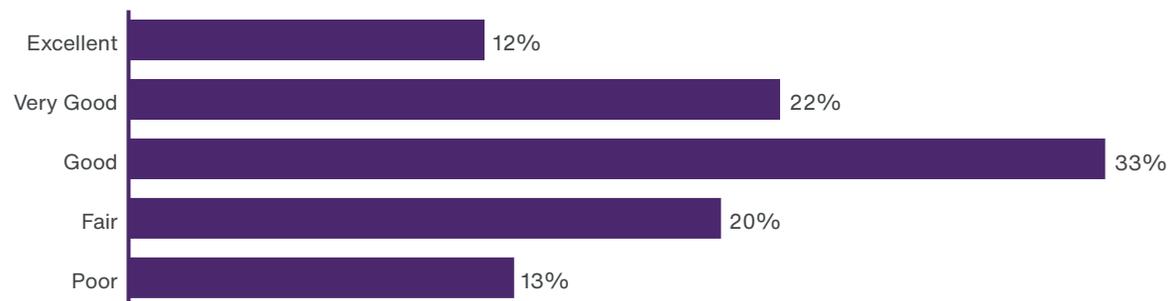
Physical wellbeing

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

- More than one-third (34 per cent) of workers rate employer support for their physical wellbeing as very good/excellent; this group has the highest mental health scores (62.2 and 68.6 respectively), more than one point higher than the national average (60.6)
- The lowest mental health score (46.6) is among 13 per cent of workers rating employer support for their physical wellbeing as poor, nearly 16 points lower than workers rating support as very good/excellent (62.2 and 68.6 respectively) and 14 points lower than the national average (60.6)



How would you rate your employer’s support for your physical health/wellbeing?



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

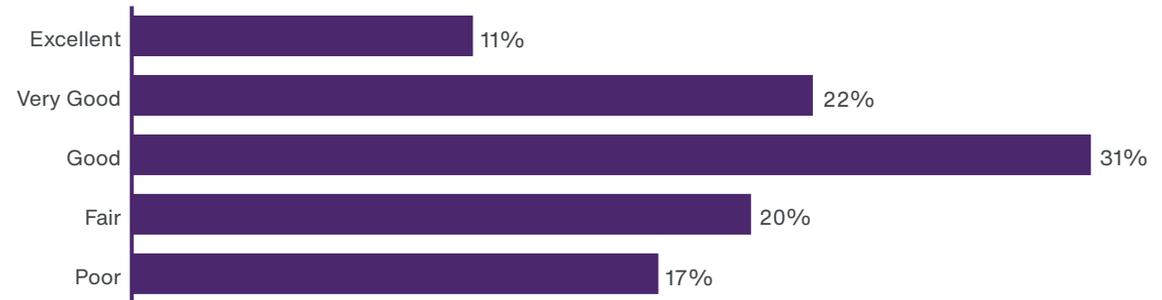


Mental wellbeing

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

- One-third (33 per cent) of workers rate employer support for their mental wellbeing as very good/excellent; this group has the highest mental health scores (65.0 and 64.6 respectively), at least four points higher than the national average (60.6)
- The lowest mental health score (51.4) is among 17 per cent of workers rating employer support for their mental wellbeing as poor, at least 13 points lower than workers rating support as very good/excellent (65.0 and 64.6 respectively) and more than nine points lower than the national average (60.6)
- Non-parents are 30 per cent more likely than 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?”

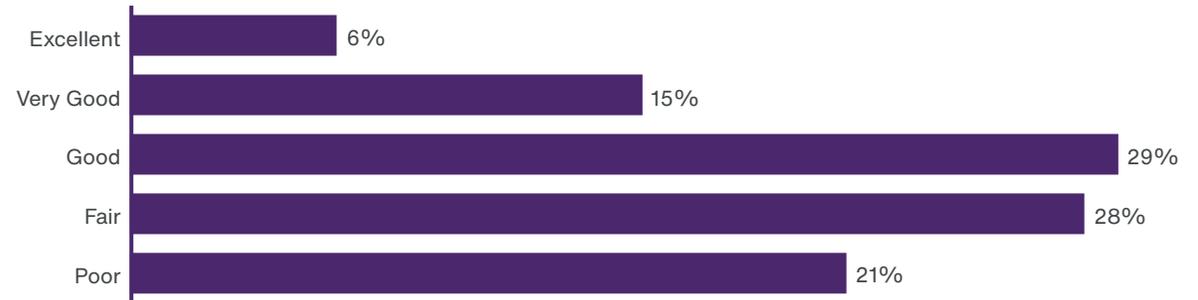


Financial wellbeing

Workers who rate their employer’s support for their financial wellbeing as poor have a mental health score more than 18 points lower than those who rate it as excellent.

- More than one in five (21 per cent) workers rate employer support for their financial wellbeing as very good/excellent; this group has the highest mental health scores (63.0 and 72.0 respectively), at least two points higher than the national average (60.6)
- Managers are 40 per cent more likely than non-managers to rate employer support for their financial wellbeing as very good/excellent
- The lowest mental health score (53.7) is among 21 per cent of workers rating employer support for their financial wellbeing as poor, at least nine points lower than workers rating support as very good/excellent (63.0 and 72.0 respectively) and nearly seven points lower than the national average (60.6)
- Workers over 50 are 30 per cent more likely than 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?”



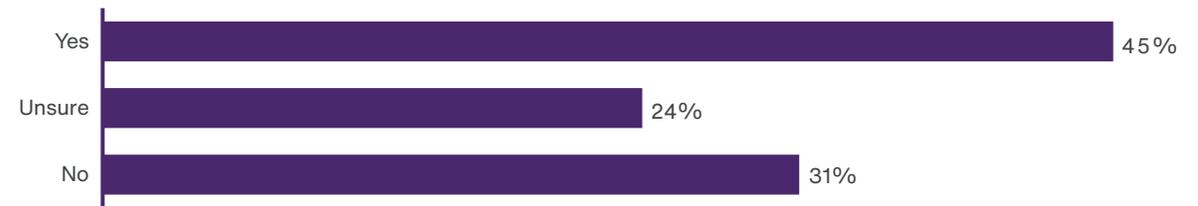
Employee Assistance Programme (EAP).

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

- The mental health score (61.9) of 45 per cent of workers who say their employer offers an Employee Assistance Programme (EAP) is nearly three points higher than 31 per cent of workers who report their employer doesn't offer an EAP (59.3) and more than one point higher than the national average (60.6)



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



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



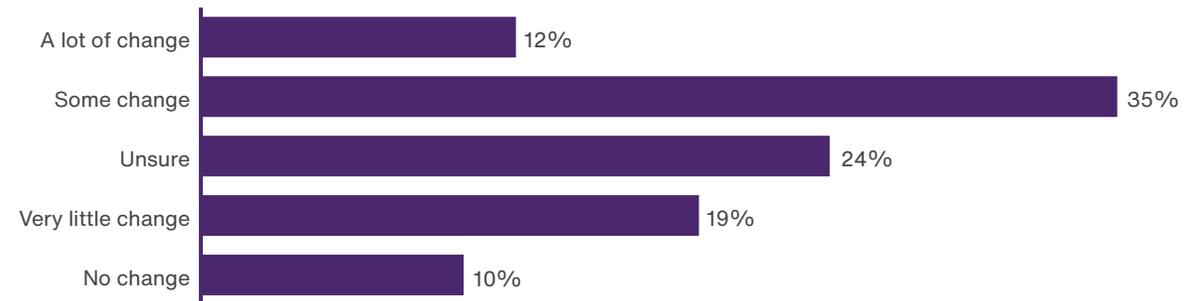
Artificial Intelligence in the workplace.

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

- More than one-third (35 per cent) of workers believe AI technology could lead to some change in their job; this group has a mental health score (62.0) more than one point higher than the national average (60.6)
- 80 per cent of workers in Technology believe that AI will lead to changes in their jobs
- Workers under 40 are nearly twice as likely as workers over 50 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 (56.4) is among 12 per cent of workers who believe that AI technology could lead to a lot of change in their jobs, nearly six points lower than workers who believe that AI technology will not change their jobs (62.2) and more than four points lower than the national average (60.6)
- The highest mental health score (62.2) is among 10 per cent of workers reporting that AI technology will not lead to changes in their jobs, nearly two points higher than the national average (60.6)
- Workers over 50 are 70 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?”

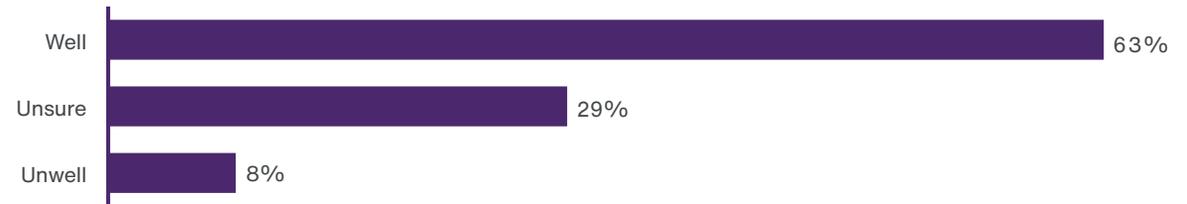


Nearly two-thirds of workers anticipate coping well with job changes due to AI technology.

- Nearly two-thirds (63 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 (63.3), nearly three points higher than the national average (60.6)
- The lowest mental health score (51.9) is among eight per cent of workers who anticipate not being able to deal well with changes in their jobs because of AI, more than 11 points lower than workers who anticipate being able to deal well with changes (63.3), and nearly nine points lower than the national average (60.6)
- Workers with an annual household income of less than \$100,000 are twice as likely as workers with a yearly household income of greater than \$100,000 to anticipate not being able to deal well with changes in their job because of AI technology



How well do you anticipate being able to deal with changes in your job because of AI technology?



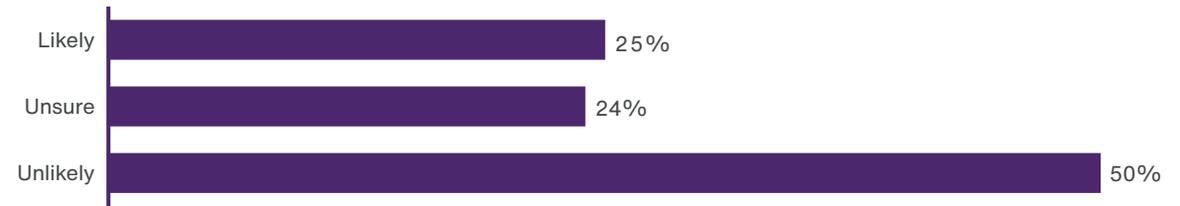
MHI score by “How well do you anticipate being able to deal with changes in your job because of AI technology?”



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

- Half (50 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 (64.2), more than three points higher than the national average (60.6)
- One-quarter (25 per cent) of workers believe that AI technology could lead to potential job loss for them; this group has the lowest mental health score (53.1), 11 points lower than workers who disagree (64.2) and more than seven points lower than the national average (60.6)

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.

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

- Nearly two in five (37 per cent) workers believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress; this group has the highest mental health score (64.1), more than three points higher than the national average (60.6)
- 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 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
- Nearly two in five (37 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 (58.0), six points lower than workers who agree (64.1) and nearly three points lower than the national average (60.6)



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



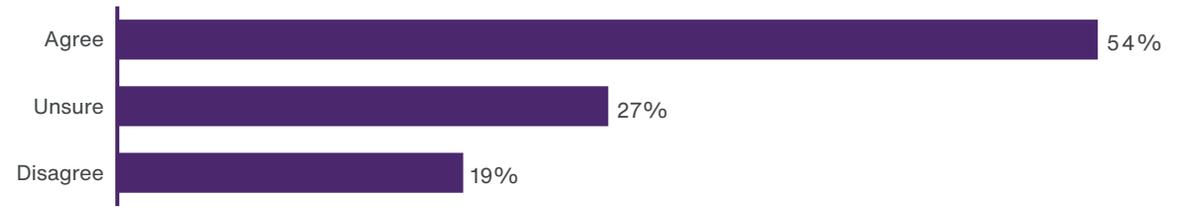
MHI score by “I believe that taking on a higher-level leadership role in my organisation would be manageable without creating excessive stress”



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

- More than half (54 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 (63.5), nearly three points higher than the national average (60.6)
- One in six (19 per cent) workers don’t believe that leaders in their organisation can maintain a healthy work-life balance; this group has the lowest mental health score (54.9), nearly nine points lower than workers who report leaders in their organisation can maintain a healthy work-life balance (63.5) and nearly six points lower than the national average (60.6)

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”

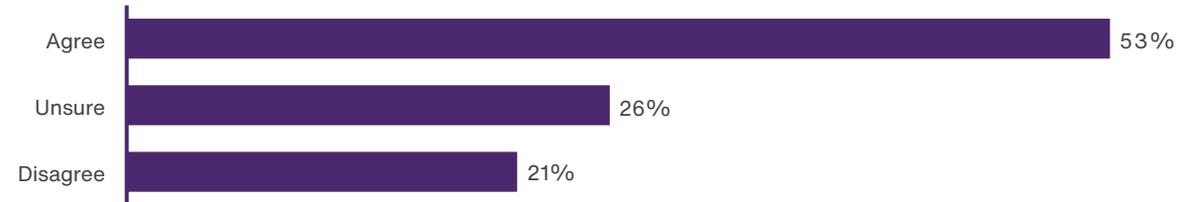


More than one in five workers believes leadership positions aren't adequately rewarded for the additional effort.

- More than half (53 per cent) of workers believe that sufficient rewards match the additional effort required in leadership positions; this group has the highest mental health score (62.1), more than one point higher than the national average (60.6)
- More than one in five (21 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 (57.4), more than four points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (62.1), and more than three points lower than the national average (60.6)
- Women are 40 per cent more likely than men 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”

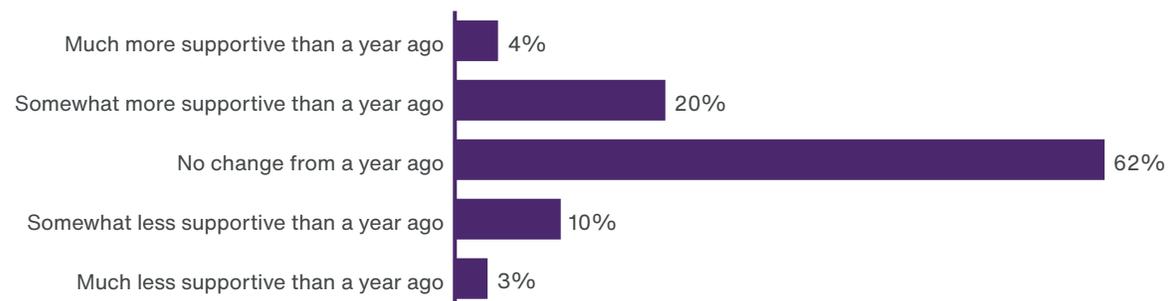


Leadership support for work-life balance.

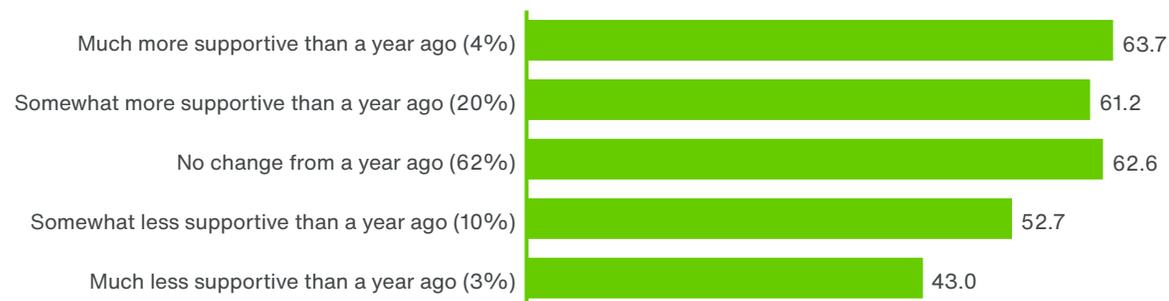
Almost one in four workers say senior leadership’s support for work-life balance has improved over the past year.

- More than three in five (62 per cent) workers report senior leadership’s support for work-life balance has not changed over the past year; this group has a mental health score (62.6) two points higher than the national average (60.6)
- Nearly one in seven (13 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 (43.0 and 52.7), at least nine points lower than workers who report senior leadership has been more supportive (61.2 and 63.7), and more than eight points lower than the national average (60.6)
- The highest mental health score (63.7) is among four per cent of workers reporting that senior leadership has been much more supportive of work-life balance over the past year, more than three points higher than the national average (60.6)
- Workers under 40 are 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 70 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?



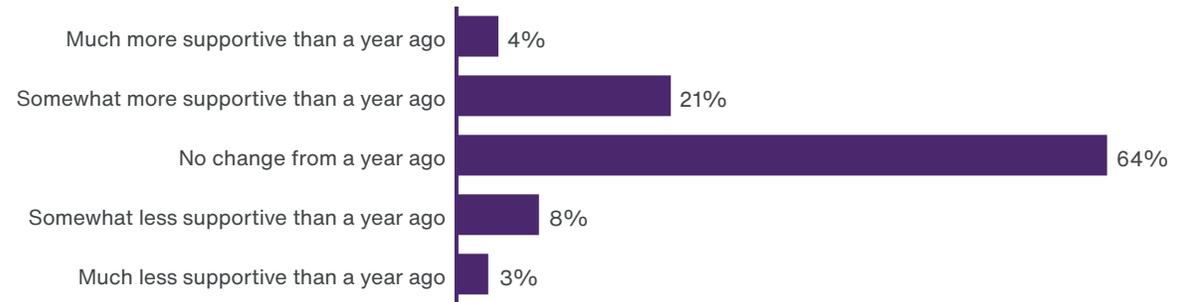
MHI score by “How has senior leadership’s support for work-life balance changed over the past year?”



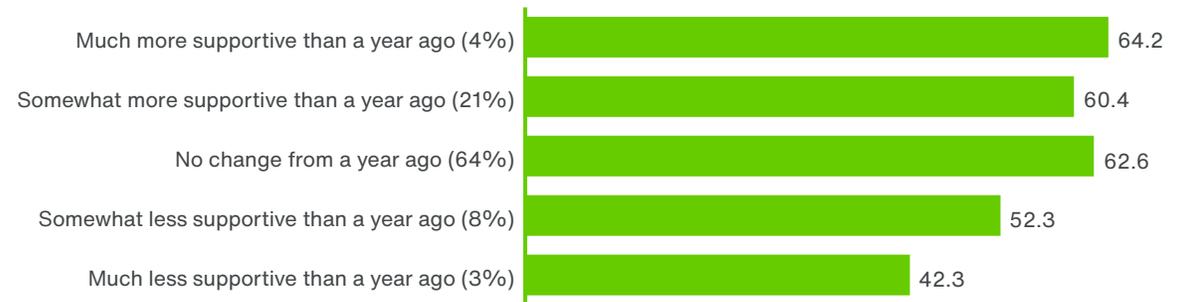
One in four workers says their manager’s support for work-life balance has improved over the past year.

- 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 (62.6) two points higher than the national average (60.6)
- More than one in ten (11 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 (42.3 and 52.3), at least eight points lower than workers who report their manager has been more supportive (60.4 and 64.2), and at least eight points lower than the national average (60.6)
- The highest mental health score (64.2) is among four per cent of workers reporting their manager has been much more supportive of work-life balance over the past year, more than three points higher than the national average (60.6)
- Workers under 40 are twice as likely as workers over 50 to report their manager has been more supportive of work-life balance over the past year
- Managers are nearly twice as likely as non-managers to report their manager has been more supportive of work-life balance compared to the past year
- Parents are 80 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”.

- Three in five (60 per cent) workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (63.4 and 65.3) are at least three points higher than the national average (60.6)
- Nearly one in seven (13 per cent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (49.4 and 53.6) are more than seven points lower than the national average (60.6)

Manager characteristic: Autonomy

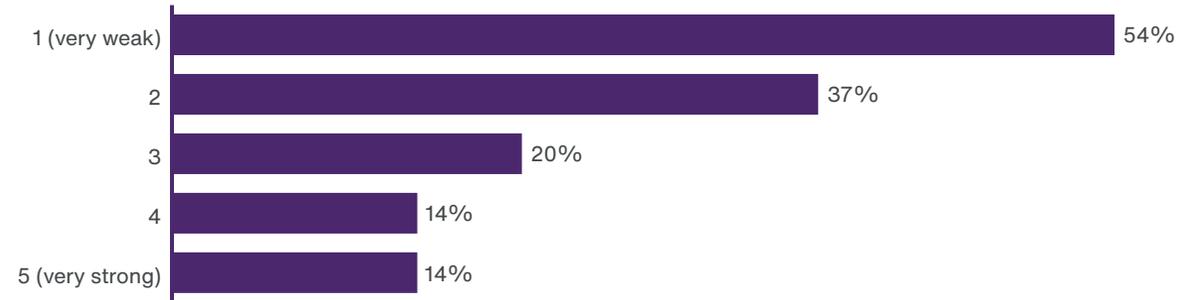


MHI score by manager characteristic: Autonomy

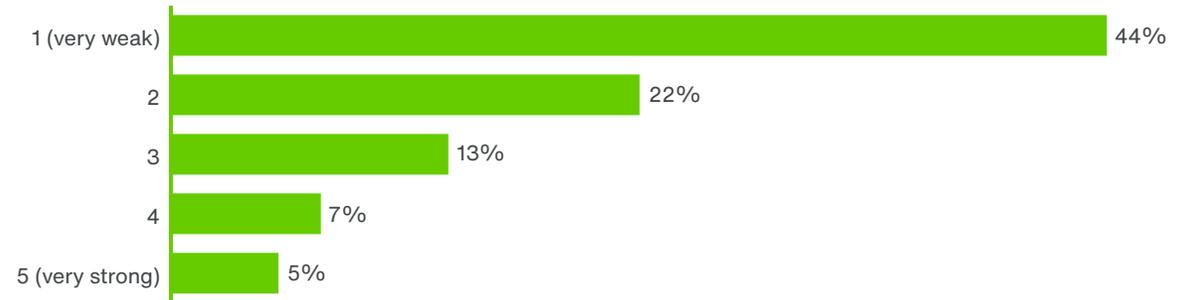


- Workers rating their manager as weak in autonomy (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in autonomy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

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



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

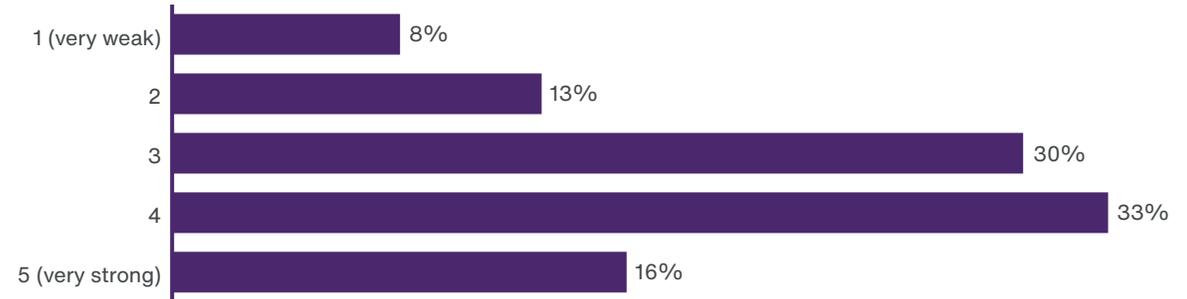


Charisma

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

- Nearly half (49 per cent) of workers rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (63.3 and 68.2) are at least two points higher than the national average (60.6)
- More than one in five (21 per cent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (52.8 and 55.0) are more than five points lower than the national average (60.6)

Manager characteristic: Charisma



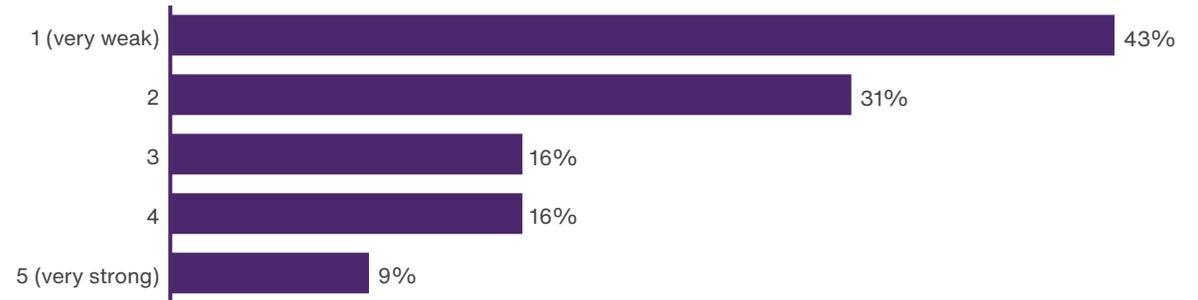
MHI score by manager characteristic: Charisma



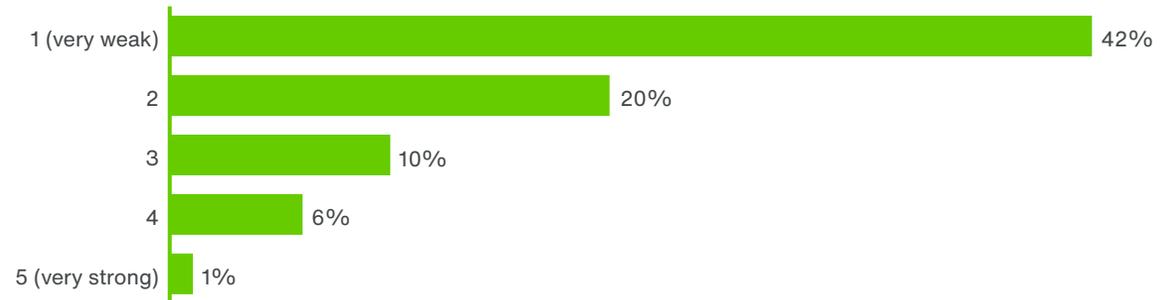
- Workers rating their manager as weak in charisma (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly charismatic (4 or 5)
- Workers rating their manager as weak in charisma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

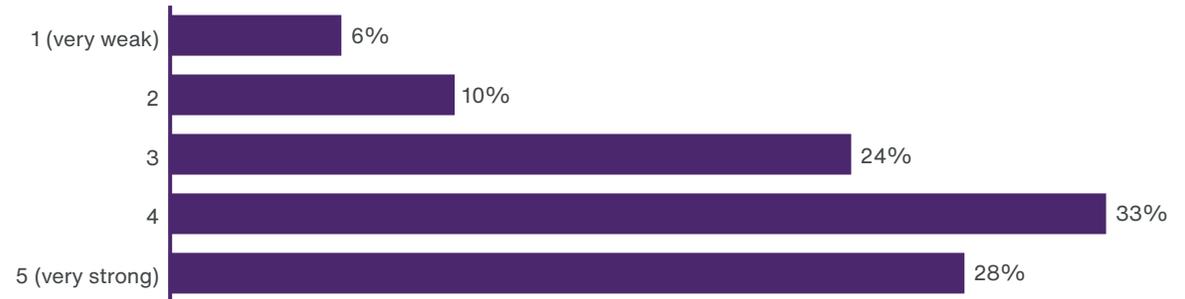


Humanity

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 three in five (61 per cent) rate their manager 4 or 5 (strongly humane). The mental health scores of this group (62.5 and 66.7) are nearly two points higher than the national average (60.6)
- More than one in seven (16 per cent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (45.8 and 56.4) are more than four points lower than the national average (60.6)

Manager characteristic: Humanity



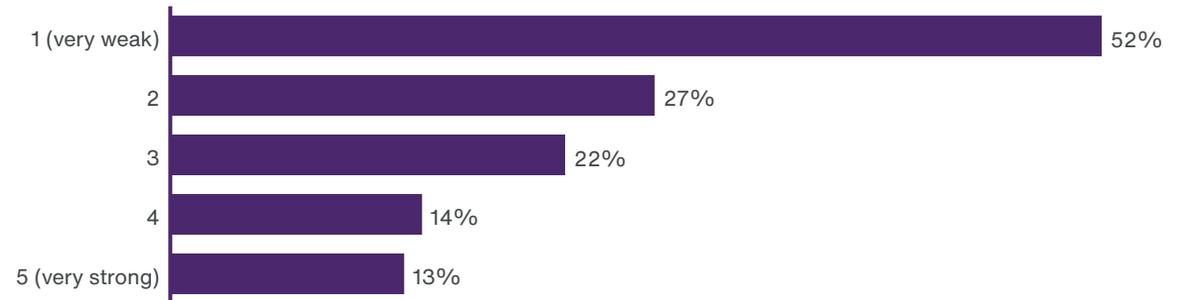
MHI score by manager characteristic: Humanity



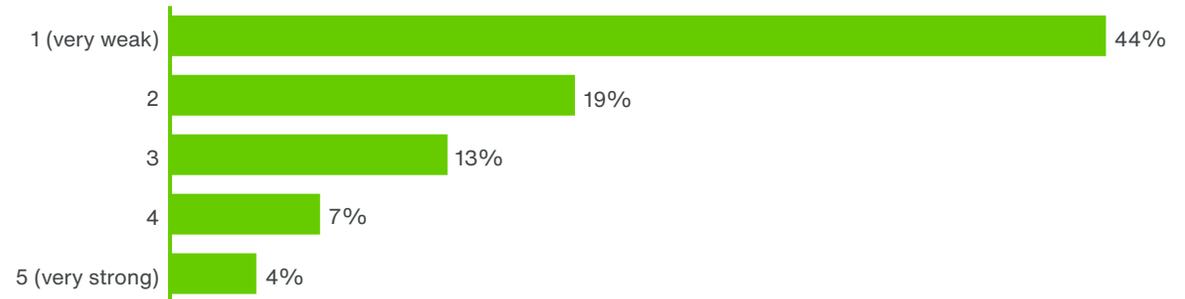
- Workers rating their manager as weak in humanity (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strong in humanity (4 or 5)
- Workers rating their manager as weak in humanity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

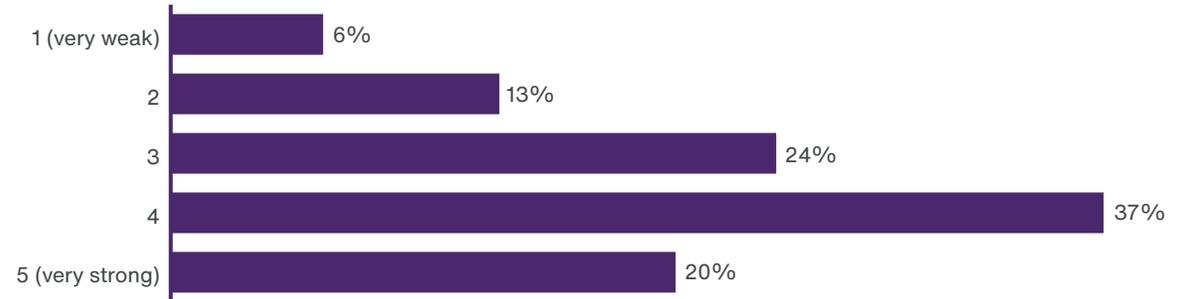


Participative

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 three in five (57 per cent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (63.9 and 65.5) are at least three points higher than the national average (60.6)
- Nearly one in five (19 per cent) rate their managers 1 or 2 (weakly participative). The mental health scores of this group (47.4 and 55.3) are more than five points lower than the national average (60.6)

Manager characteristic: Participative



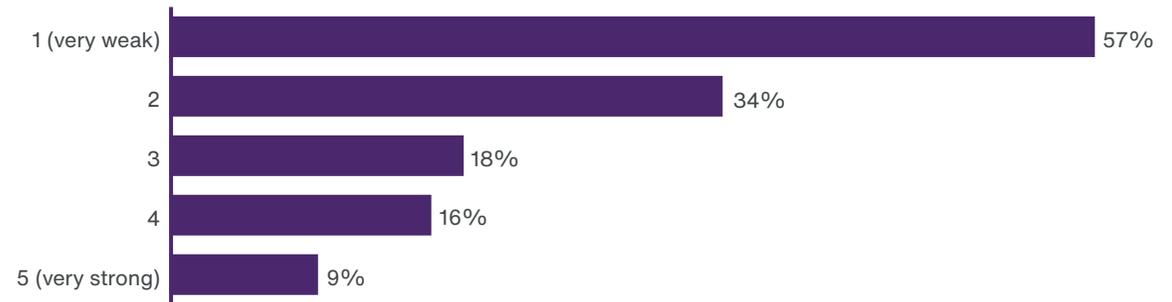
MHI score by manager characteristic: Participative



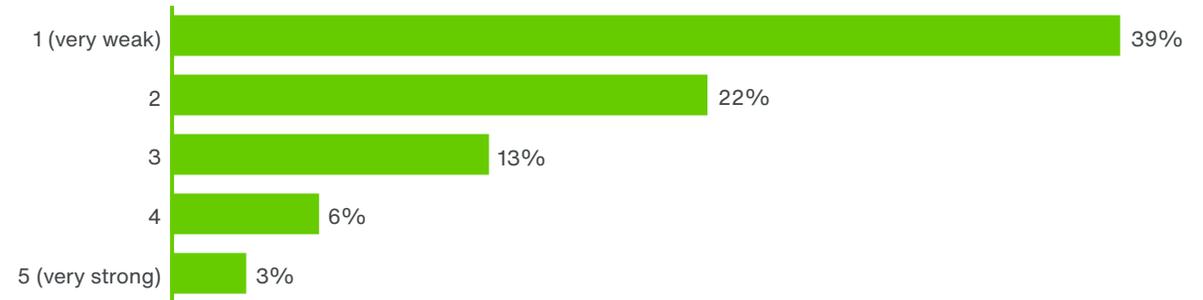
- Workers rating their manager as weakly participative (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly participative (4 or 5)
- Workers rating their manager as weakly participative (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 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 three in five (61 per cent) rate their manager 4 or 5 (strongly team-oriented). The mental health scores of this group (62.4 and 66.1) are at least two points higher than the national average (60.6)
- More than one in seven (15 per cent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (53.1 and 51.6) are more than seven points lower than the national average (60.6)

Manager characteristic: Team-oriented



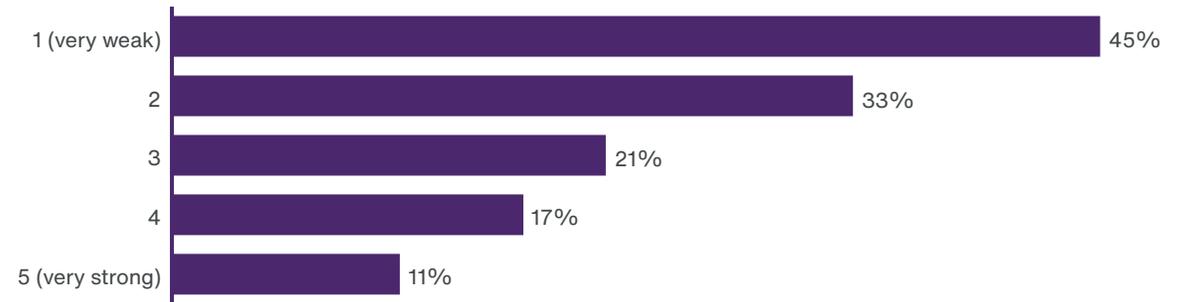
MHI score by manager characteristic: Team-oriented



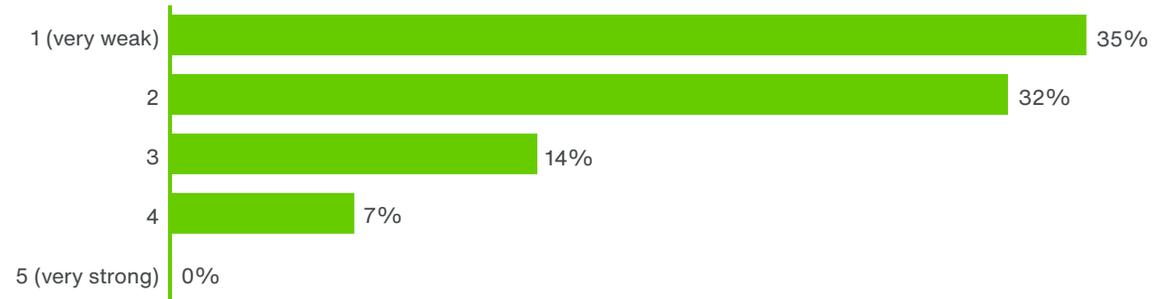
- Workers rating their manager as weakly team-oriented (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly team-oriented (4 or 5)
- Workers rating their manager as weakly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



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



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



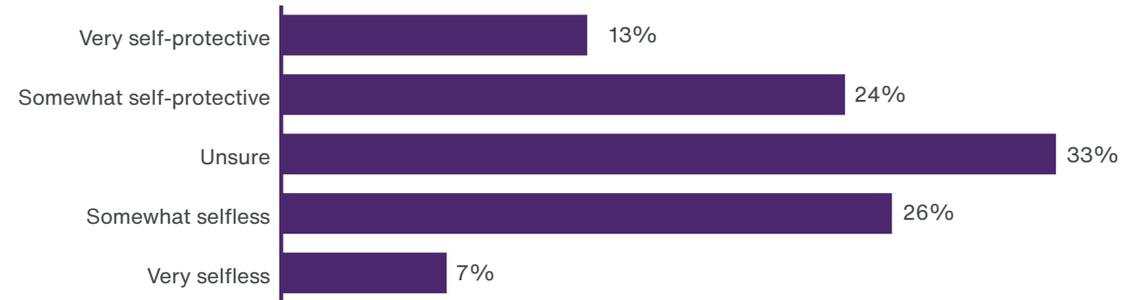
Self-protective

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

- Nearly two in five (37 per cent) rate their manager as self-protective. The mental health scores of this group (56.4 and 59.5) are at least one point lower than the national average (60.6)
- One-third (33 per cent) rate their managers as selfless. The mental health scores of this group (62.2 and 67.0) are more than one point higher than the national average (60.6)



Manager characteristic: Self-protective



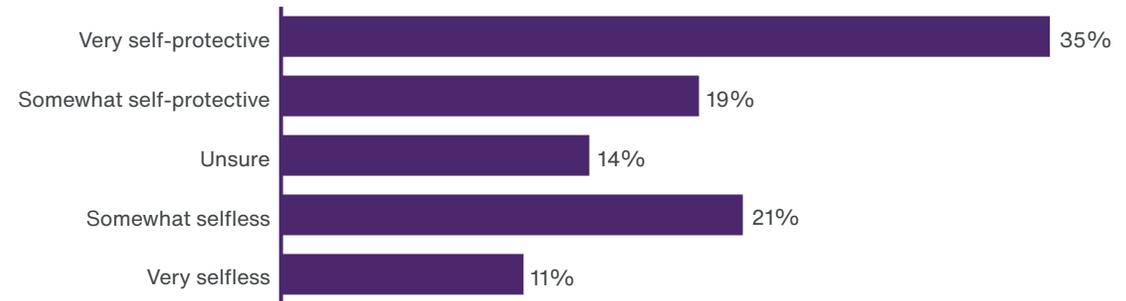
MHI score by manager characteristic: Self-protective



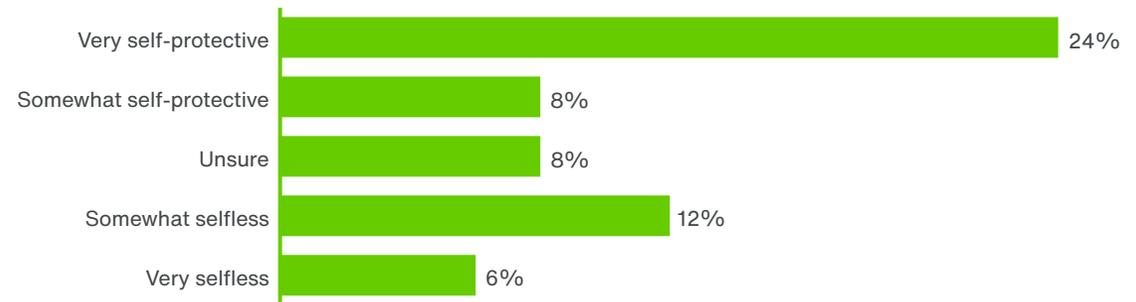
- Workers rating their manager as very self-protective are nearly twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as selfless
- Workers rating their manager as very self-protective are nearly twice as likely to report that their manager’s support for work-life balance has **declined** over the past year, compared to those rating their manager as selfless



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



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



Overview of the TELUS Mental Health Index.

The mental health and wellbeing of a population is 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 New Zealand who are currently employed or who were employed within the previous six months. Participants are selected to represent the age, gender, industry, and geographic distribution in New Zealand. 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





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