



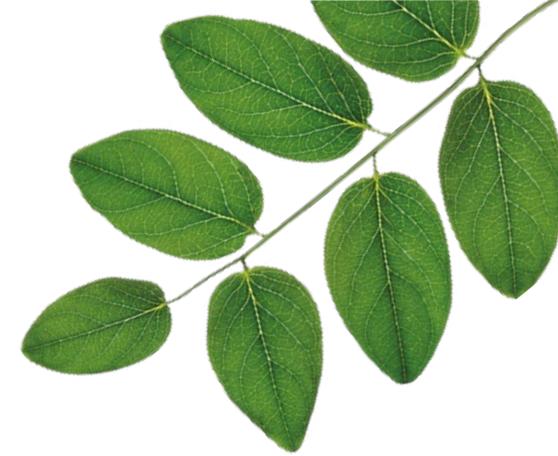
TELUS Mental Health Index.

France | September 2025

Table of contents

1. What you need to know for September 2025	3		
2. The Mental Health Index	6	3. The Mental Health Index by industry	15
Mental health risk	7		
Mental Health Index sub-scores.....	8		
Anxiety	9		
Isolation.....	10		
Work productivity.....	11		
Financial risk.....	12		
Mental health by gender and age	13		
Mental health by employment status.....	13		
Emergency savings.....	13		
		4. Spotlight	16
		Employer support for wellbeing.....	16
		Physical wellbeing.....	16
		Mental wellbeing	17
		Financial wellbeing	18
		Employee Assistance Program (EAP).....	19
		Artificial Intelligence in the workplace.....	20
		Balance and recognition:	
		Perspective on managerial roles	24
		Leadership support for work-life balance.....	27
		Manager traits and their impacts on mental health	29
		Autonomy.....	29
		Charisma.....	31
		Humanity.....	33
		Participative	35
		Team-oriented.....	37
		Self-protective	39
		5. Overview of the TELUS Mental Health Index	41
		Methodology.....	41
		Calculations.....	41
		Additional data and analyses.....	41

What you need to know for September 2025.



At least two in five workers face anxiety and financial instability as mental health shows **modest recovery** from three-year low.

- At 59.7, the mental health of workers improved by nearly one point from June 2025
- 41 per cent of workers have a high mental health risk, 42 per cent have a moderate mental health risk, and 17 per cent have a low mental health risk
- Anxiety has been the lowest mental health sub-score for more than three years
- Financial risk and optimism sub-scores have declined from June 2025
- 47 per cent of workers feel anxious
- 41 per cent of workers do not have emergency savings for basic needs
- 40 per cent of workers say their mental health is impacting work productivity
- 36 per cent of workers feel isolated
- 28 per cent of workers feel depressed
- 17 per cent of workers are not feeling optimistic about their future
- 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**; three in 10 see excessive stress.

- 65 per cent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 13 per cent believe it's inadequate
- 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
- 46 per cent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 29 per cent view it as unmanageable

Workers anticipate AI-driven job changes, with seven in 10 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 14 per cent expect a lot of change in their jobs
- Managers and workers under 40 are more likely to believe that AI technology could lead to changes in their jobs
- 70 per cent of workers anticipate being able to deal well with changes in their jobs because of AI; 23 per cent of workers are unsure, and six per cent anticipate not dealing well
- 59 per cent of workers say that AI is unlikely to lead to job loss for them; a further 21 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
- 60 per cent of workers say that their manager's support for work-life balance has not changed over the past year; 29 per cent say it has improved, and 11 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; 33 per cent say it has improved, and 11 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



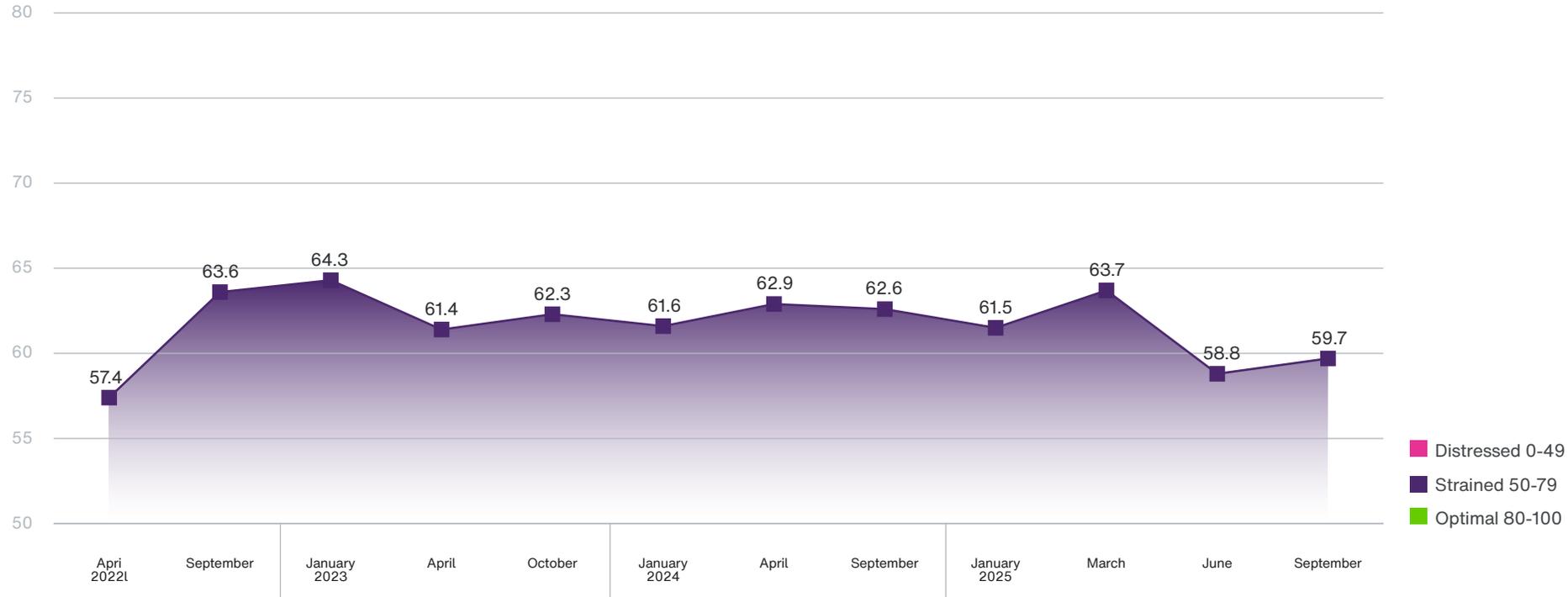
At least two in five workers rate employer wellbeing support as inadequate; more than half say their employer doesn't offer an EAP.

- 44 per cent of workers rate their employer's support for financial wellbeing as fair or poor
- Workers rating financial wellbeing support as poor have a mental health score that is 14 points lower than those reporting excellent support
- 42 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 nine points lower than those reporting excellent support
- 39 per cent of workers rate their employer's support for physical wellbeing as fair or poor
- Workers rating physical wellbeing support as poor have a mental health score nearly 14 points lower than those reporting excellent support
- Non-managers are more likely than managers to rate employer support for physical and mental wellbeing as poor
- Women are more likely than men to rate employer support for financial and physical wellbeing as poor
- 54 per cent of workers say their employer doesn't offer an Employee Assistance Program (EAP); a further 30 per cent are unsure

The Mental Health Index.

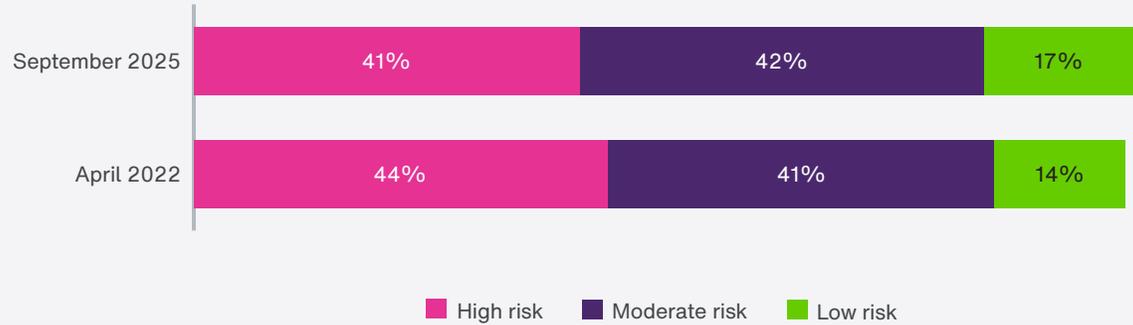
The overall Mental Health Index (MHI) for September 2025 is **59.7**. After falling to a three-year low in June 2025, the mental health of workers in France has increased by one point since the last period.

MHI Current Month September 2025	June 2025
59.7	58.8



Mental health risk.

In September 2025, 41 per cent of workers have a high mental health risk, 42 per cent have a moderate mental health risk, and 17 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 three per cent.



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

Mental Health Index sub-scores.

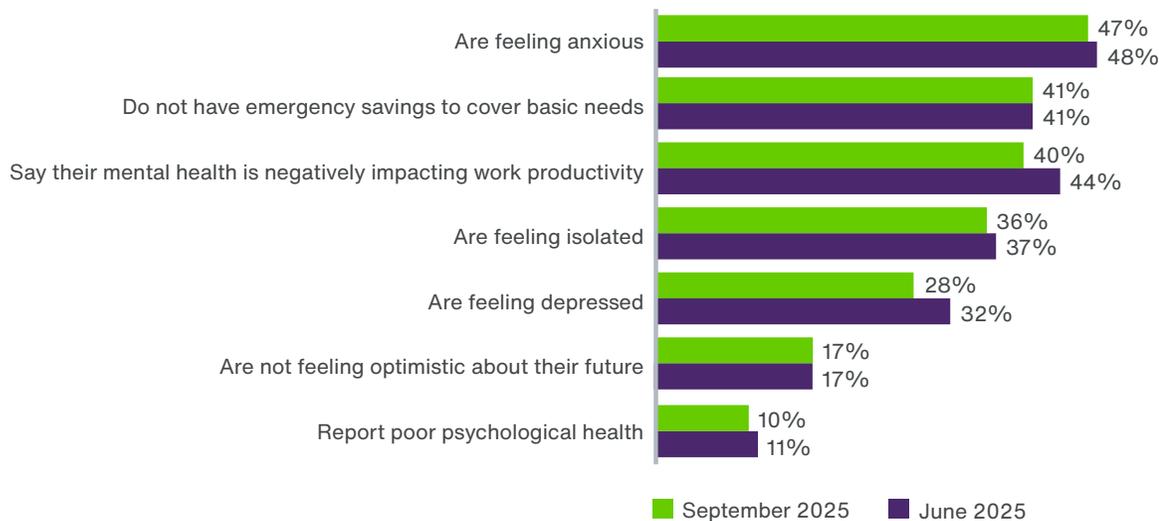
For more than three years, anxiety (47.0) has been the lowest Mental Health Index sub-score. Work productivity (54.6), isolation (56.3), financial risk (56.8), depression (60.5), and optimism (63.0) follow. General psychological health (74.0) remains the most favourable mental health measure in September 2025.

- Anxiety has been the lowest mental health sub-score for more than three years
- All mental health sub-scores, apart from financial risk and optimism, have improved from June 2025

Nearly half (47 per cent) of workers feel anxious, 41 per cent do not have emergency savings for basic needs, 40 per cent say their mental health is negatively impacting work productivity, 36 per cent feel isolated, 28 per cent feel depressed, 17 per cent do not feel optimistic about their future, and 10 per cent of workers cite poor psychological health.

Mental Health Index Sub-scores	September 2025	June 2025
Anxiety	47.0	45.8
Work productivity	54.6	51.0
Isolation	56.3	54.4
Financial risk	56.8	58.6
Depression	60.5	57.5
Optimism	63.0	63.5
Psychological health	74.0	72.9

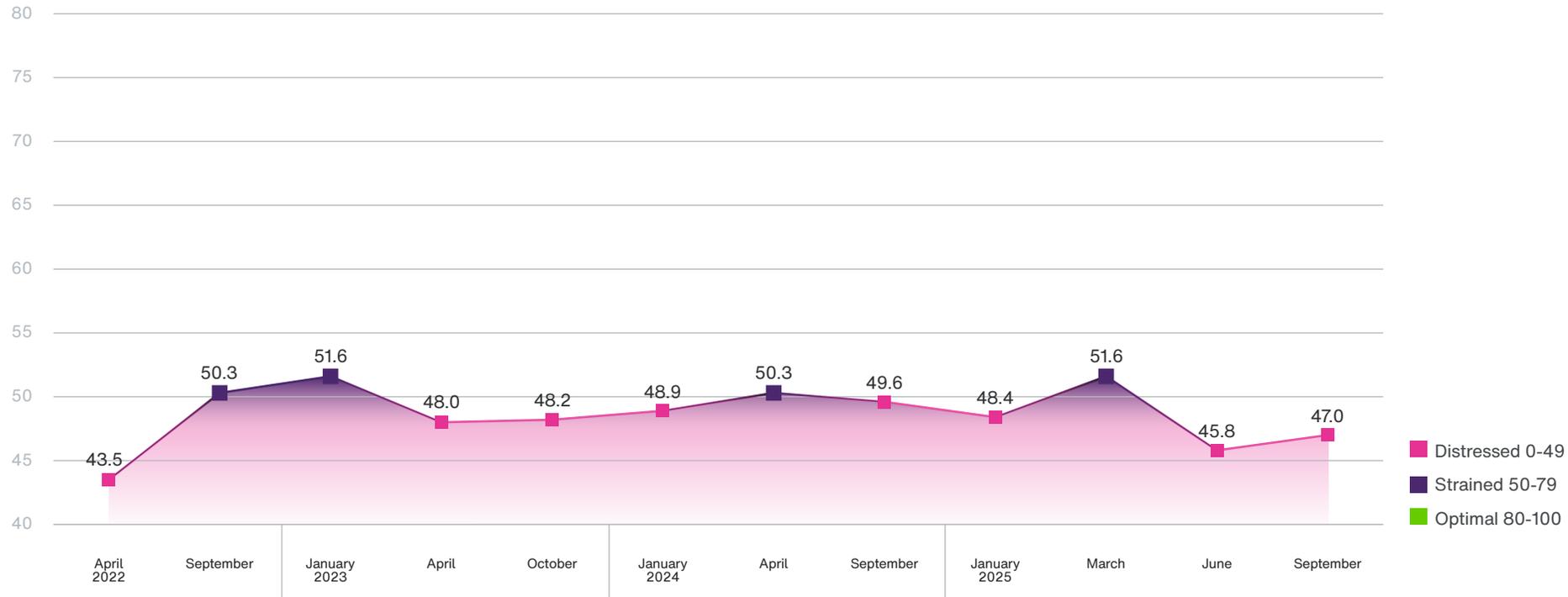
Percentage at risk by MHI sub-score



Anxiety

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

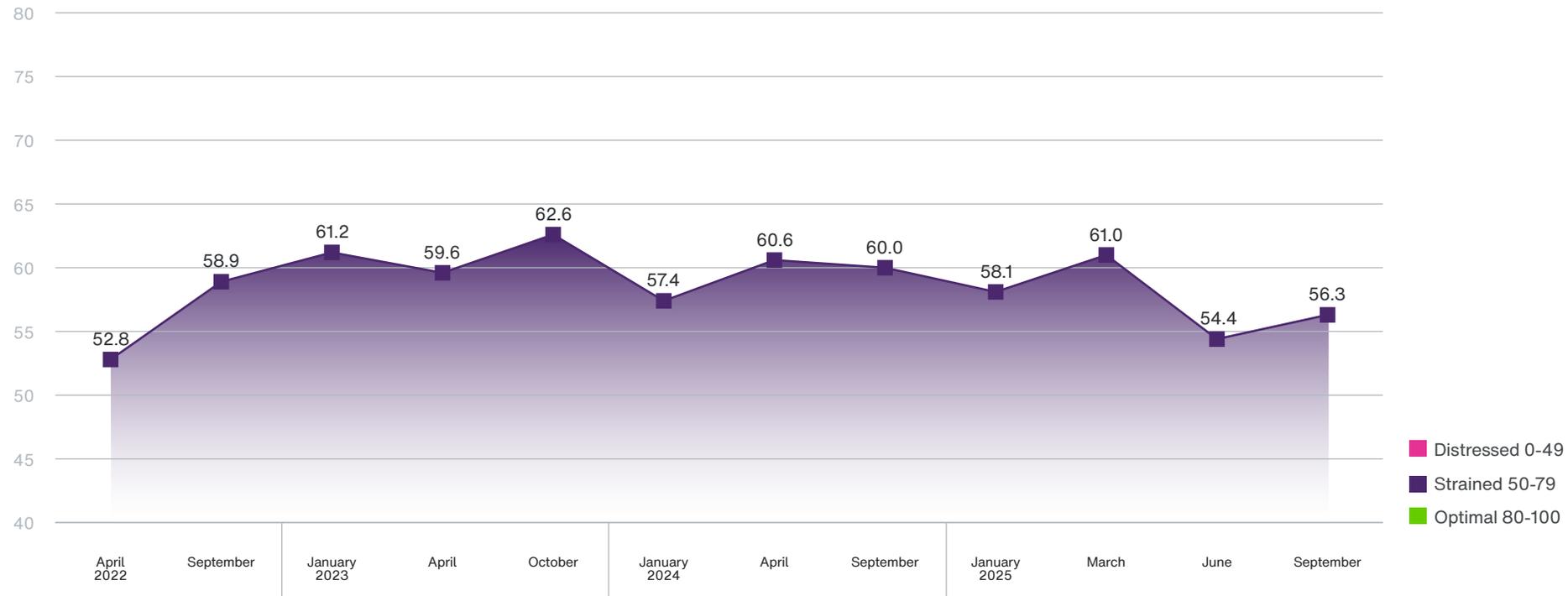
The anxiety sub-score improved from April 2022 to January 2023, and following a notable decline in April 2023, it stabilised through January 2025. A three-point improvement occurred in March 2025, but fell nearly six points to a three-year low in June 2025. In September 2025, the anxiety sub-score has improved by 1.2 points, yet continues to be the lowest of all mental health sub-scores for more than three years.



Isolation

In September 2025, 36 per cent of workers report often feeling alone.

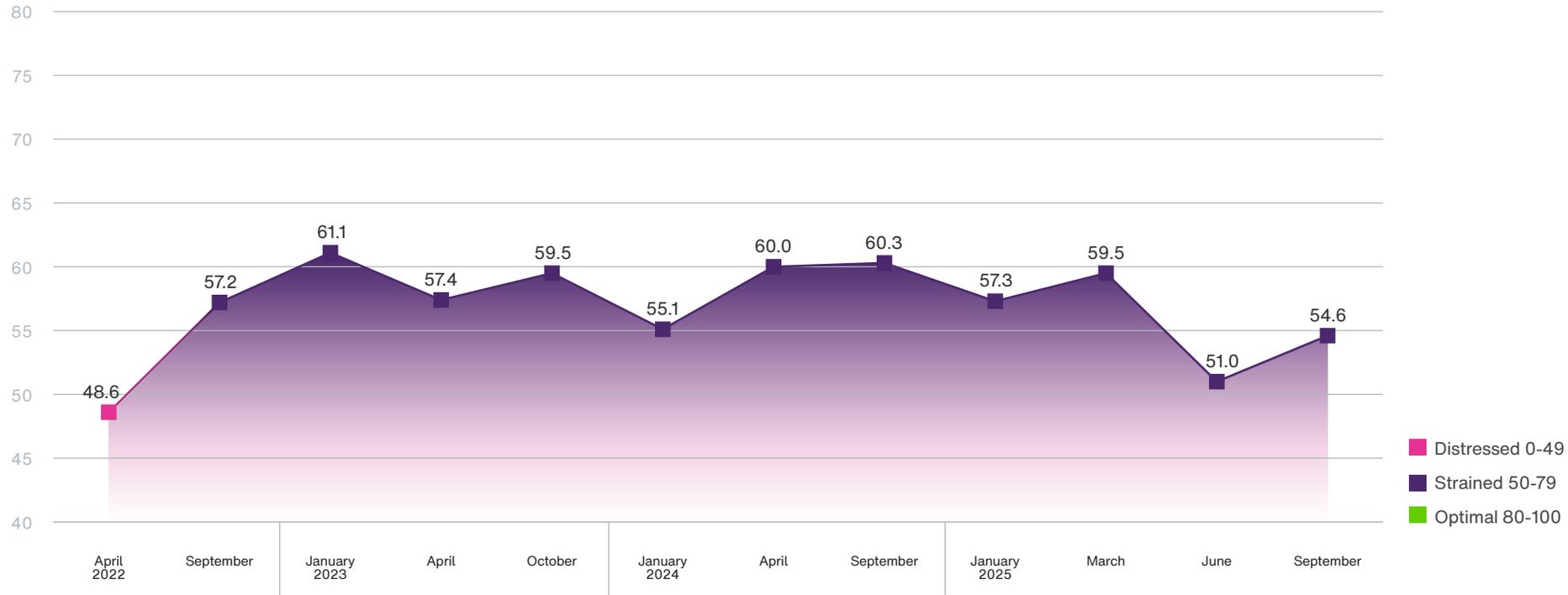
The isolation sub-score improved from April 2022 through October 2023. Following a sharp decline in January 2024, the isolation score stabilised through March 2025. After a nearly six-point decrease in June 2025, the isolation score has improved by two points in September 2025.



Work productivity

In September 2025, 40 per cent of workers say their mental health is negatively impacting their work productivity and goals.

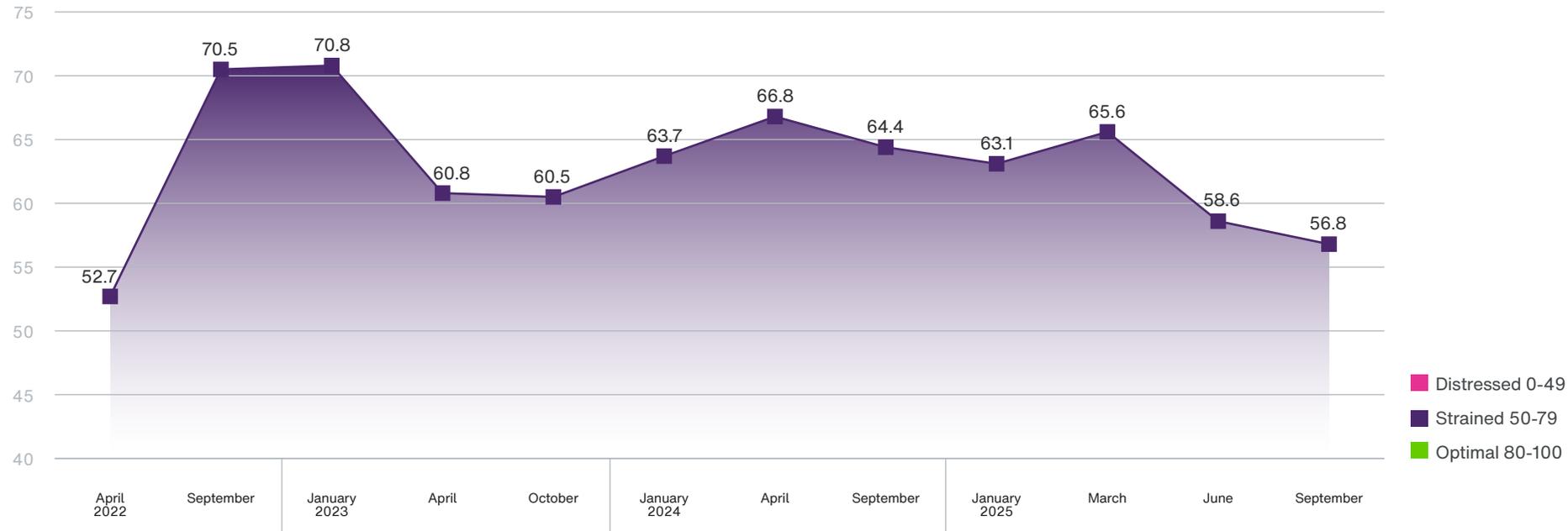
The impact of mental health on work productivity improved from April 2022 to January 2023 and remained relatively stable through March 2025. Similar to other sub-scores, work productivity fell sharply in June 2025 but improved by nearly four points in September. Despite this improvement, work productivity persists as the second-lowest mental health sub-score.



Financial risk

In September 2025, 41 per cent of workers do not have emergency savings for basic needs.

The financial risk sub-score improved from April 2022 to January 2023. In April 2023, the score declined by ten points before entering a period of steady recovery and stabilisation through March 2025. A significant seven-point decline occurred in June 2025, followed by an additional 1.8-point decrease in September 2025. Notably, the financial risk score is one of only two sub-scores to decline in September, contrasting with improvements observed across other sub-scores during the same period.



Mental health by gender and age.

- Since the launch of the MHI, women have had significantly lower mental health scores than men. In September 2025, the mental health score of women is 57.8 compared to 61.5 for men
- Since April 2022, mental health scores have improved with age

Mental health by employment status.

- Overall, two per cent of respondents are unemployed¹ and four per cent report reduced hours or reduced salary
- Workers reporting reduced salary from the previous month have the lowest mental health score (49.3), followed by workers reporting fewer hours than the last month (50.2), workers with no change to salary or hours (60.1), and respondents not currently employed (63.4)
- Labourers have a lower mental health score (55.8) than service industry (61.0) and office workers (60.2)
- Managers have a higher mental health score (60.2) than non-managers (59.2)
- Respondents working for companies with more than 10,000 employees have the highest mental health score (64.3)
- Respondents working for companies with 51-100 employees and self-employed/sole proprietors have the lowest mental health score (57.4)



Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (50.9) than the overall group (59.7). Workers with emergency savings have a mental health score of 65.8

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)	60.1	59.5
Employed (fewer hours compared to last month)	50.2	53.0
Employed (reduced salary compared to last month)	49.3	40.3
Not currently employed	63.4	53.1

Age group	Sept. 2025	June 2025
Age 20-29	55.9	53.1
Age 30-39	55.8	54.7
Age 40-49	58.6	58.8
Age 50-59	61.4	60.5
Age 60-69	68.4	70.8

Number of children	Sept. 2025	June 2025
No children in household	60.9	60.6
1 child	57.4	58.1
2 children	59.6	54.4
3 children or more	61.6	60.4

Gender	Sept. 2025	June 2025
Men	61.5	61.2
Women	57.8	56.2

Household income/annum	Sept. 2025	June 2025
Less than € 10,000	53.8	47.7
€ 10,000 to less than € 20,000	53.4	49.4
€ 20,000 to less than € 30,000	55.0	53.7
€ 30,000 to less than € 50,000	60.4	60.3
€ 50,000 to less than € 70,000	62.1	63.0
€ 70,000 to less than € 100,000	68.9	65.2
€ 100,000 and over	67.4	68.7

Employer size	Sept. 2025	June 2025
Self-employed/sole proprietor	57.4	59.2
2-50 employees	59.2	56.4
51-100 employees	57.4	54.2
101-500 employees	59.7	60.6
501-1,000 employees	60.2	60.1
1,001-5,000 employees	57.9	57.0
5,001-10,000 employees	60.9	62.6
More than 10,000 employees	64.3	62.1

Manager	Sept. 2025	June 2025
Manager	60.2	60.0
Non-manager	59.2	57.6

Work environment	Sept. 2025	June 2025
Labour	55.8	56.3
Office/desk	60.2	59.3
Service	61.0	59.2

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 Electricity, Gas, Steam and Air Conditioning Supply have the lowest mental health score (52.5), followed by workers in Accommodation and Food Service Activities (56.1), and Other Service Activities (57.8).

Workers in Arts, Entertainment and Recreation (67.0), Construction (65.1), and Technology (65.0) have the highest mental health scores in September.



Industry	September 2025	June 2025	Change
Wholesale and Retail Trade	58.6	53.2	5.4
Arts, Entertainment and Recreation	67.0	62.1	4.9
Accommodation and Food Service Activities	56.1	51.4	4.7
Technology	65.0	61.0	4.0
Activities of Households as Employers	58.0	54.1	3.9
Real Estate Activities	59.1	55.3	3.8
Human Health and Social Work Activities	59.0	57.4	1.6
Administrative and Support Service Activities	59.6	58.1	1.5
Construction	65.1	64.3	0.8
Transportation and Storage	61.4	61.3	0.1
Education	62.9	62.9	0.0
Public Administration and Defence	59.8	60.3	-0.5
Professional, Scientific and Technical Activities	61.7	62.6	-0.9
Other Service Activities	57.8	59.2	-1.4
Manufacturing	61.8	63.5	-1.7
Financial and Insurance Activities	59.6	62.6	-3.0
Electricity, Gas, Steam and Air Conditioning Supply	52.5	57.8	-5.3

Spotlight

Employer support for wellbeing.

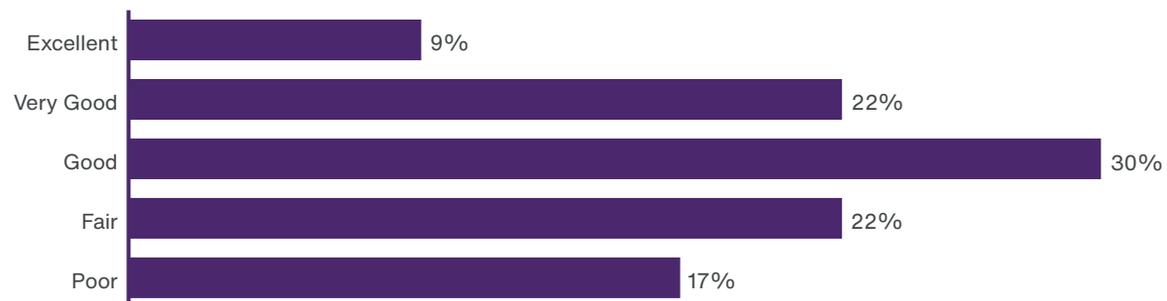
Physical wellbeing

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

- Nearly one-third (31 per cent) of workers rate employer support for their physical wellbeing as very good/excellent; this group has the highest mental health scores (63.1 and 65.8 respectively), at least three points higher than the national average (59.7)
- The lowest mental health score (52.2) is among 17 per cent of workers rating employer support for their physical wellbeing as poor, 11 points lower than workers rating support as very good/excellent (63.1 and 65.8 respectively) and more than seven points lower than the national average (59.7)
- Non-managers are 50 per cent more likely than managers to rate employer support for their physical wellbeing as poor
- Women are 30 per cent more likely than men 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?”

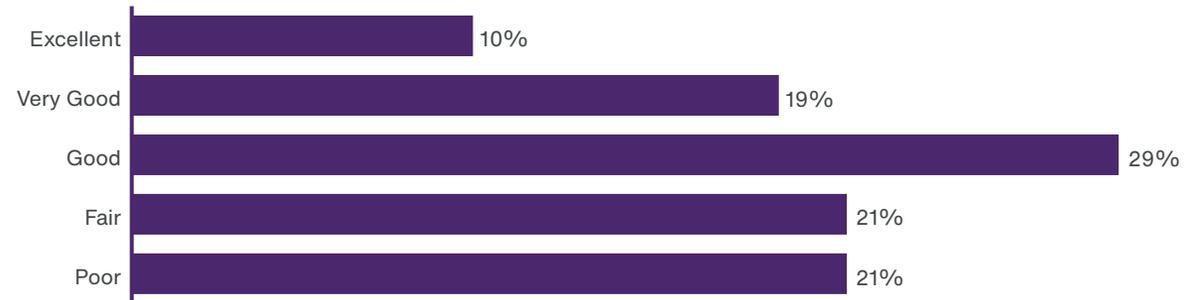


Mental wellbeing

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

- Nearly three in 10 (29 per cent) workers rate employer support for their mental wellbeing as very good/excellent; this group has the highest mental health scores (63.4 and 62.9 respectively), at least three points higher than the national average (59.7)
- The lowest mental health score (53.7) is among 21 per cent of workers rating employer support for their mental wellbeing as poor, at least nine points lower than workers rating support as very good/excellent (63.4 and 62.9 respectively) and six points lower than the national average (59.7)
- Non-managers are 60 per cent more likely than managers to rate employer support for their mental wellbeing as poor
- Non-parents are 40 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?”

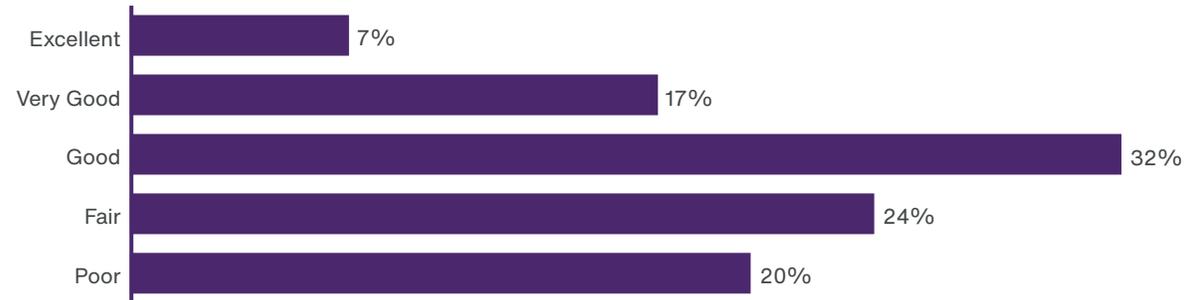


Financial wellbeing

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

- Nearly one-quarter (24 per cent) of workers rate employer support for their financial wellbeing as very good/excellent; this group has the highest mental health scores (63.2 and 66.9 respectively), at least three points higher than the national average (59.7)
- Managers are twice as likely as non-managers to rate employer support for their financial wellbeing as very good/excellent
- The lowest mental health score (52.8) is among 20 per cent of workers rating employer support for their financial wellbeing as poor, at least 10 points lower than workers rating support as very good/excellent (63.2 and 66.9 respectively) and seven points lower than the national average (59.7)
- Workers over 50 are 80 per cent more likely than workers under 40 to rate employer support for their financial wellbeing as poor
- Women are 40 per cent more likely than men to rate employer support for their financial wellbeing as poor

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



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



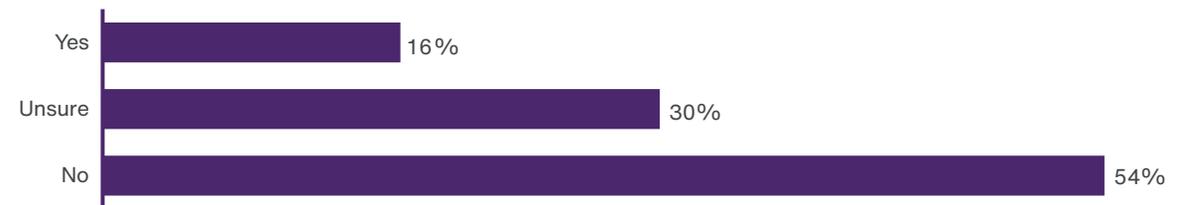
Employee Assistance Program (EAP).

More than half of workers say their employer doesn't offer an Employee Assistance Program.

- The mental health score (60.3) of 16 per cent of workers who say their employer offers an Employee Assistance Program (EAP) is less than a point higher than 54 per cent of workers who report their employer doesn't offer an EAP (59.5) and half a point higher than the national average (59.7)
- Workers over 50 are 80 per cent more likely than workers under 40 to say their employer doesn't offer an EAP



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



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



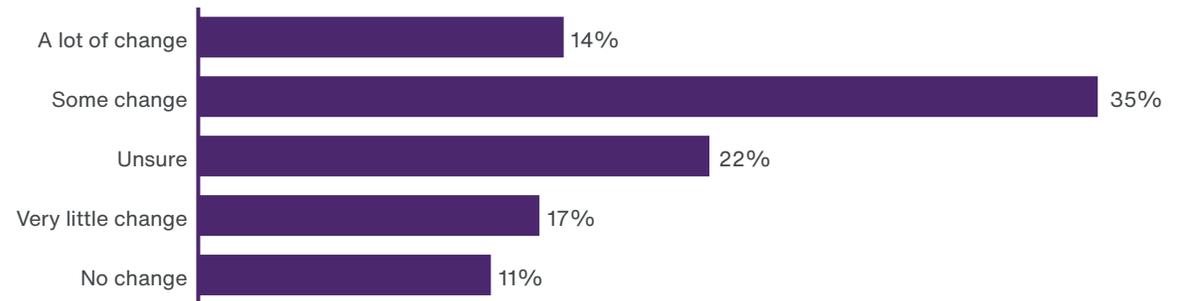
Artificial Intelligence in the workplace.

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 (59.4) in line with the national average (59.7)
- Seventy-five per cent of workers in Financial and Insurance Activities believe that AI will lead to changes in their jobs, followed by 67 per cent of workers in Professional, Scientific and Technical Activities and 67 per cent of workers in Electricity, Gas, Steam and Air Conditioning Supply
- Workers under 40 are 50 per cent more likely than workers over 50 to believe that AI technology could lead to some change in their jobs
- Managers are 60 per cent more likely than non-managers to believe that AI technology could lead to some change in their jobs



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





- The lowest mental health score (57.8) is among 22 per cent of workers who are unsure if AI technology could lead to changes in their jobs, more than six points lower than workers who believe that AI technology will not change their jobs (64.2) and two points lower than the national average (59.7)
- The highest mental health score (64.2) is among 11 per cent of workers reporting that AI technology will not lead to changes in their jobs, nearly five points higher than the national average (59.7)
- 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?”



Seven in 10 workers say they anticipate coping well with job changes due to AI technology.

- More than two-thirds (70 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 (60.8), one point higher than the national average (59.7)
- The lowest mental health score (54.5) is among six per cent of workers who anticipate not being able to deal well with changes in their jobs because of AI, more than six points lower than workers who anticipate being able to deal well with changes (60.8), and five points lower than the national average (59.7)
- Workers with an annual household income less than €100,000 are 80 per cent more likely than workers with a yearly household income greater than €100,000 to 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?



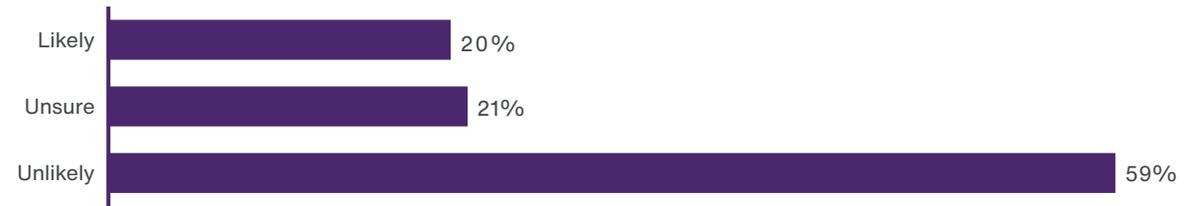
MHI score by “How well do you anticipate being able to deal with changes in your job because of AI technology?”



Three in five workers say job loss due to AI technology is unlikely.

- Nearly three in five (59 per cent) workers say 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 four points higher than the national average (59.7)
- Two in five (20 per cent) workers believe that AI technology could lead to potential job loss for them; this group has the lowest mental health score (51.8), more than 12 points lower than workers who disagree (64.2) and nearly eight points lower than the national average (59.7)

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?”



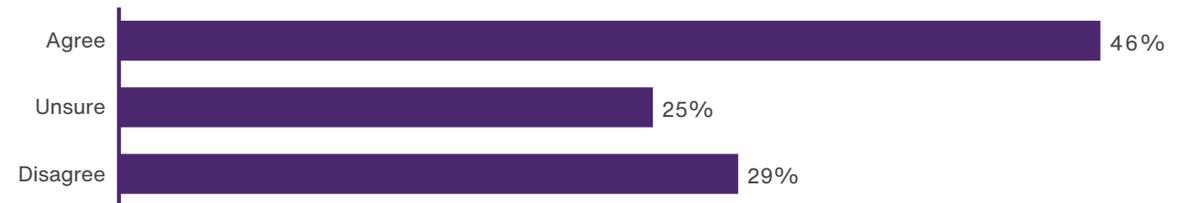
Balance and recognition: Perspective on managerial roles.

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

- Almost half (46 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 (61.8), two points higher than the national average (59.7)
- 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 60 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 three in 10 (29 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 (57.1), nearly five points lower than workers who agree (61.8) and almost three points lower than the national average (59.7)



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



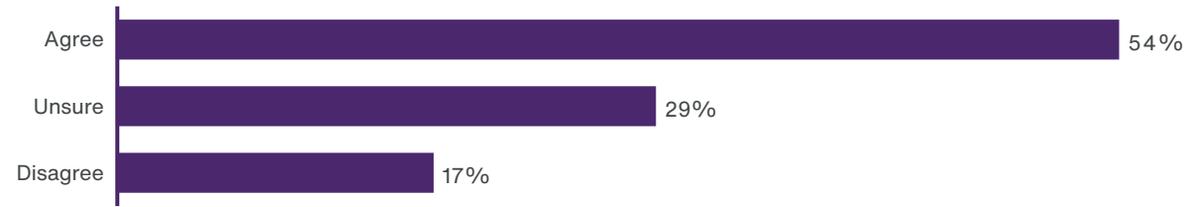
MHI score by "I believe that taking on a higher-level leadership role in my organisation would be manageable without creating excessive stress"



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 (63.9), more than four points higher than the national average (59.7)
- One in six (17 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 (50.2), nearly 14 points lower than workers who report leaders in their organisation can maintain a healthy work-life balance (63.9) and nearly 10 points lower than the national average (59.7)

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”

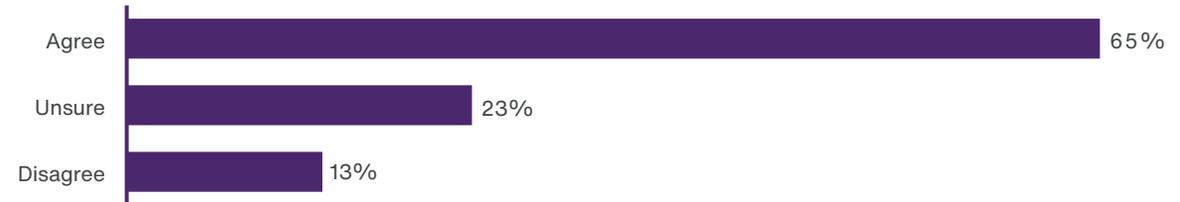


More than one in eight workers believe leadership positions aren't adequately rewarded for the additional effort.

- Nearly two-thirds (65 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 two points higher than the national average (59.7)
- More than one in eight (13 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 (54.7), more than seven points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (62.1), and five points lower than the national average (59.7).
- Women are 50 per cent more likely than men to believe leadership positions aren't adequately rewarded for the additional effort
- Non-managers are 40 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”

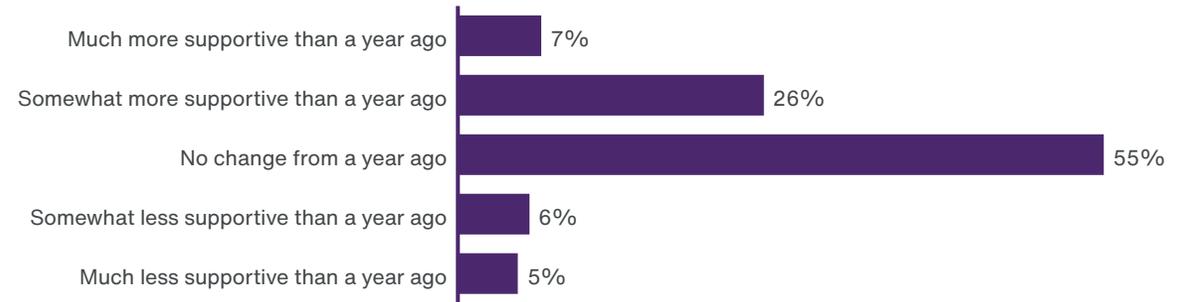


Leadership support for work-life balance.

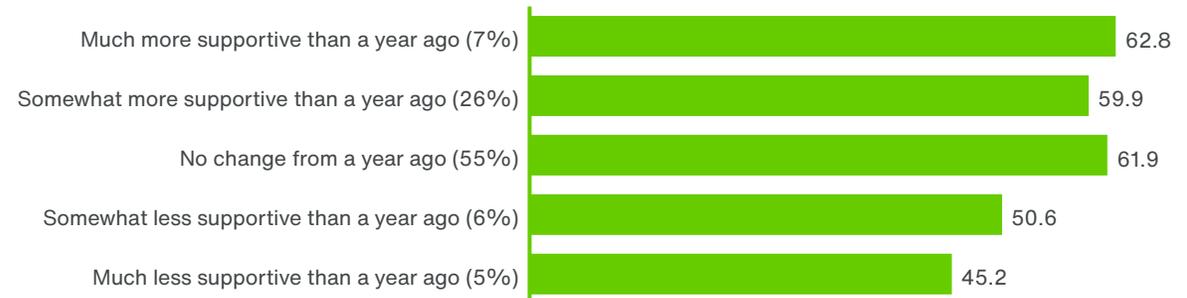
One-third of workers say senior leadership’s support for work-life balance has improved over the past year.

- 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 (61.9) two points higher than the national average (59.7)
- More than one in ten (11 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 (45.2 and 50.6), at least nine points lower than workers who report senior leadership has been more supportive (59.9 and 62.8), and at least nine points lower than the national average (59.7)
- The highest mental health score (62.8) 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 three points higher than the national average (59.7)
- 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 60 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?



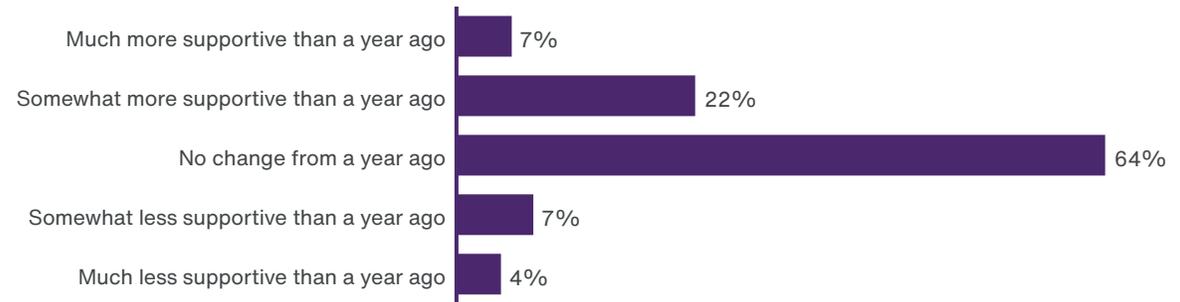
MHI score by “How has senior leadership’s support for work-life balance changed over the past year?”



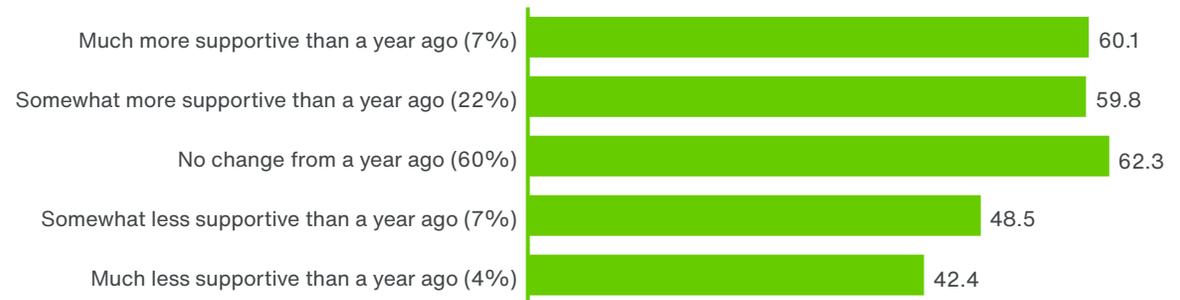
Nearly one-third of workers say their manager’s support for work-life balance has improved over the past year.

- Three in five (60 per cent) workers report their manager’s support for work-life balance has not changed over the past year; this group has the highest mental health score (62.3), more than two points higher than the national average (59.7)
- 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 (42.4 and 48.5), at least 11 points lower than workers who report their manager has been more supportive (59.8 and 60.1), and in line with the national average (59.7)
- Workers under 40 are more than twice as likely as workers over 50 to report their manager has been more supportive of work-life balance over the past year
- 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
- Managers are 50 per cent more likely than non-managers to report their manager has been more supportive of work-life balance compared to 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?”



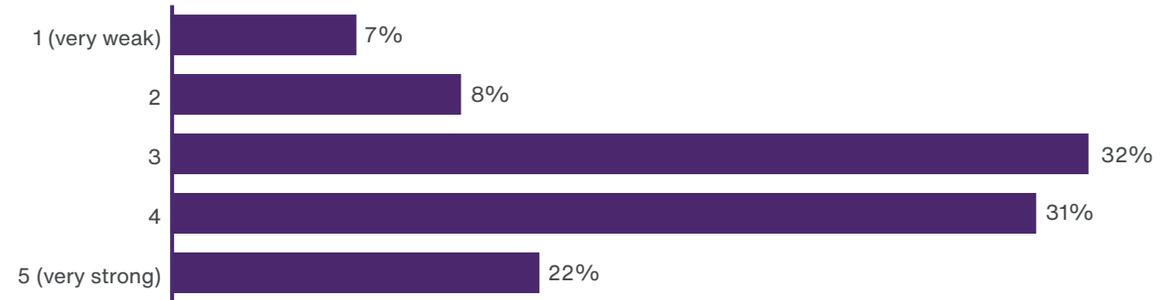
Manager traits and their impacts on mental health.

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 half (53 per cent) of workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (61.2 and 64.5) are more than one point higher than the national average (59.7).
- More than one in seven (15 per cent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (51.7 and 52.9) are at least seven points lower than the national average (59.7)

Manager characteristic: Autonomy

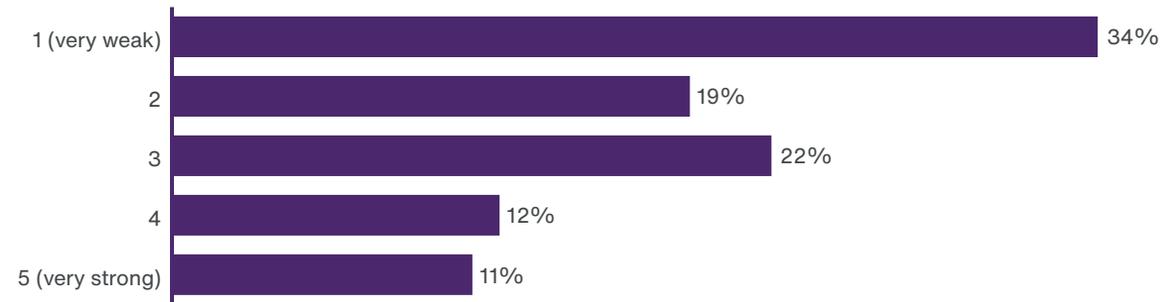


MHI score by manager characteristic: Autonomy

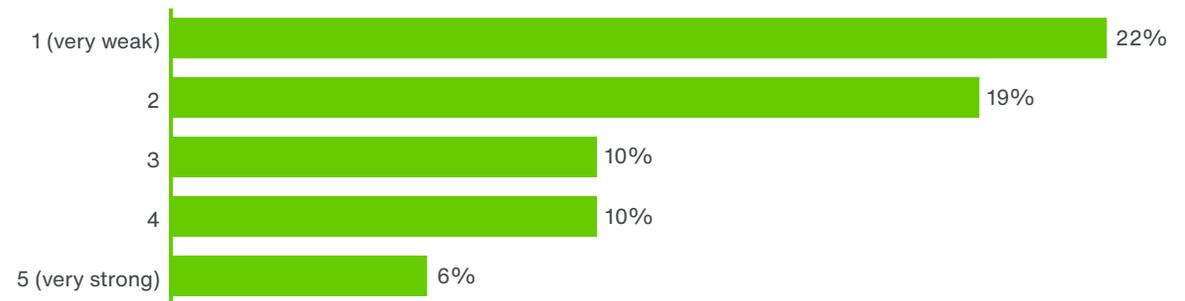


- Workers rating their manager as weak in autonomy (1 or 2) are 60 per cent more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in autonomy (1 or 2) 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 strongly autonomous (4 or 5)

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



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

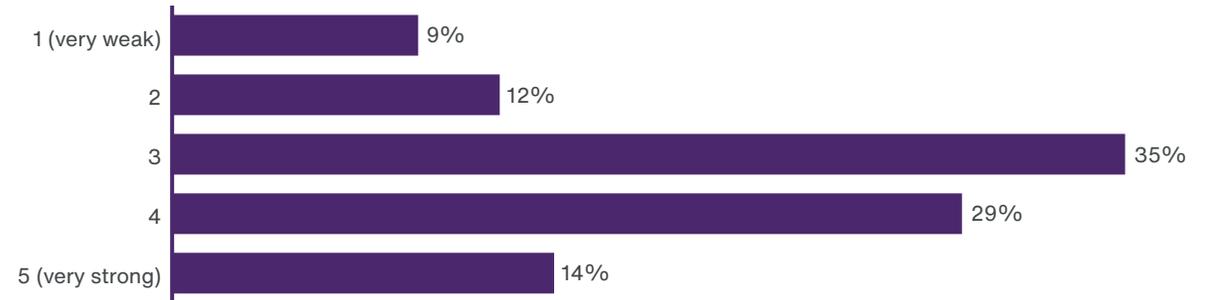


Charisma

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

- More than two in five (43 per cent) workers rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (62.9 and 66.1) are at least three points higher than the national average (59.7)
- More than one in five (21 per cent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (50.9 and 54.3) are at least five points lower than the national average (59.7)

Manager characteristic: Charisma



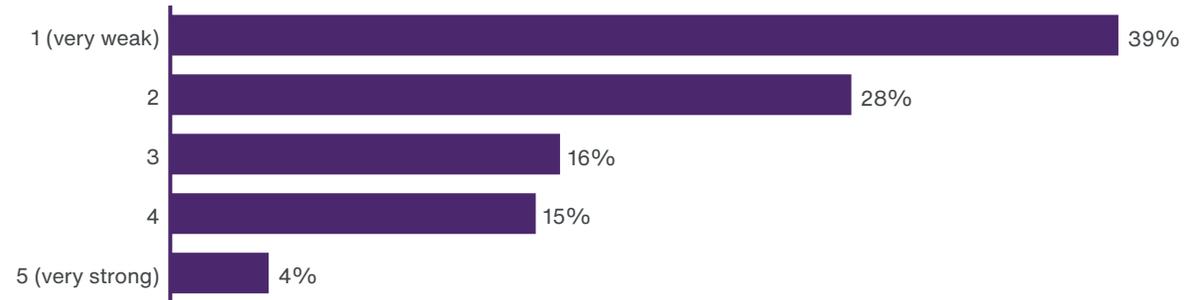
MHI score by manager characteristic: Charisma



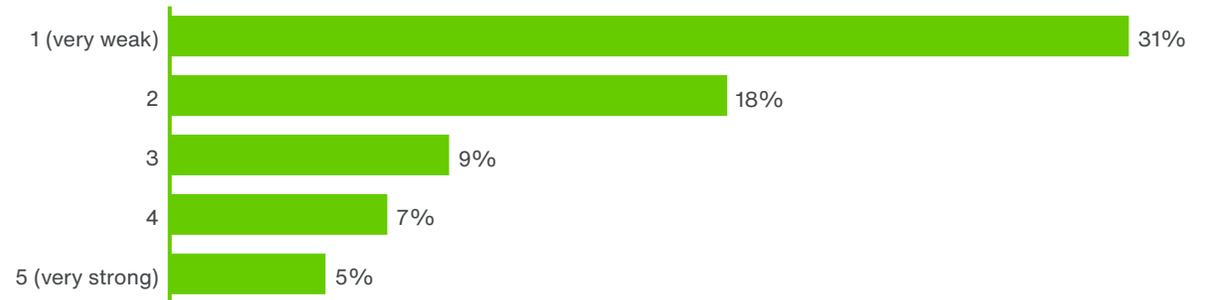
- Workers rating their manager as weak in charisma (1 or 2) are nearly twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in charisma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



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



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

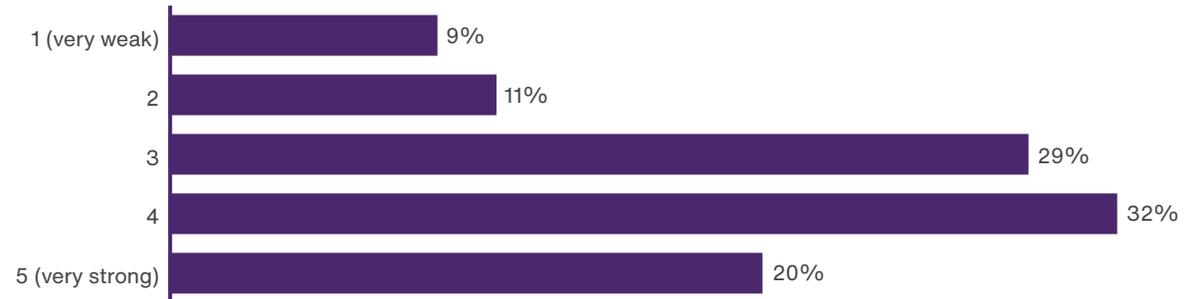


Humanity

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

- More than half (52 per cent) rate their manager 4 or 5 (strongly humane). The mental health scores of this group (63.1 and 66.2) are at least three points higher than the national average (59.7)
- One in five (20 per cent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (48.6 and 52.2) are more than seven points lower than the national average (59.7)

Manager characteristic: Humanity



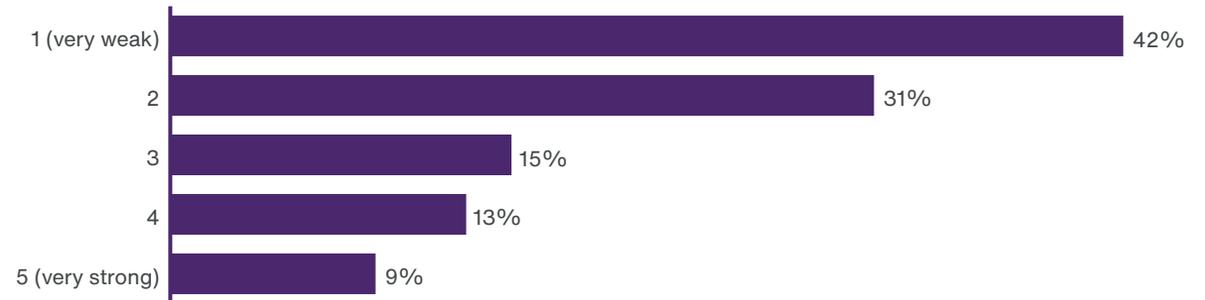
MHI score by manager characteristic: Humanity



- 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 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 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

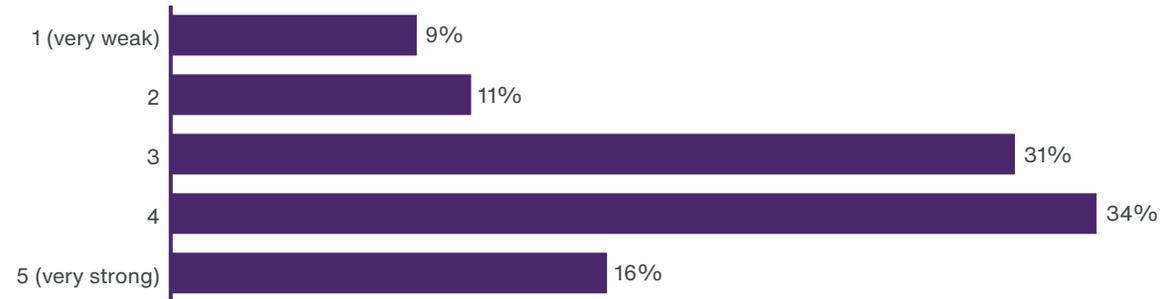


Participative

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”.

- Half (50 per cent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (61.9 and 67.8) are at least two points higher than the national average (59.7).
- One in five (20 per cent) rate their managers 1 or 2 weakly participative). The mental health scores of this group (48.3 and 54.1) are at least five points lower than the national average (59.7)

Manager characteristic: Participative



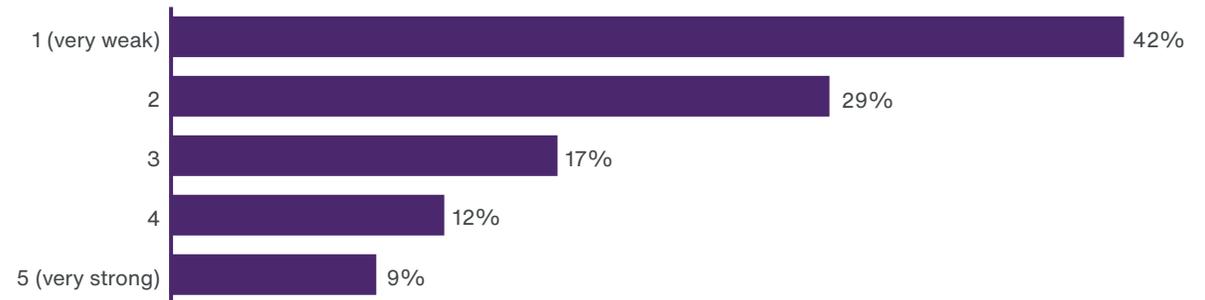
MHI score by manager characteristic: Participative



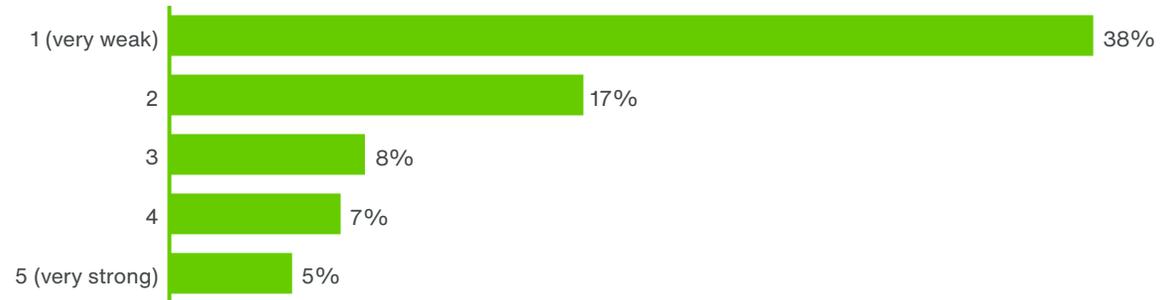
- Workers rating their manager as weakly participative (1 or 2) are more than two and a half times as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly participative (4 or 5)
- Workers rating their manager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



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



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

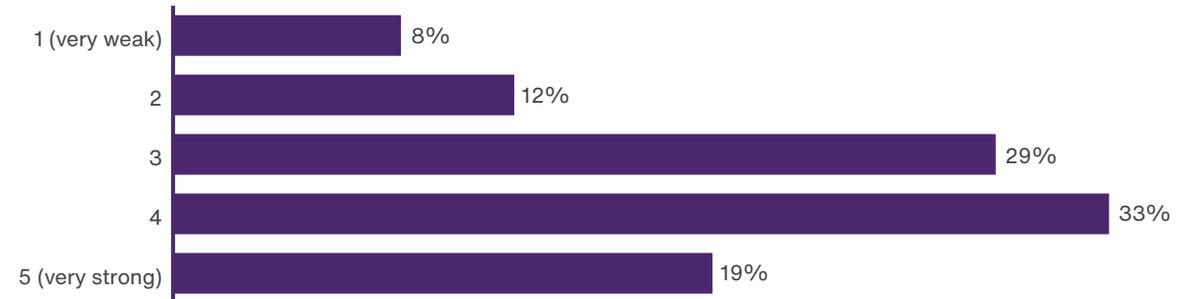


Team-oriented

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

- More than half (52 per cent) rate their manager 4 or 5 (strongly team-oriented). The mental health scores of this group (62.6 and 67.8) are at least three points higher than the national average (59.7).
- One in five (20 per cent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (48.5 and 53.5) are more than six points lower than the national average (59.7)

Manager characteristic: Team-oriented



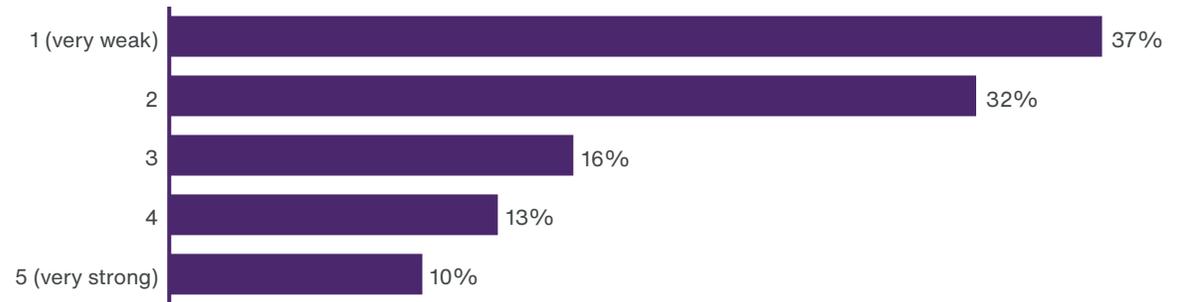
MHI score by manager characteristic: Team-oriented



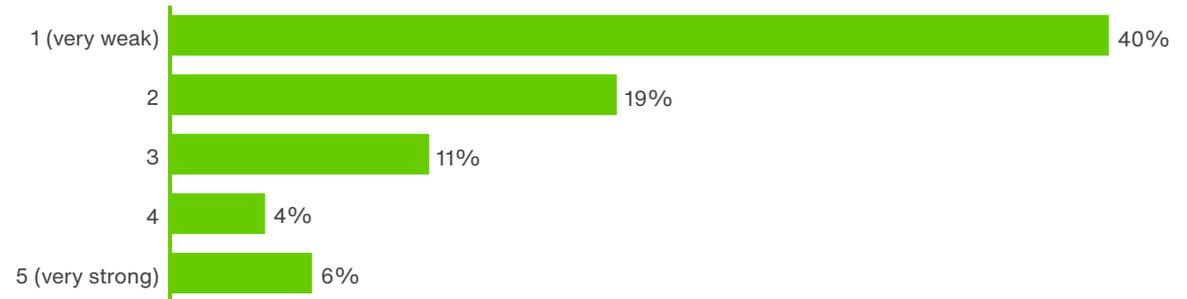
- Workers rating their manager as weakly team-oriented (1 or 2) are more than two and a half times as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly team-oriented (4 or 5)
- Workers rating their manager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



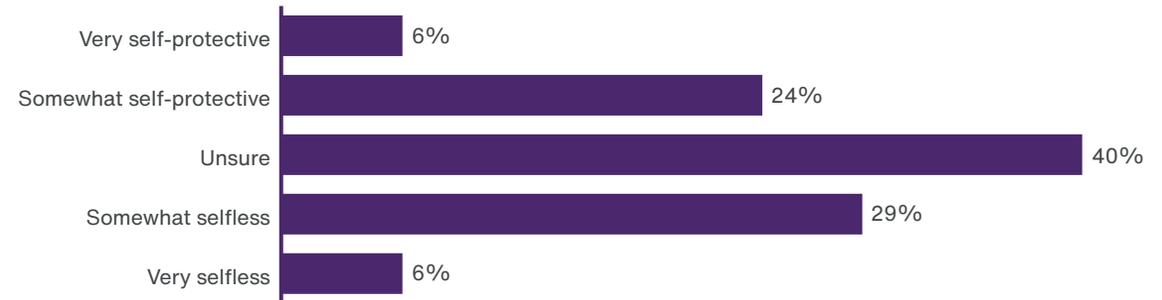
Self-protective

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

- Nearly one-third (30 per cent) rate their manager as self-protective. The mental health score of this group (54.4) is more than five points lower than the national average (59.7)
- More than one-third (35 per cent) rate their managers as selfless. The mental health scores of this group (63.3 and 71.7) are more than three points higher than the national average (59.7)



Manager characteristic: Self-protective



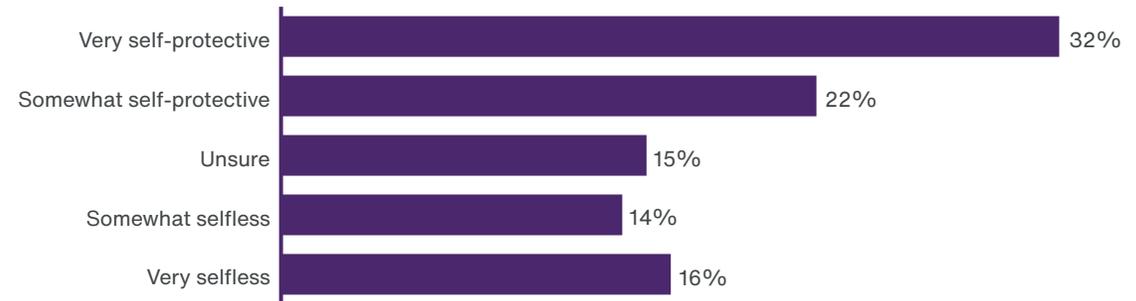
MHI score by manager characteristic: Self-protective



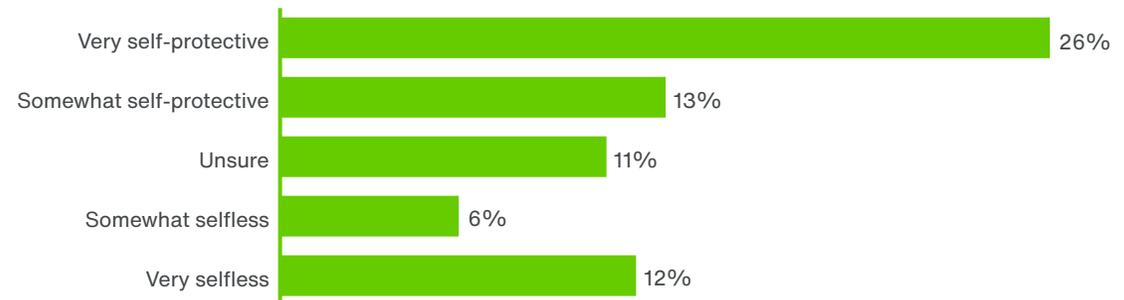
- Workers rating their manager as very self-protective are twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as selfless
- Workers rating their manager as very self-protective are more likely to report 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 France 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 France. 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

