



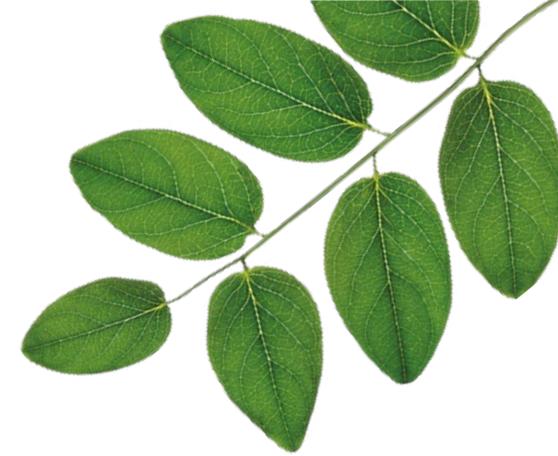
TELUS Mental Health Index.

Netherlands | September 2025

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What you need to know for September 2025.



The mental health score of workers in the Netherlands is at its lowest point in more than three years, with three in 10 workers saying their mental health is adversely impacting work productivity.

- At 67.2, the mental health of workers declined for the second consecutive period
- 27 per cent of workers have a high mental health risk, 47 per cent have a moderate mental health risk, and 26 per cent have a low mental health risk
- All mental health sub-scores, apart from financial risk, have declined from June 2025
- Anxiety has been the lowest mental health sub-score for more than three years; work productivity has been the second-lowest mental health score for more than two years
- 31 per cent of workers say their mental health is impacting work productivity
- 29 per cent of workers do not have emergency savings for basic needs
- 27 per cent of workers feel anxious
- 22 per cent of workers feel isolated
- 22 per cent of workers feel depressed
- Managers continue to have a lower 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; more than one in five see excessive stress.

- 61 per cent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 13 per cent believe it's inadequate
- 60 per cent of workers believe leaders in their organisation can maintain a healthy work-life balance, though 40 per cent are unsure or disagree
- 43 per cent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 22 per cent view it as unmanageable

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

- Workers rating their manager as strong in six key leadership qualities: autonomy, charisma, humanity, participation, team-orientation, and selflessness have higher mental health scores than those rating their managers as weak in these areas
- Workers with managers who are weak in leadership qualities are more likely to report that support for work-life balance has declined over the past year
- 66 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 10 per cent say it is less supportive
- 65 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
- Managers, workers under 40 and parents are more likely to report that their managers' and senior leadership's support for work-life balance has improved over the past year



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

- 26 per cent of workers believe that AI technology could lead to some change in their jobs; a further 15 per cent expect a lot of change in their jobs
- 69 per cent of workers in Information and Cultural Industries (excluding media and telecommunications), 69 per cent of workers in Technology, and 63 per cent of workers in Media and Telecommunications believe that AI will lead to changes in their jobs
- Managers, workers under 40 and parents are more likely to believe that AI technology could lead to changes in their jobs
- 61 per cent of workers anticipate being able to deal well with changes in their jobs because of AI; 25 per cent of workers are unsure, and 13 per cent anticipate not dealing well
- 55 per cent of workers say that AI is unlikely to lead to job loss for them; a further 21 per cent are unsure



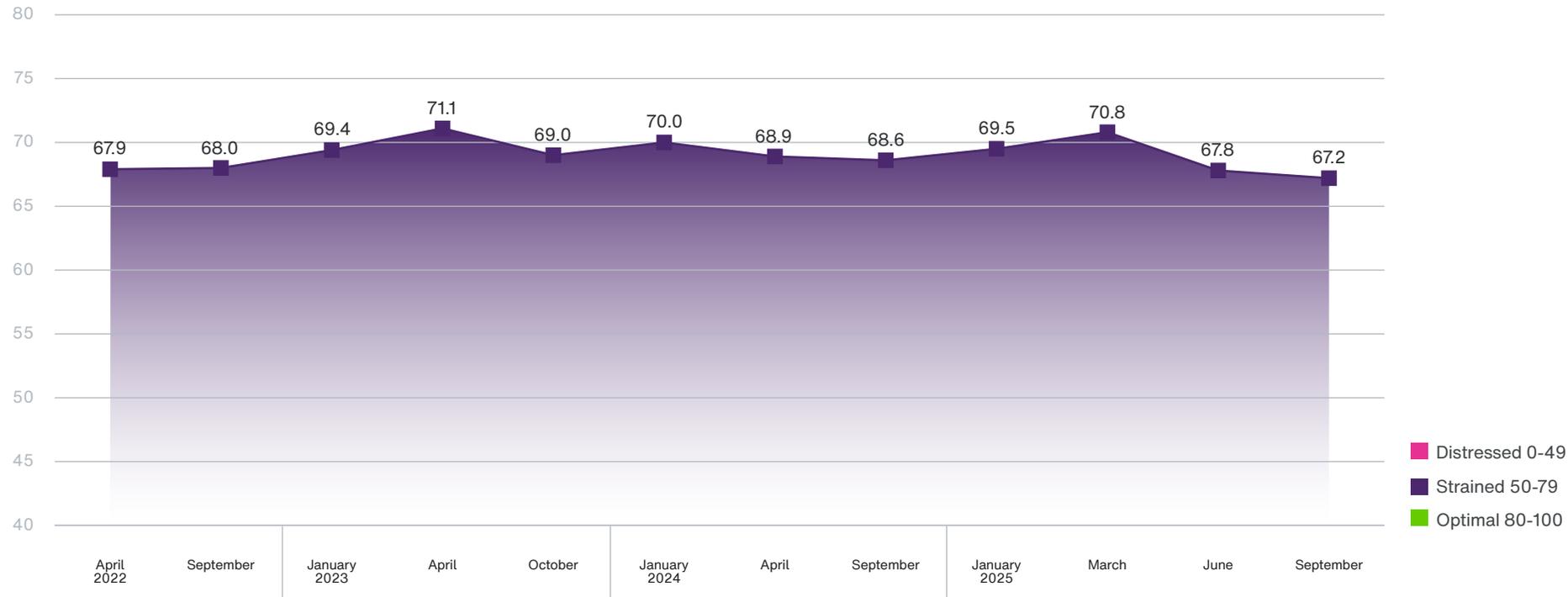
Three in 10 workers rate their employer's wellbeing support as inadequate; four in 10 say their employer doesn't offer an EAP.

- 31 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 19 points lower than those reporting excellent support
- 31 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 12 points lower than those reporting excellent support
- 28 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 12 points lower than those reporting excellent support
- Women are more likely than men to rate employer support for financial wellbeing as poor
- 40 per cent of workers say their employer doesn't offer an Employee Assistance Program (EAP); a further 46 per cent are unsure

The Mental Health Index.

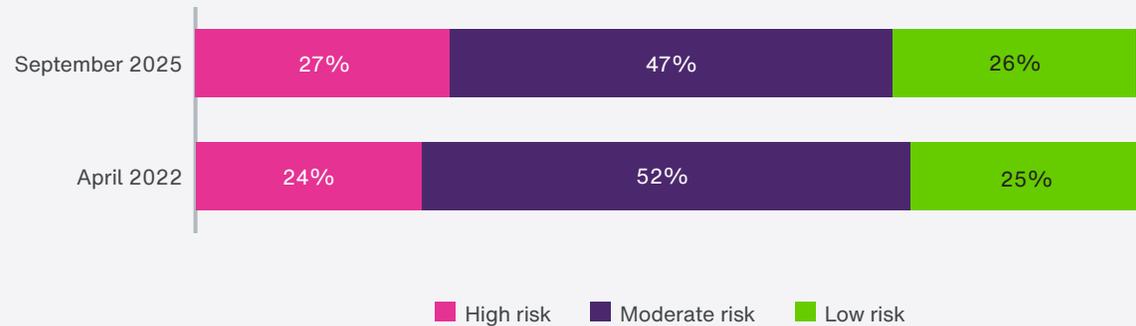
The overall Mental Health Index (MHI) for September 2025 is 67.2. Since reaching its peak in April 2023, the mental health of workers in the Netherlands remained relatively stable through March 2025. The score fell sharply in June 2025 and continues its decline in September 2025, reaching its lowest level recorded since the inception of the Mental Health Index.

MHI Current Month September 2025	June 2025
67.2	67.8



Mental health risk.

In September 2025, 27 per cent of workers have a high mental health risk, 47 per cent have a moderate mental health risk, and 26 per cent have a low mental health risk. More than three years after the launch of the Mental Health Index in April 2022, the proportion of workers in the high-risk group has increased by three per cent.



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

Mental Health Index sub-scores.

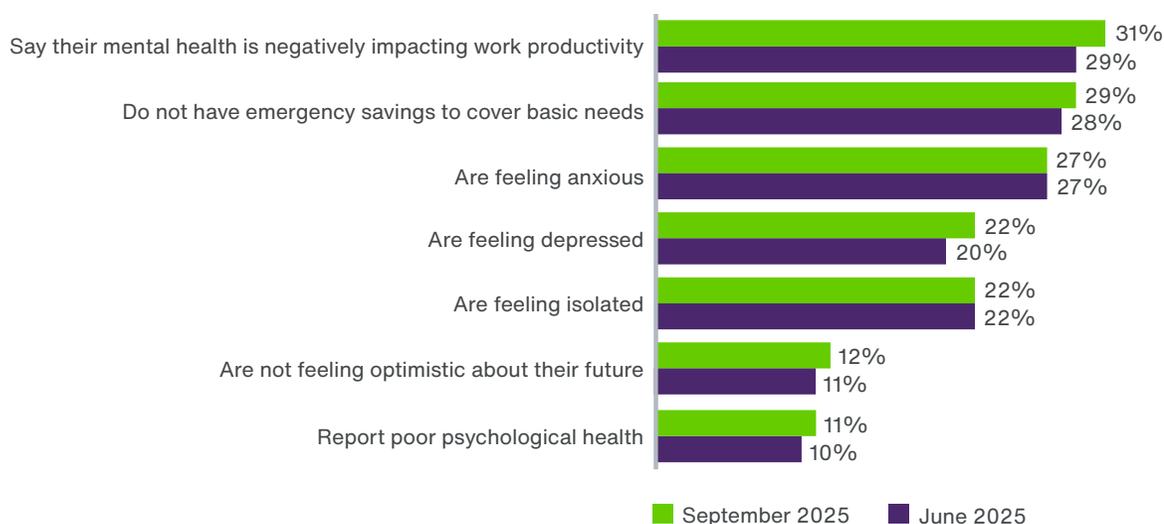
For more than three years, anxiety (59.9) has been the lowest Mental Health Index sub-score. Work productivity (61.5), isolation (65), depression (65.1), optimism (69.7), and financial risk (69.9) follow. General psychological health (74.4) remains the most favourable mental health measure in September 2025.

- Anxiety has been the lowest mental health sub-score for more than three years
- Work productivity has been the second-lowest mental health sub-score for more than two years
- All mental health sub-scores, apart from financial risk, have declined from the previous period month

More than three in ten (31 per cent) of workers say their mental health is impacting work productivity, 29 per cent do not have emergency savings for basic needs, 27 per cent feel anxious, 22 per cent feel isolated, 22 per cent feel depressed, 12 per cent do not feel optimistic about their future, and 11 per cent of workers cite poor psychological health.

Mental Health Index Sub-scores	September 2025	June 2025
Anxiety	59.9	60.5
Work productivity	61.5	63.7
Isolation	65.0	66.3
Depression	65.1	66.8
Optimism	69.7	69.8
Financial risk	69.9	68.8
Psychological health	74.4	75.1

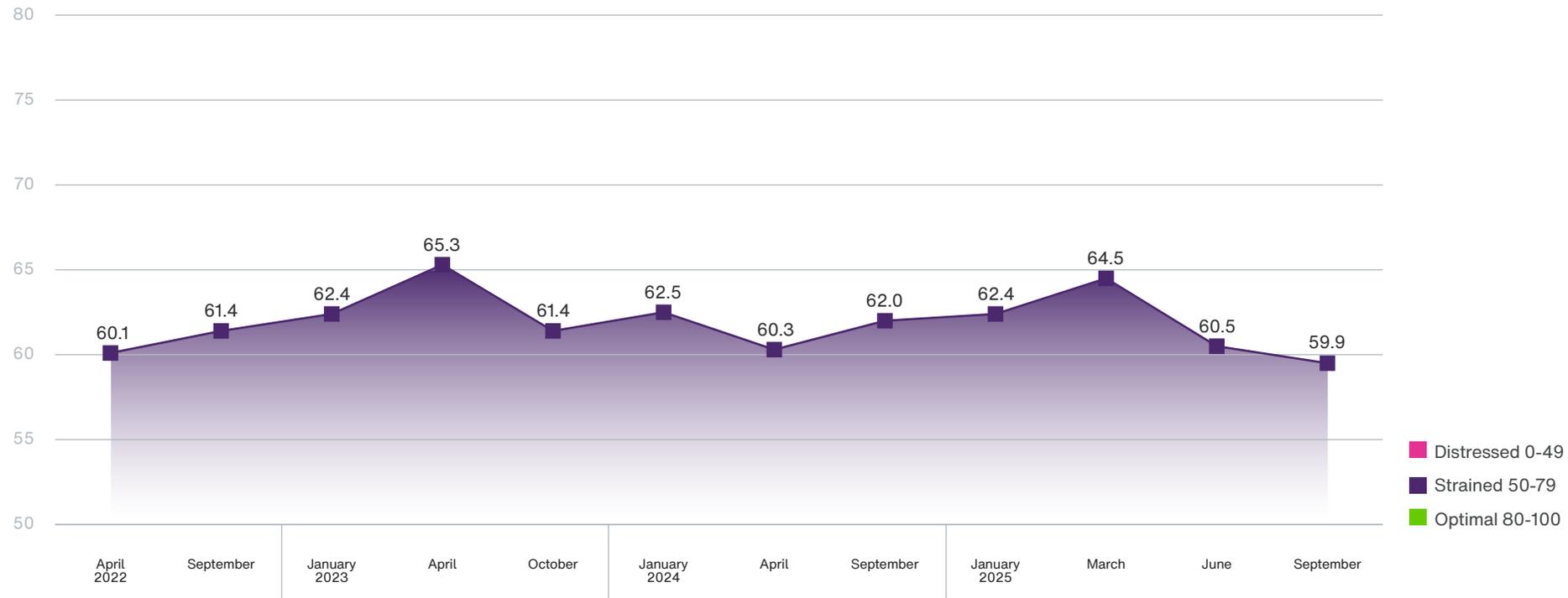
Percentage at risk by MHI sub-score



Anxiety

In September 2025, 27 per cent of workers report often feeling unsettled and nervous.

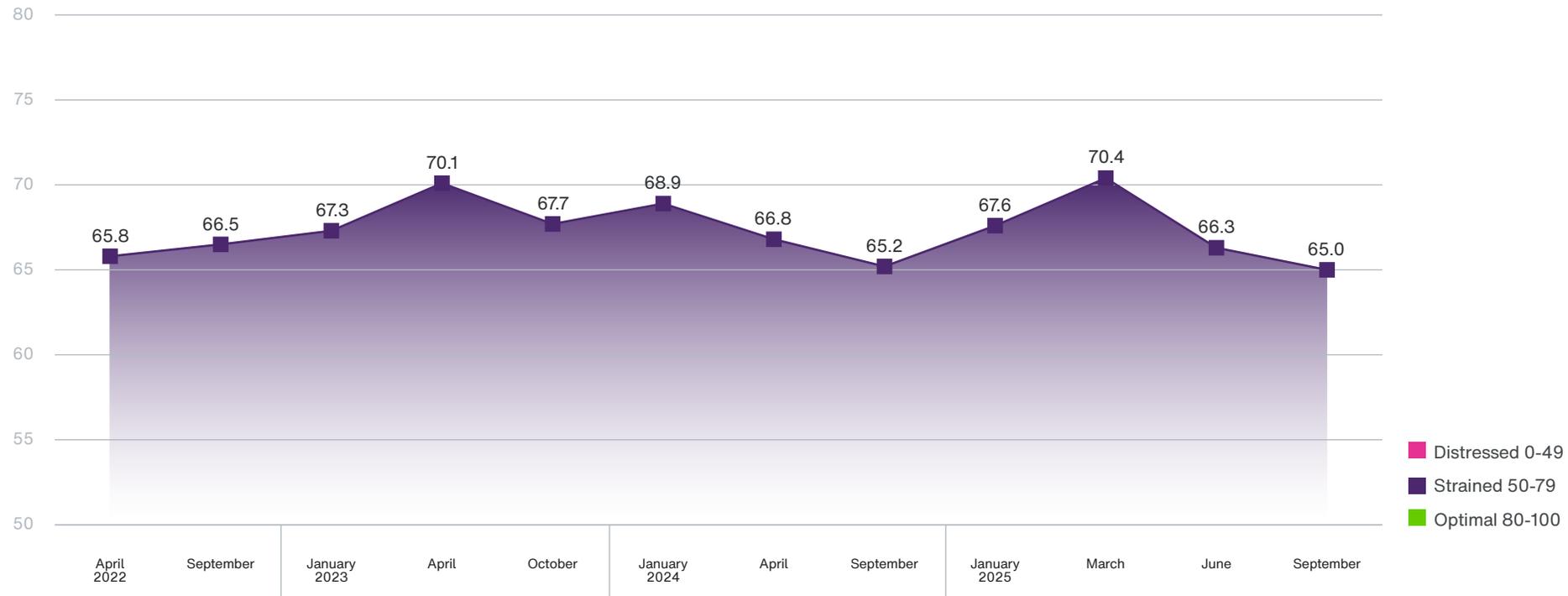
After reaching its peak in April 2023, anxiety sub-scores generally declined through April 2024. Anxiety scores subsequently improved through March 2025, then fell sharply in June 2025. In September 2025, the anxiety sub-score continues its decline to its lowest level in more than three years.



Isolation

In September 2025, 22 per cent of workers say they often feel alone.

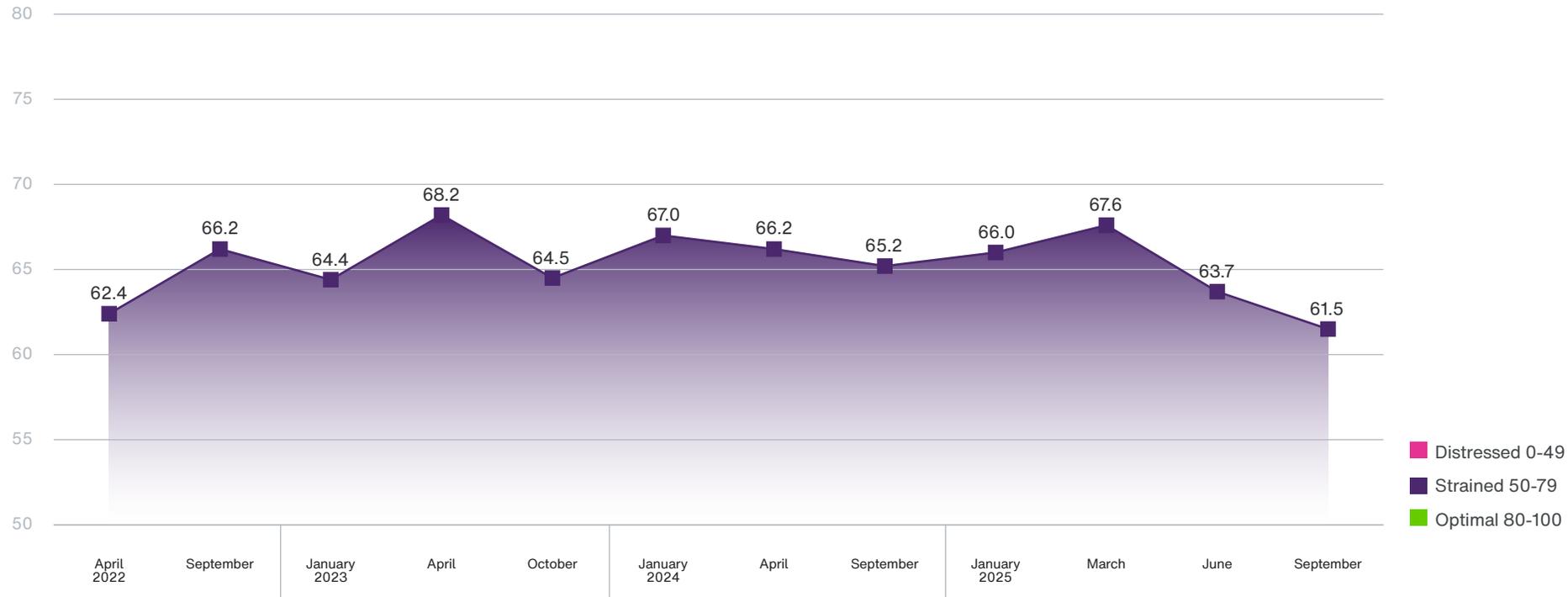
The isolation sub-score gradually improved from the launch of the Mental Health Index through April 2023, then fluctuated and experienced significant declines through September 2024. The score rebounded to its highest level in March 2025 but declined significantly in June. In September 2025, the isolation sub-score continues to decline to the lowest level recorded in its three-year history.



Work productivity

In September 2025, 31 per cent of workers say their mental health is negatively impacting their work productivity and goals.

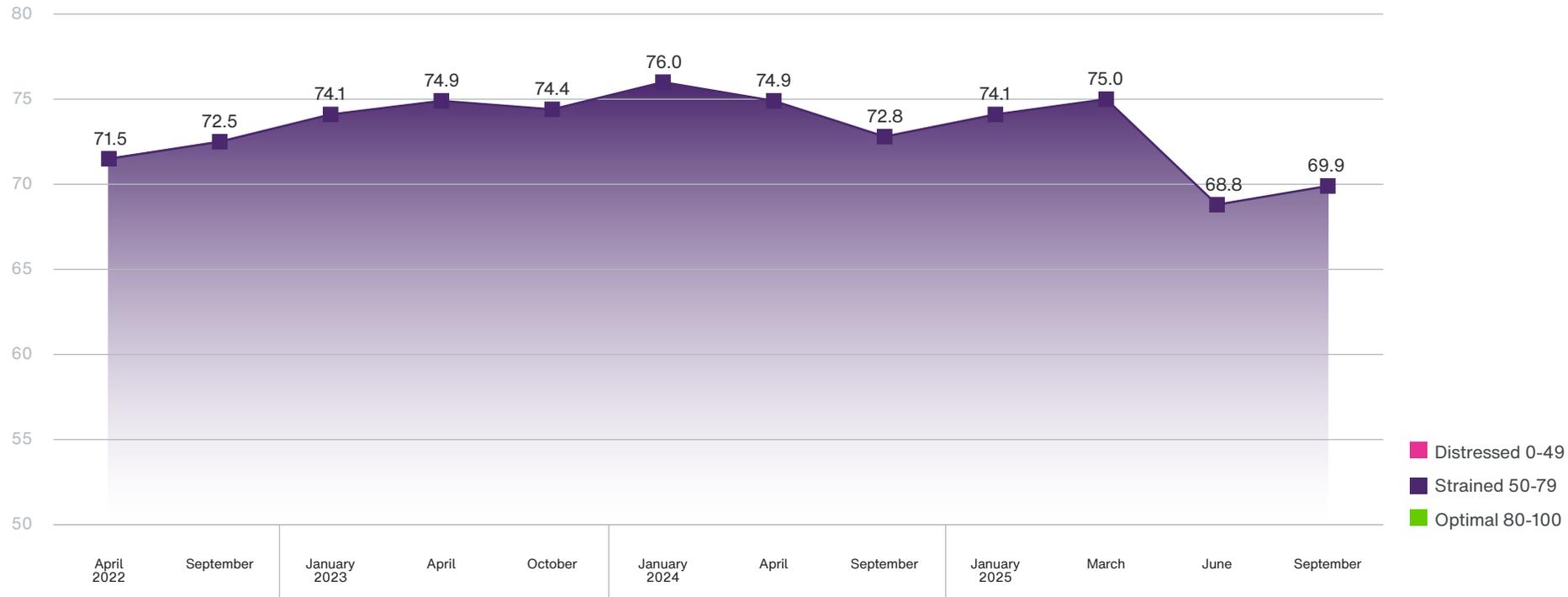
The work productivity sub-score has fluctuated since the launch of the Mental Health Index in April 2022. After reaching its peak in April 2023, the work productivity score declined through September 2024. Following improvements through March 2025, the work productivity sub-score declined dramatically in June, and in September 2025, it continued its decline to its lowest level in more than three years.



Financial risk

In September 2025, 29 per cent of workers do not have emergency savings for basic needs.

The financial risk sub-score trended upward from the launch of the Mental Health Index in April 2022 through January 2024. The score declined for two consecutive periods before recovering through March 2025. The score then fell sharply to its lowest level on record in June 2025. While a modest 1-point increase is observed in September 2025, the score remains substantially below historical levels.



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 64.7 compared to 69.7 for men
- Since April 2022, mental health scores have improved with age
- Workers with at least one minor child have a lower mental health score (64.4) than workers without children (69.2)

Mental health by employment status.

- Overall, two per cent of respondents are unemployed¹ and seven per cent report reduced hours or reduced salary
- Workers reporting fewer hours than the previous month have the lowest mental health score (57.5), followed by workers reporting reduced salary than the last month (60.2), respondents not currently employed (61.1), and workers with no change to salary or hours (68.0)
- Labourers have a lower mental health score (64.7) than service industry (66.0) and office workers (69.4)
- Managers have a lower mental health score (66.5) than non-managers (67.8)
- Respondents working for companies with 1,001-5,000 employees have the highest mental health score (69.7)
- Respondents working for companies with 51-100 employees have the lowest mental health score (62.5)



Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (54.2) than the overall group 67.2. Workers with emergency savings have a mental health score of 72.3

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)	68.0	68.6
Employed (fewer hours compared to last month)	57.5	55.0
Employed (reduced salary compared to last month)	60.2	60.9
Not currently employed	61.1	66.6

Age group	Sept. 2025	June 2025
Age 20-29	55.2	57.8
Age 30-39	63.2	62.2
Age 40-49	66.6	66.7
Age 50-59	71.6	72.5
Age 60-69	77.1	74.6

Number of children	Sept. 2025	June 2025
No children in household	69.2	68.8
1 child	64.3	67.3
2 children	64.3	66.8
3 children or more	64.7	59.8

Gender	Sept. 2025	June 2025
Men	69.7	70.1
Women	64.7	65.4

Household income/annum	Sept. 2025	June 2025
Less than € 10,000	52.2	59.6
€ 10,000 to less than € 20,000	60.3	58.1
€ 20,000 to less than € 30,000	60.2	60.4
€ 30,000 to less than € 50,000	64.3	66.0
€ 50,000 to less than € 70,000	67.5	69.1
€ 70,000 to less than € 100,000	70.9	71.6
€ 100,000 and over	76.4	74.2

Employer size	Sept. 2025	June 2025
Self-employed/sole proprietor	65.8	64.7
2-50 employees	68.1	68.5
51-100 employees	62.5	67.2
101-500 employees	67.9	67.9
501-1,000 employees	66.8	65.4
1,001-5,000 employees	69.7	69.4
5,001-10,000 employees	65.0	69.8
More than 10,000 employees	69.2	69.7

Manager	Sept. 2025	June 2025
Manager	66.5	67.3
Non-manager	67.8	68.3

Work environment	Sept. 2025	June 2025
Labour	64.7	65.4
Office/desk	69.4	69.2
Service	66.0	67.1

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 (55.2), followed by workers in Accommodation and Food Service Activities (56), and Construction (60.2).

Workers in Technology (73), Transportation and Storage (72.6), and Public Administration and Defence (72.4) have the highest mental health scores in September.



Industry	September 2025	June 2025	Change
Administrative and Support Service Activities	69.3	63.6	5.7
Real Estate Activities	67.8	62.1	5.7
Public Administration and Defence	72.4	67.1	5.3
Accommodation and Food Service Activities	56.0	53.6	2.4
Technology	73.0	72.2	0.8
Wholesale and Retail Trade	65.7	65.6	0.1
Human Health and Social Work Activities	70.0	69.9	0.1
Financial and Insurance Activities	65.5	65.5	0.0
Professional, Scientific and Technical Activities	66.9	67.7	-0.8
Manufacturing	66.3	67.5	-1.2
Arts, Entertainment and Recreation	69.8	72.9	-3.1
Education	66.5	70	-3.5
Other Service Activities	67.4	71.8	-4.4
Transportation and Storage	72.6	77.2	-4.6
Construction	60.2	66.4	-6.2
Information and Cultural Industries (excluding media and telecommunications)	63.9	72.4	-8.5
Media and Telecommunications	60.9	71.0	-10.1
Electricity, Gas, Steam and Air Conditioning Supply	55.2	65.5	-10.3

Spotlight

Employer support for wellbeing.

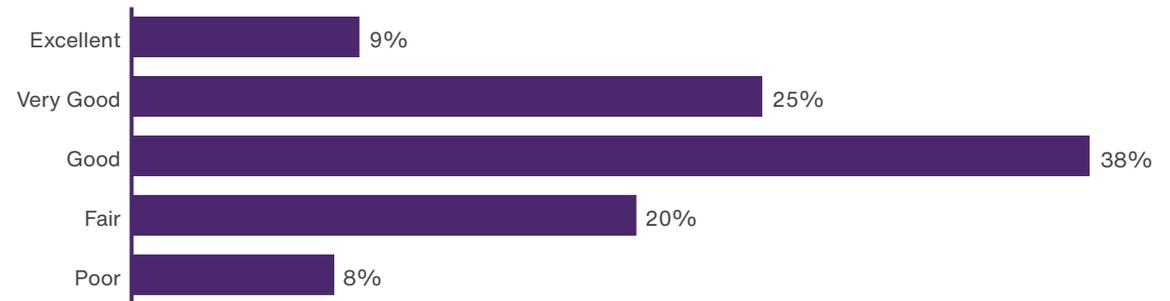
Physical wellbeing

Workers who rate their employer’s support for physical wellbeing as poor have a mental health score 12 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 (67.4 and 72.0 respectively), at least equal to the national average (67.2)
- The lowest mental health score (59.9) is among eight per cent of workers rating employer support for their physical wellbeing as poor, at least nine points lower than workers rating support as very good/excellent (68.8 and 75.3 respectively) and more than seven points lower than the national average (67.2)
- Workers reporting reduced salary or hours compared to the last month are more than twice as likely 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?”

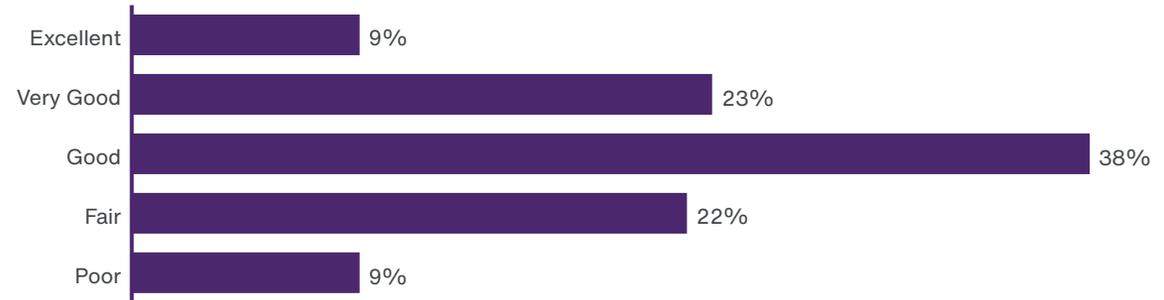


Mental wellbeing

Workers who rate their employer's support for mental wellbeing as poor have a mental health score nearly 12 points lower than those who rate it as excellent.

- Nearly one-third (32 per cent) of workers rate employer support for their mental wellbeing as very good/excellent; this group has mental health scores (68.3 and 73.2, respectively) at least one point higher than the national average (67.2)
- The lowest mental health score (61.5) is among nine per cent of workers rating employer support for their mental wellbeing as poor, at least seven points lower than workers rating support as very good/excellent (68.3 and 73.2 respectively) and nearly six points lower than the national average (67.2)

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?"

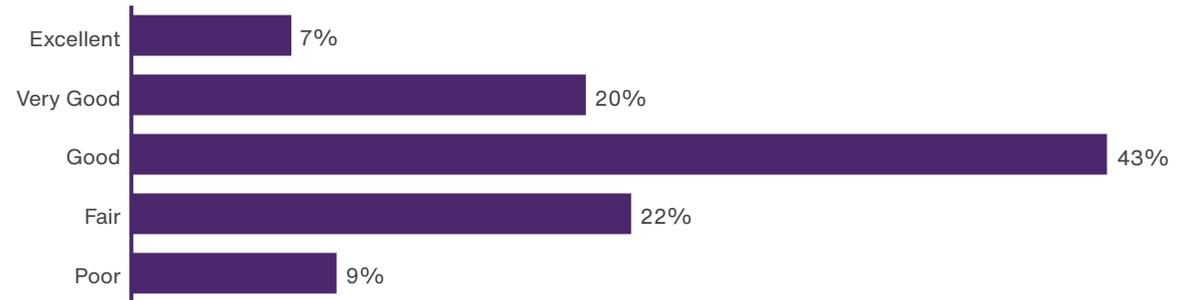


Financial wellbeing

Workers who rate their employer's support for their financial wellbeing as poor have a mental health score that is 19 points lower than those who rate it as excellent.

- More than one-quarter (27 per cent) of workers rate employer support for their financial wellbeing as very good/excellent; this group has the highest mental health scores (67.3 and 76.8, respectively), at least equal to the national average (67.2)
- Managers are 70 per cent more likely than non-managers to rate employer support for their financial wellbeing as very good/excellent
- The lowest mental health score (57.9) is among nine 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 (67.3 and 76.8 respectively) and the national average (67.2)
- Women are 60 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).

Nearly half of workers don't know whether their employer offers an Employee Assistance Program.

- The mental health score (66.3) of 14 per cent of workers who say their employer offers an Employee Assistance Program (EAP) is more than two points lower than 40 per cent of workers who report their employer doesn't offer an EAP (68.8) and one point lower than the national average (67.2)
- Workers older than 50 are 60 per cent more likely than workers younger than 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)?"



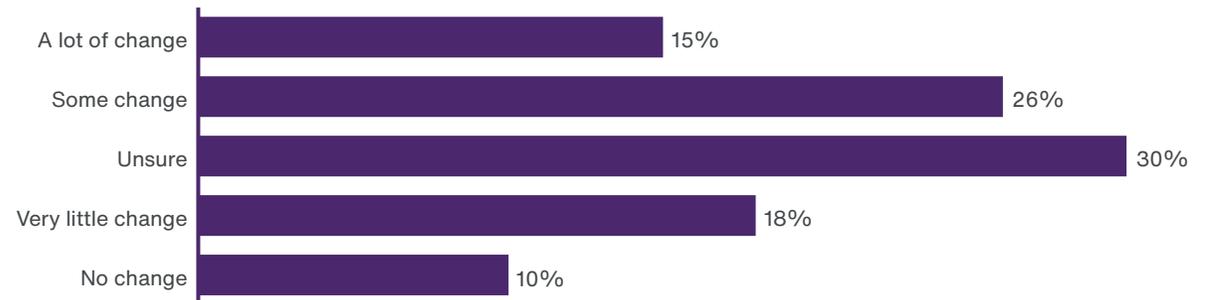
Artificial Intelligence in the workplace.

More than two in five workers expect that AI technology could lead to changes in their jobs.

- More than one-quarter (26 per cent) of workers believe AI technology could lead to some change in their job; this group has the lowest mental health score (65.3), more than four points lower than workers who believe that AI technology will not change their jobs (69.6), and two points lower than the national average (67.2)
- Workers under 40 are 60 per cent more likely than workers over 50 to believe that AI technology could lead to some change in their jobs
- Managers are 50 per cent more likely than non-managers to believe that AI technology could lead to some change in their jobs
- Parents are 40 per cent more likely than non-parents to believe that AI technology could lead to some change in their jobs



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





- Sixty-nine per cent of workers in Information and Cultural Industries (excluding media and telecommunications), followed by 69 per cent of workers in Technology, and 63 per cent of workers in Media and Telecommunications, believe that AI will lead to changes in their jobs
- The highest mental health score (69.6) is among 10 per cent of workers reporting that AI technology will not lead to changes in their jobs, more than two points higher than the national average (67.2)
- Workers over 50 are four times more likely than workers under 40 to believe that AI technology will not lead to changes in their jobs
- Labourers and service industry workers are nearly three times more likely than 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?”

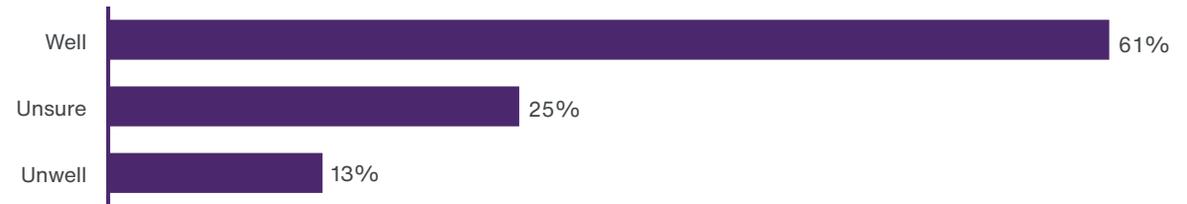


More than three in five workers say they anticipate coping well with job changes due to AI technology.

- More than three in five (61 per cent) workers anticipate being able to deal well with changes in their jobs because of AI technology; this group has the highest mental health score (68.6), more than one point higher than the national average (67.2)
- The lowest mental health score (63.3) is among 13 per cent of workers who anticipate not being able to deal well with changes in their jobs because of AI, more than five points lower than workers who anticipate being able to deal well with changes (68.6), and nearly four points lower than the national average (67.2)
- Workers with an annual household income of less than €50,000 are nearly three times more likely than workers with a yearly household income greater than €50,000 to anticipate not being able to deal well with changes in their job because of AI technology



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



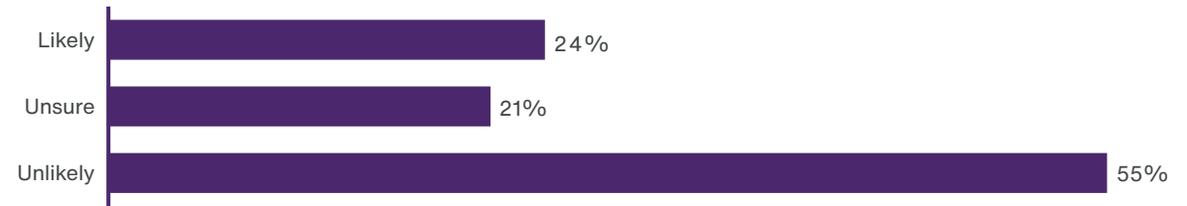
MHI score by “How well do you anticipate being able to deal with changes in your job because of AI technology?”



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

- More than half (55 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 (71.8), nearly five points higher than the national average (67.2)
- Nearly one-quarter (24 per cent) of workers believe that AI technology could lead to potential job loss for them; this group has the lowest mental health score (58.9), 13 points lower than workers who disagree (71.8) and more than eight points lower than the national average (67.2)

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?”



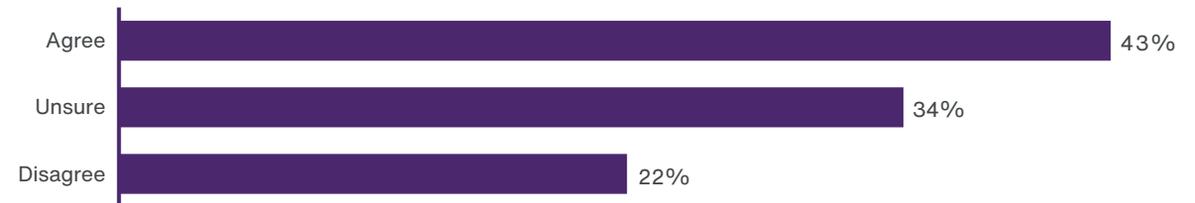
Balance and recognition: Perspective on managerial roles.

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

- More than two in five (43 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 a mental health score (66.9) approaching the national average (67.2)
- 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 35 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
- More than one in five (22 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 (64.7), more than two points lower than workers who agree (66.9) and the national average (67.2)



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



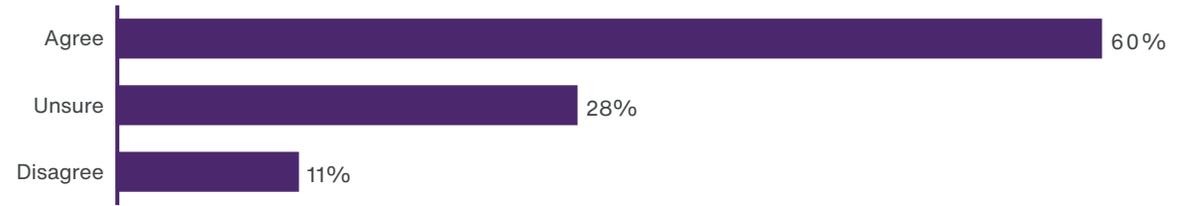
MHI score by “I believe that taking on a higher-level leadership role in my organisation would be manageable without creating excessive stress”



Only three in five workers believe their organisation’s leaders can maintain a healthy work-life balance.

- Three in five (60 per cent) workers agree that leaders in their organisation can maintain a healthy work-life balance; this group has the highest mental health score (69.5), more than two points higher than the national average (67.2)
- One in nine (11 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 (58.3), more than 11 points lower than workers who report leaders in their organisation can maintain a healthy work-life balance (69.5) and nearly 10 points lower than the national average (67.2)

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”

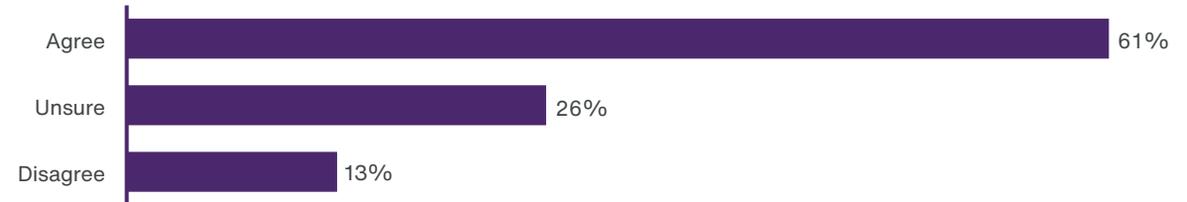


More than one in eight workers believe leadership positions aren't adequately rewarded for the additional effort.

- More than three in five (61 per cent) workers believe that sufficient rewards match the additional effort required in leadership positions; this group has the highest mental health score (68.4), more than one point higher than the national average (67.2)
- More than one in eight (13 per cent) workers does not believe that sufficient rewards match the additional effort required in leadership positions; this group has the lowest mental health score (64.7), nearly four points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (68.4), and nearly three points lower than the national average (67.2)
- Women are 30 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”

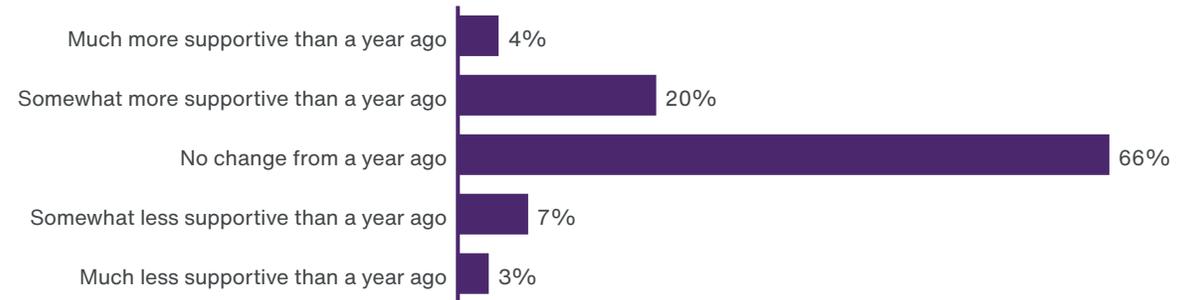


Leadership support for work-life balance.

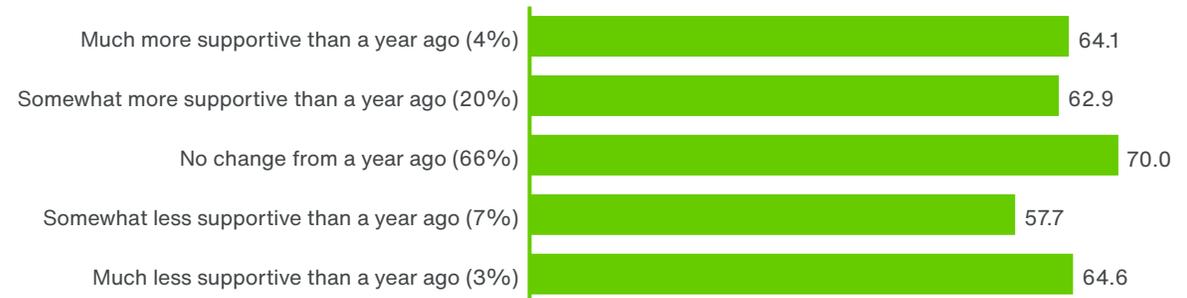
Nearly one in four workers say senior leadership’s support for work-life balance has improved over the past year.

- Nearly two-thirds (66 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 (70.0) nearly three points higher than the national average (67.2)
- One in ten (10 per cent) report senior leadership has been less supportive of work-life balance over the past year; this group has the lowest mental health scores (57.7 and 64.6), on average, nearly two points lower than workers who report senior leadership has been more supportive (62.9 and 64.1), and at least three points lower than the national average (67.2)
- Managers are two and a half times more likely than non-managers to report that senior leadership has been more supportive of work-life balance over the past year
- 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
- Parents are twice as likely as 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?



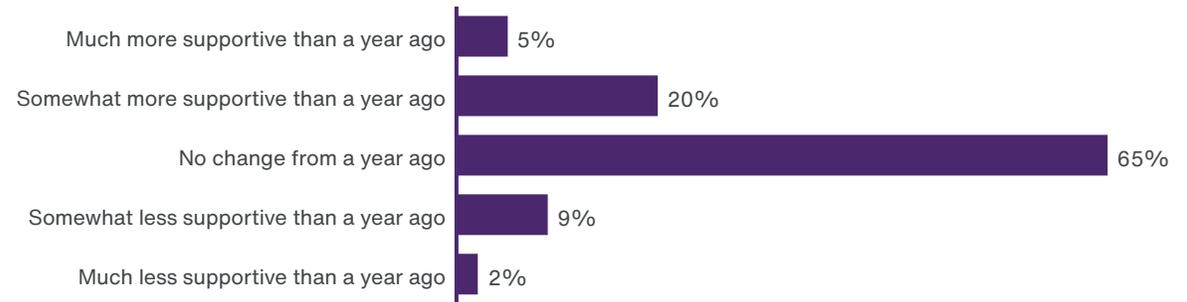
MHI score by “How has senior leadership’s support for work-life balance changed over the past year?”



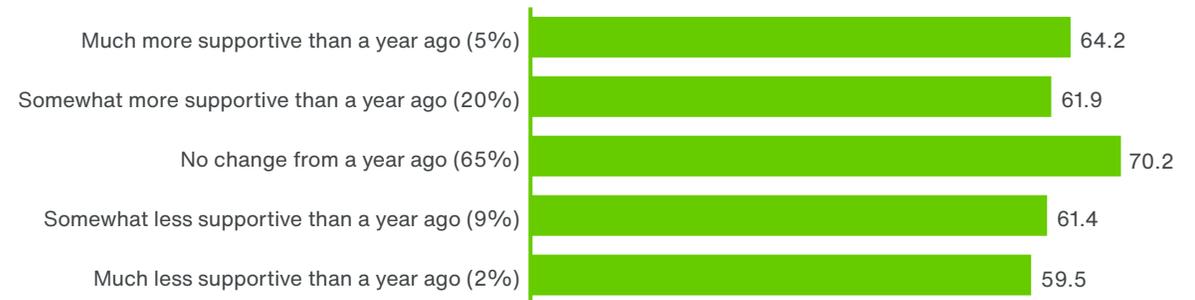
One in four workers says their manager’s support for work-life balance has improved over the past year.

- Nearly two-thirds (65 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 (70.2) three points higher than the national average (67.2)
- One in nine (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 (59.5 and 61.4), lower than workers who report their manager has been more supportive (61.9 and 64.2), and at least six points lower than the national average (67.2)
- Managers are twice as likely as non-managers to report their manager has been more supportive of work-life balance compared to the past year
- Parents are twice as likely as non-parents to report their manager has been more supportive of work-life balance over the past year
- Workers under 40 are 60 per cent more likely than workers over 50 to report their manager has been more supportive of work-life balance over the past year

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?”



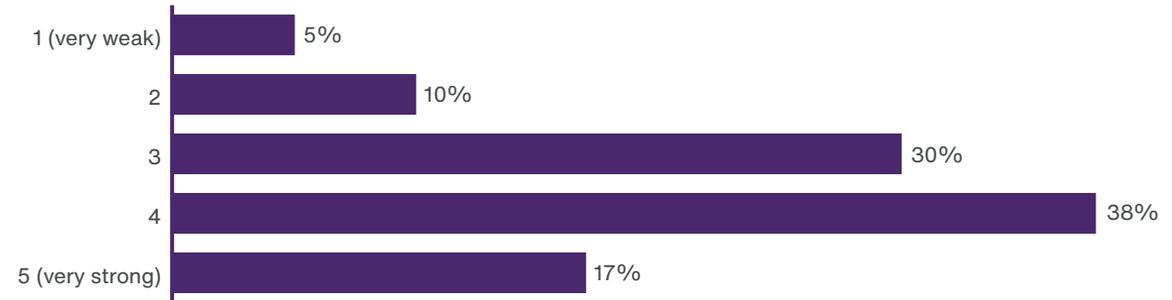
Manager traits and their impacts on mental health.

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 (55 per cent) of workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (69.1 and 70.9) are at least two points higher than the national average (67.2).
- More than one in seven (15 per cent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (58.0 and 61.4) are at least six points lower than the national average (67.2)

Manager characteristic: Autonomy

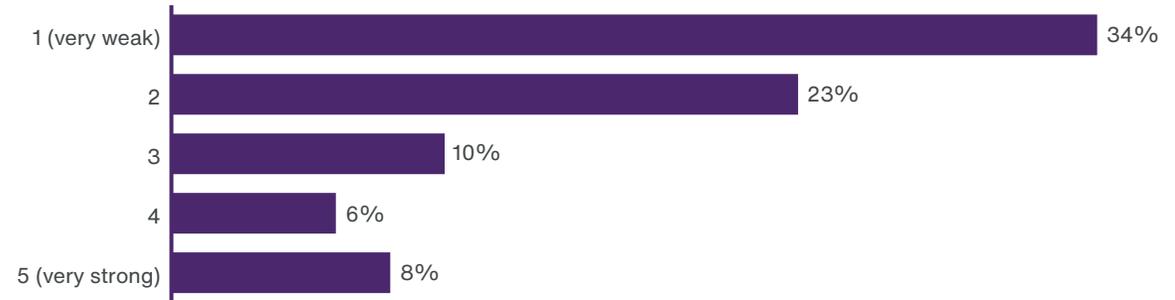


MHI score by manager characteristic: Autonomy

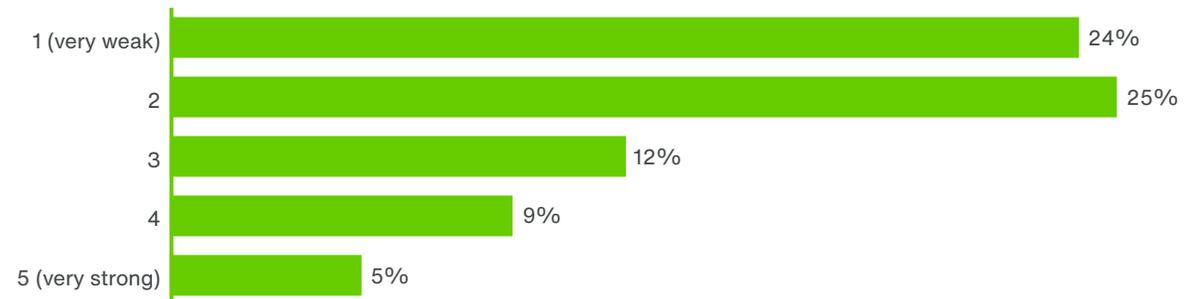


- Workers rating their manager as weak in autonomy (1 or 2) are at least three times more likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in autonomy (1 or 2) are at least three times 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)

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



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

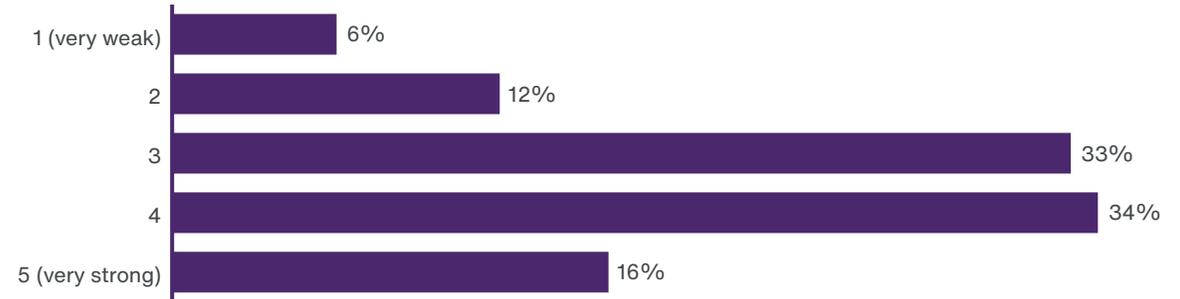


Charisma

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”.

- Half (50 per cent) of workers rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (68.0 and 69.4) are nearly one point higher than the national average (67.2)
- Nearly one in five (18 per cent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (62.5 and 62.7) are nearly five points lower than the national average (67.2)

Manager characteristic: Charisma



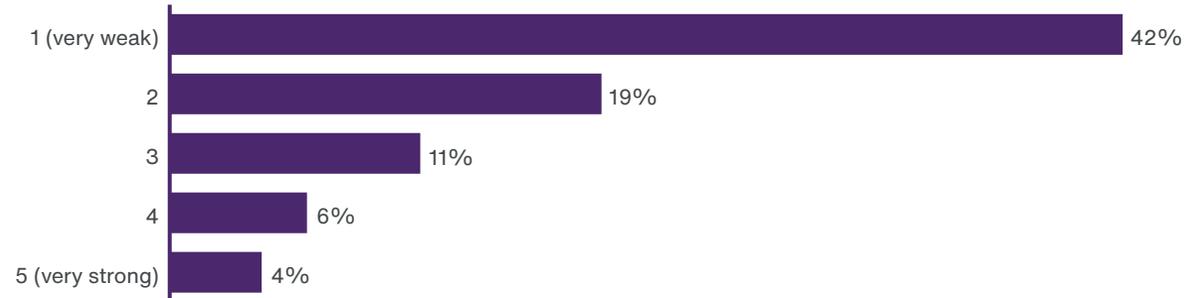
MHI score by manager characteristic: Charisma



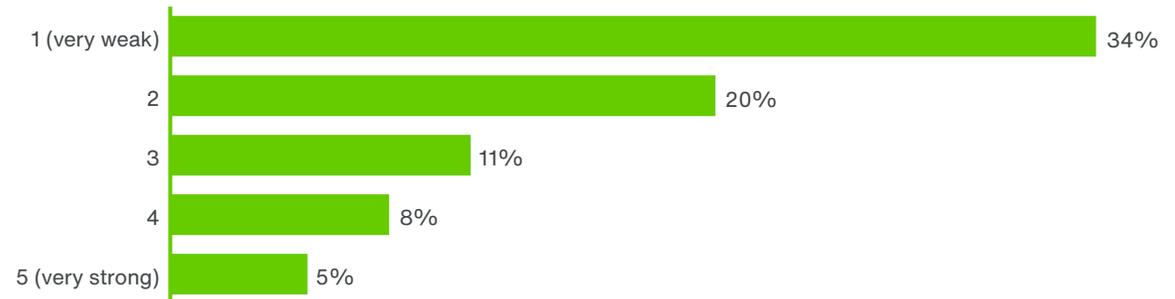
- Workers rating their manager as weak in charisma (1 or 2) are more than three times as likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager as strongly charismatic (4 or 5)
- Workers rating their manager as weak in charisma (1 or 2) are at least 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)



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



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

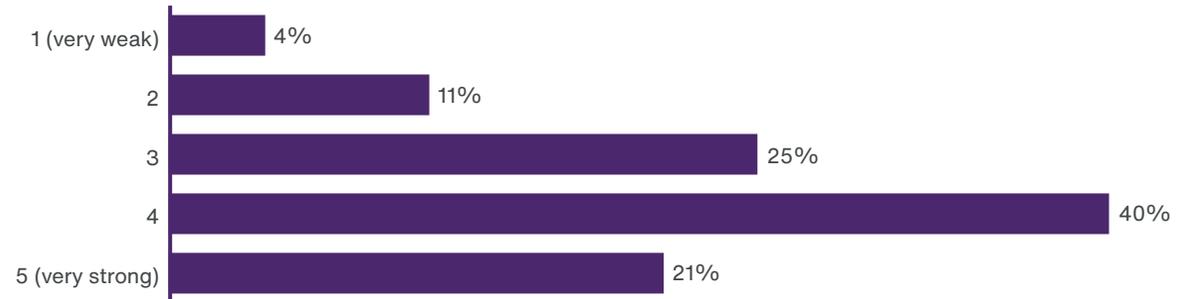


Humanity

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 (68.3 and 70.2) are at least one point higher than the national average (67.2)
- More than one in seven (15 per cent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (61.4 and 62.6) are at least five points lower than the national average (67.2)

Manager characteristic: Humanity



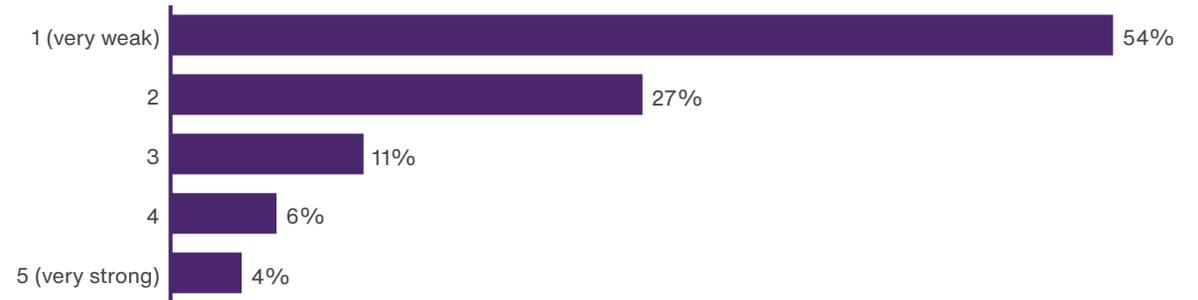
MHI score by manager characteristic: Humanity



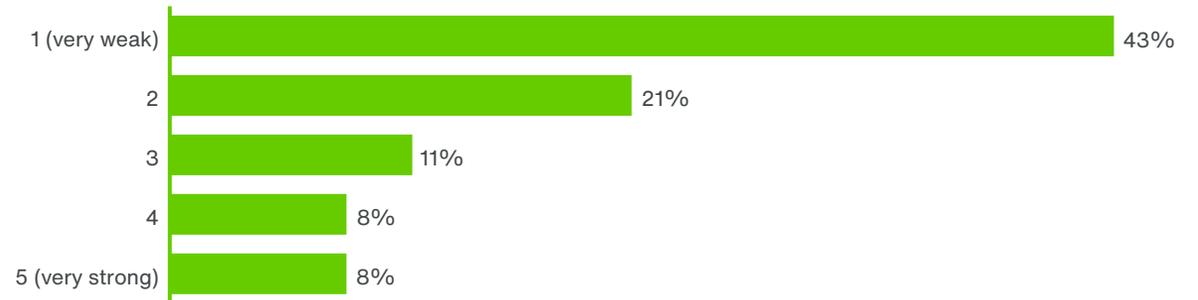
- Workers rating their manager as weak in humanity (1 or 2) are more than four times as likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager as strong in humanity (4 or 5)
- Workers rating their manager as weak 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)



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



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

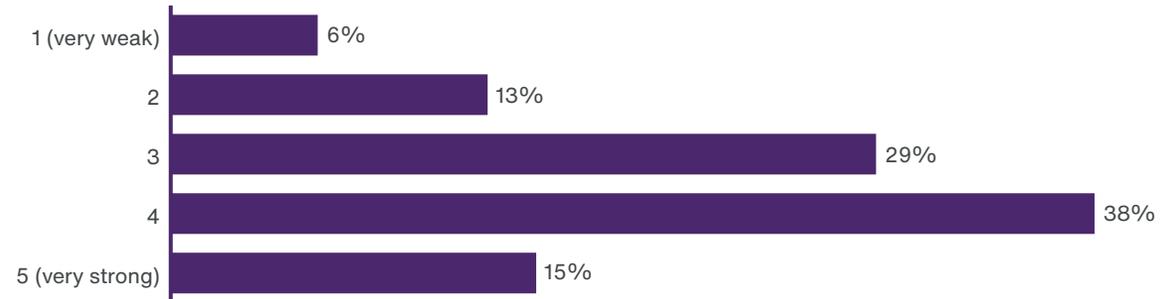


Participative

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

- More than half (53 per cent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (68.8 and 69.7) are nearly two points higher than the national average (67.2)
- Nearly one in five (19 per cent) rate their managers 1 or 2 (weakly participative). The mental health scores of this group (61.3 and 65.3) are at least two points lower than the national average (67.2)

Manager characteristic: Participative



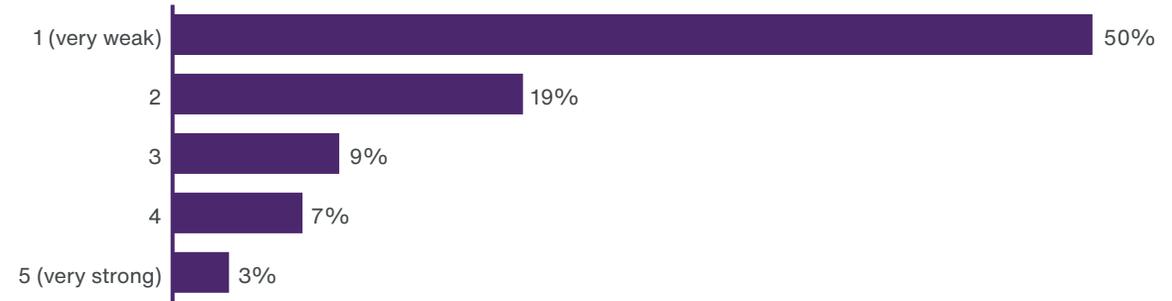
MHI score by manager characteristic: Participative



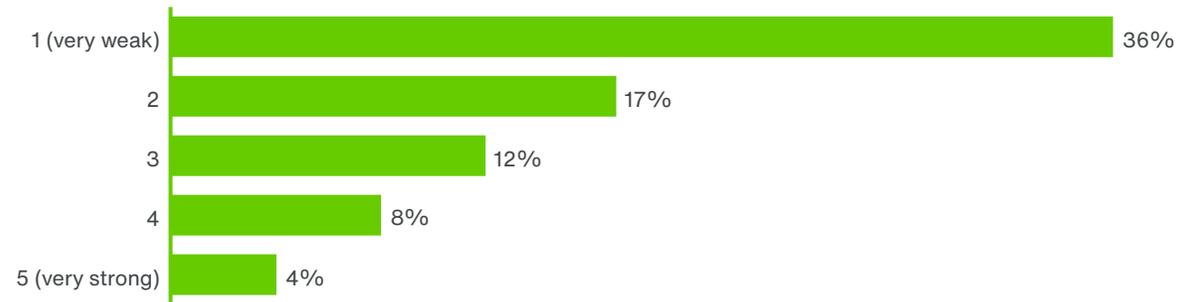
- Workers rating their manager as weakly participative (1 or 2) are more than twice as likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager strongly participative (4 or 5)
- Workers rating their manager as weakly 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)



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



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

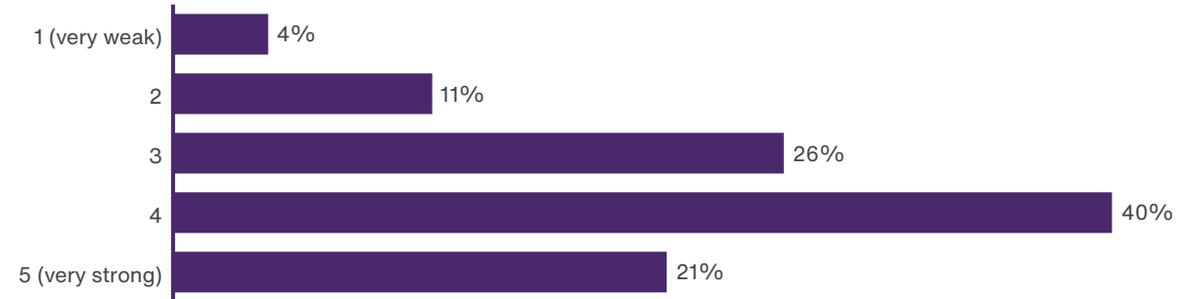


Team-oriented

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 (69.1 and 68.7) are more than one point higher than the national average (67.2)
- More than one in seven (15 per cent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (61.8 and 64.4) are at least three points lower than the national average (67.2)

Manager characteristic: Team-oriented



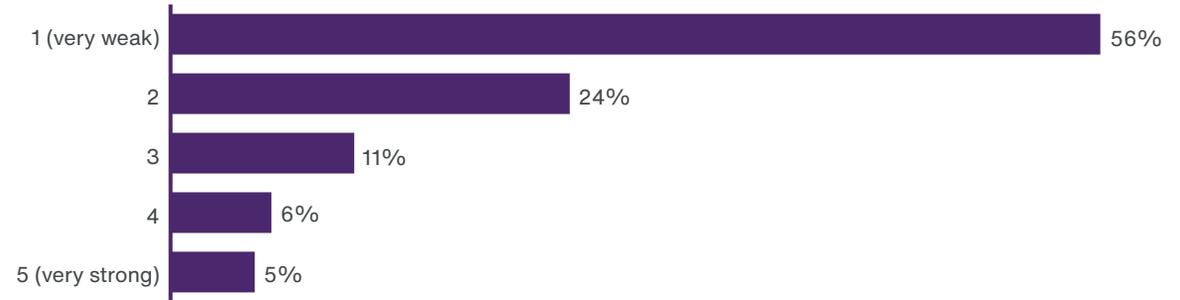
MHI score by manager characteristic: Team-oriented



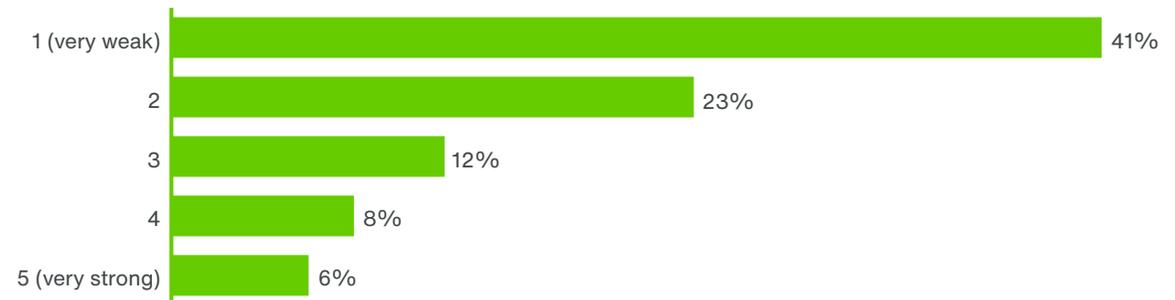
- Workers rating their manager as weakly team-oriented (1 or 2) are four times more likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager strongly team-oriented (4 or 5)
- Workers rating their manager as weakly team-oriented (1 or 2) are nearly three times 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 team-oriented (4 or 5)



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



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



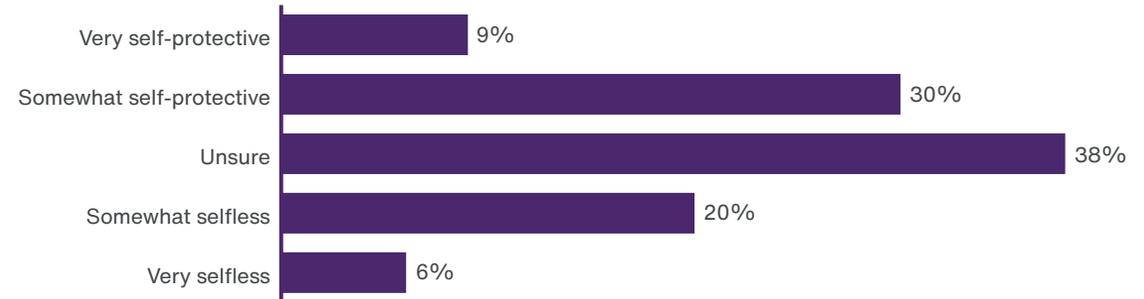
Self-protective

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 (39 per cent) rate their manager as self-protective. The mental health scores of this group (66.2 and 66.5) are nearly one point lower than the national average (67.2)
- More than one-quarter (26 per cent) rate their managers as selfless. The mental health scores of this group (66.8 and 69.2) are, on average, higher than the national score (67.2)



Manager characteristic: Self-protective



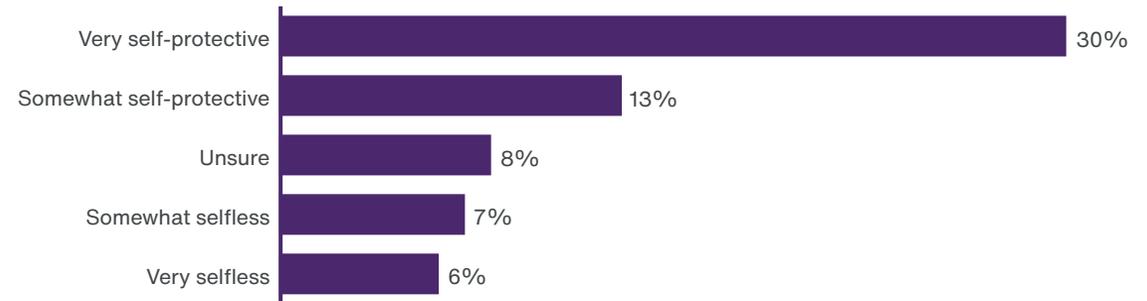
MHI score by manager characteristic: Self-protective



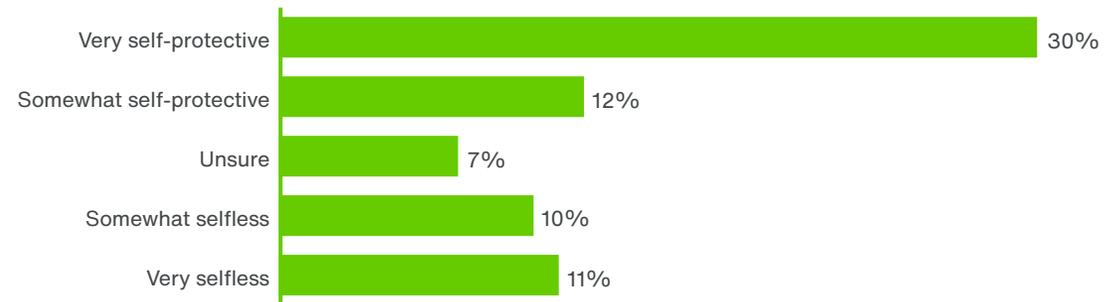
- Workers rating their manager as very self-protective are nearly three times more likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager as selfless
- Workers rating their manager as very self-protective are nearly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



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



Percentage of employees reporting poor manager 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 the Netherlands 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 the Netherlands. 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

