



TELUS Mental Health Index.

Republic of Korea | Q4 2025

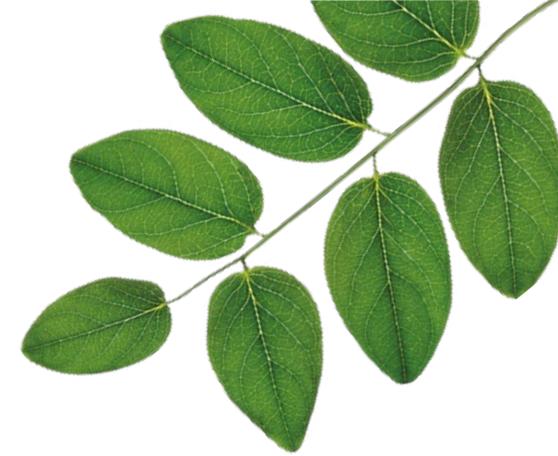
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What you need to know for the fourth quarter of 2025.



The mental health score in Korea **remains significantly strained**, with half of workers feeling depressed and isolated, and at high mental health risk.

- At 55.5, the mental health of workers remains unchanged from Q3 2025
- 50 per cent of workers have a high mental health risk, 41 per cent have a moderate mental health risk, and nine per cent have a low mental health risk
- Depression, isolation, optimism, and financial risk sub-scores have declined from Q3 2025
- Depression and isolation have been the lowest sub-scores since the launch of the MHI
- 48 per cent of workers feel depressed
- 48 per cent of workers feel isolated
- 45 per cent of workers feel anxious
- 37 per cent of workers do not have emergency savings for basic needs
- 32 per cent of workers say their mental health is impacting work productivity
- Mental health scores have declined from Q3 2025 in all the regions apart from the Capital region
- 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

Nearly one in four workers question the **reward-effort balance of leadership**; one-third see excessive stress.

- 50 per cent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 23 per cent believe it's inadequate
- 43 per cent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 32 per cent view it as unmanageable
- 42 per cent of workers believe leaders in their organisation can maintain a healthy work-life balance, though 58 per cent are unsure or disagree

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

- 51 per cent of workers believe that AI technology could lead to some change in their jobs; a further 18 per cent expect a lot of change in their jobs
- 85 per cent of workers in Financial and Insurance Activities, 85 per cent of workers in Professional, Scientific and Technical Activities, and 79 per cent of workers in Information and Communication (excluding 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
- 58 per cent of workers anticipate being able to deal well with changes in their jobs because of AI; 34 per cent of workers are unsure, and eight per cent anticipate not dealing well
- 39 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
- 67 per cent of workers say that senior leadership's support for work-life balance has not changed over the past year; 22 per cent say it has improved, and 11 per cent say it is less supportive
- 66 per cent of workers say that their manager's support for work-life balance has not changed over the past year; 22 per cent say it has improved, and 12 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 rate their employer's support for wellbeing as inadequate; half say their employer doesn't offer an EAP.

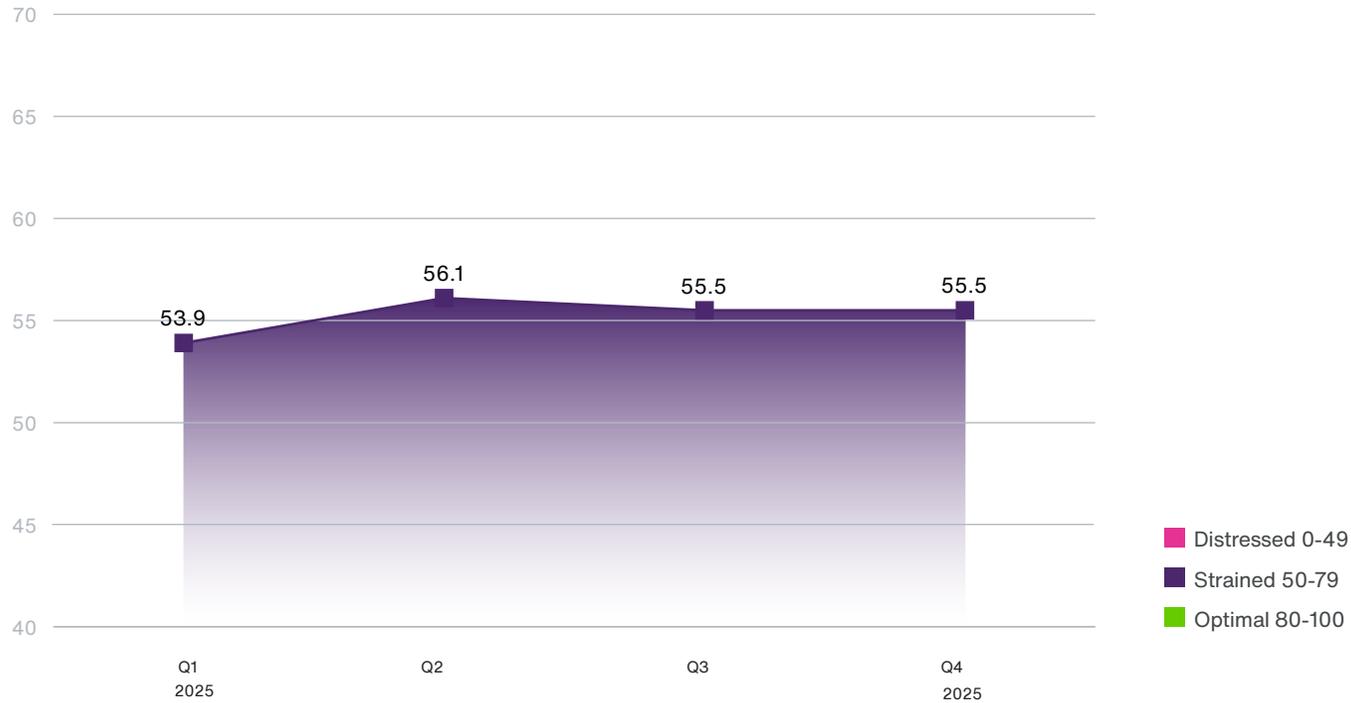
- 56 per cent of workers rate their employer's support for financial wellbeing as fair or poor
- Workers rating financial wellbeing support as poor have a mental health score that is 16 points lower than those reporting excellent support
- 54 per cent of workers rate their employer's support for mental wellbeing as fair or poor
- Workers rating mental wellbeing support as poor have a mental health score 19 points lower than those reporting excellent support
- 46 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 23 points lower than those reporting excellent support
- Women are more likely than men to rate employer support as poor across all areas of wellbeing: financial, mental and physical
- 51 per cent of workers say their employer doesn't offer an Employee Assistance Program (EAP); a further 27 per cent are unsure

The Mental Health Index.

The overall Mental Health Index (MHI) for Q4 2025 is 55.5.

The mental health score of workers in Korea remains unchanged since Q3 2025.

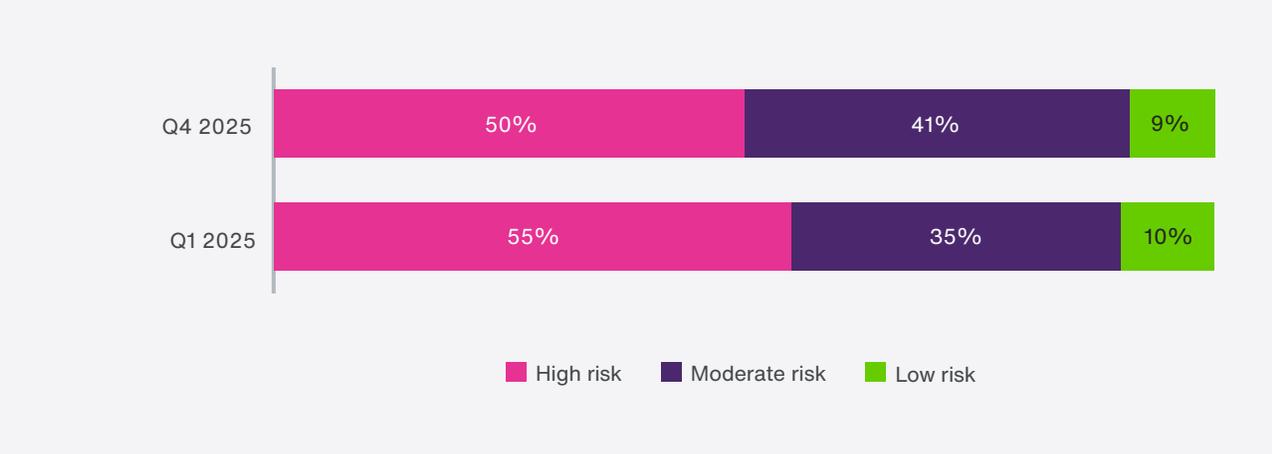
MHI Current Period Q4 2025	Q3 2025
55.5	55.5





Mental health risk.

In Q4 2025, 50 per cent of workers have a high mental health risk, 41 per cent have a moderate mental health risk, and nine per cent have a low mental health risk. The proportion of workers in the high-risk group has declined by five per cent since Q1 2025.



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. n.

Mental Health Index sub-scores.

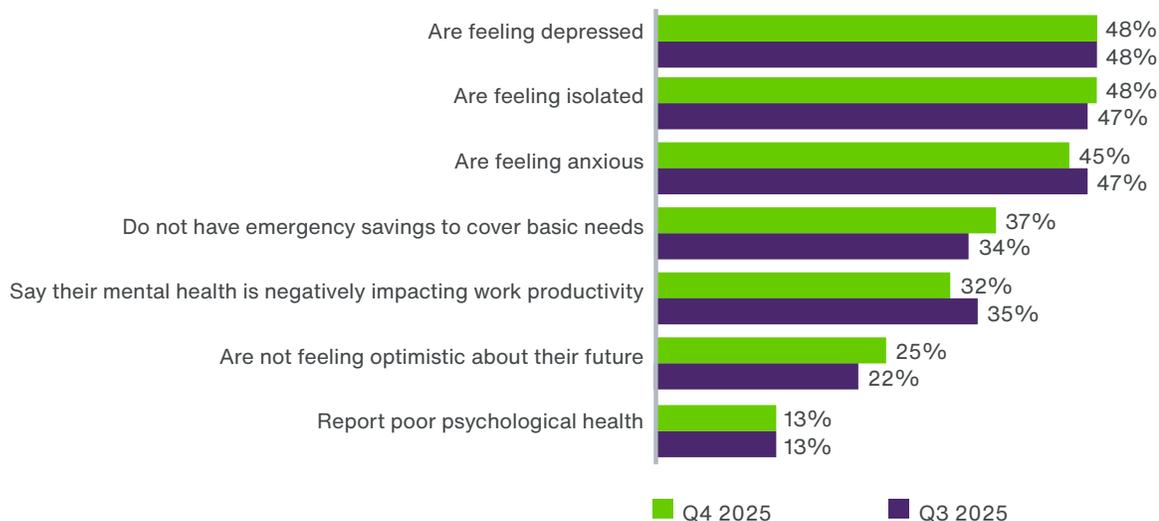
Depression (47.1) is the lowest Mental Health Index sub-score for the fourth consecutive period. Isolation (47.5), anxiety (49.3), work productivity (59.2), optimism (59.5), and financial risk (62.6) follow. General psychological health (69.0) remains the most favourable mental health measure in Q4 2025.

- Depression, isolation, optimism, and financial risk sub-scores have declined from Q3 2025
- Depression and isolation have been the lowest sub-scores since the launch of the MHI

Nearly half (48 per cent) of workers feel depressed, and isolated, 45 per cent feel anxious, 37 per cent do not have emergency savings for basic needs, 32 per cent say their mental health is negatively impacting work productivity, 25 per cent do not feel optimistic about their future, and 13 per cent of workers cite poor psychological health

Mental Health Index Sub-scores	Q4 2025	Q3 2025
Depression	47.1	47.2
Isolation	47.5	47.8
Anxiety	49.3	48.5
Work productivity	59.2	58.6
Optimism	59.5	59.8
Financial risk	62.6	63.4
Psychological health	69.0	68.4

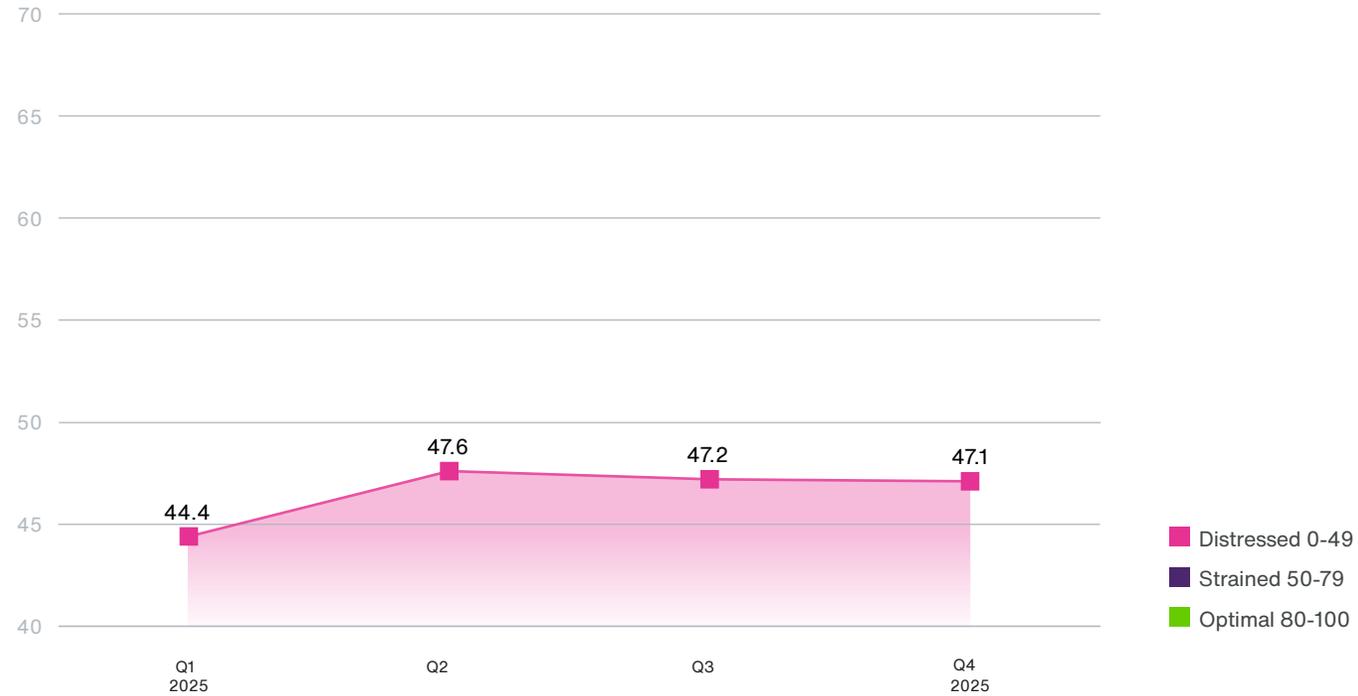
Percentage at risk by MHI sub-score



Depression

In Q4 2025, 48 per cent of workers often feel a sense of helplessness.

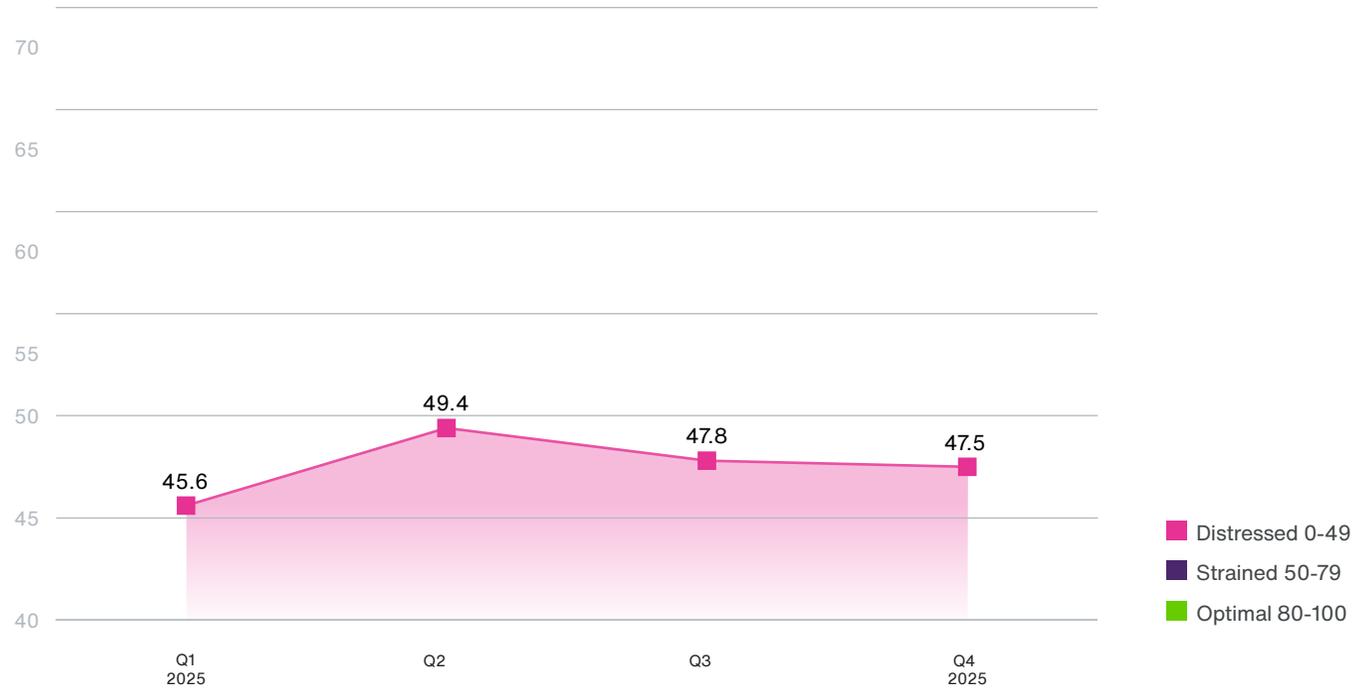
Depression has been the lowest mental health sub-score since the launch of the Index in January 2025. The score is nearly unchanged from the previous period and indicates distress in the working population.



Isolation

In Q4 2025, 45 per cent of workers say they often feel alone.

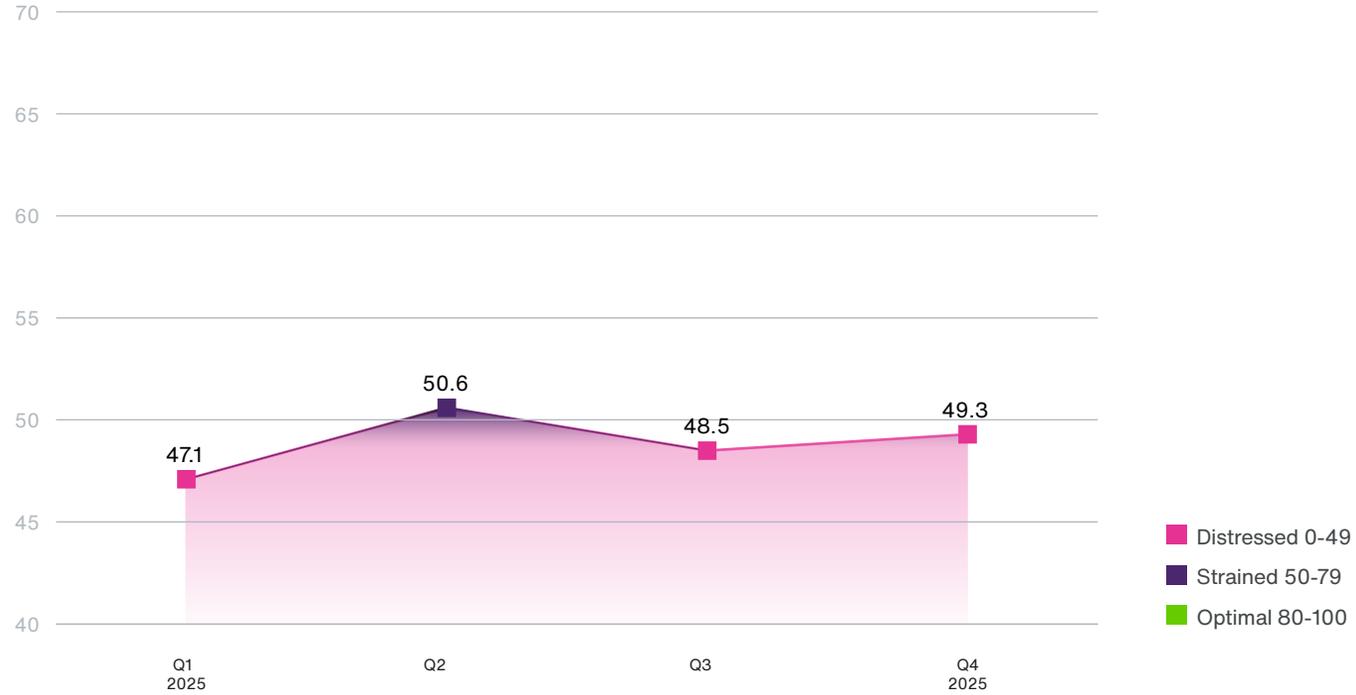
The isolation sub-score continues its decline for the second consecutive period and remains the second-lowest mental health sub-score since the launch of the Index in Q1 2025.



Anxiety

In Q4 2025, 45 per cent of workers report often feeling unsettled and nervous.

Despite modest improvements since the launch of the Mental Health Index in Q1 2025, the anxiety sub-score shows significant strain in the working population.



Mental health by gender and age.

- Since the launch of the MHI, women have had significantly lower mental health scores than men. In Q4 2025, the mental health score of women is 52.6 compared to 57.8 for men
- Mental health scores improve with age

Mental health by employment status.

- Overall, two per cent of respondents are unemployed¹ and seven per cent report reduced hours or reduced salary
- Workers reporting reduced salary compared to the previous month have the lowest mental health score (45.6), followed by those not currently employed (52.0), workers reporting fewer hours than the last month (53.0), and workers with no change to salary or hours (56.1)
- Labourers have a lower mental health score (52.6) than service industry (53.8) and office workers (57.0)
- Managers have a higher mental health score (57.5) than non-managers (54.0)
- Respondents working for companies with more than 10,000 employees have the highest mental health score (63.2)
- Self-employed/sole proprietors have the lowest mental health score (52.5)



Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (47.2) than the overall group (55.5). Workers with an emergency fund have an average mental health score of 60.4

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

The Mental Health Index by region.

Mental health scores in all regions of Korea remain significantly strained. Scores in the Yeongnam (55.9) and Capital (55.8) regions are nearly equal whereas the mental health score in the Central (52.1) region is the lowest.

- In Q4 2025, mental health scores have improved in the Capital region compared to Q3 2025
- Despite a 1.3-point decline, the mental health score in the Yeongnam region remains the highest in Q4 2025



Region	Q4 2025	Q3 2025
Capital Region	55.8	55.3
Central Region	52.1	52.8
Honam Region	55.6	56.5
Yeongnam Region	55.9	57.2

Employment status	Q4 2025	Q3 2025
Employed (no change in hours/salary)	56.1	56.1
Employed (fewer hours compared to last month)	53.0	49.4
Employed (reduced salary compared to last month)	45.6	44.2
Not currently employed	52.0	56.3

Age group	Q4 2025	Q3 2025
Age 20-29	53.1	51.2
Age 30-39	53.4	53.6
Age 40-49	54.8	54.5
Age 50-59	58.1	60.4
Age 60-69	64.6	66.9

Number of children	Q4 2025	Q3 2025
No children in household	55.2	56.3
1 child	56.1	54.8
2 children	56.2	53.9
3 children or more	49.0	55.7

Gender	Q4 2025	Q3 2025
Men	57.8	57.9
Women	52.6	53.0

Household income/annum	Q4 2025	Q3 2025
< 20,000 won	52.0	46.4
20,000 to < 40,000 won	49.7	53.7
40,000 to < 60,000 won	54.7	53.2
60,000 to < 100,000 won	58.5	57.3
100,000 won and over	60.0	61.0

Employer size	Q4 2025	Q3 2025
Self-employed/sole proprietor	52.5	52.6
2-50 employees	54.1	55.8
51-100 employees	53.4	53.2
101-500 employees	59.6	56.4
501-1,000 employees	54.5	53.3
1,001-5,000 employees	60.1	59.7
5,001-10,000 employees	58.1	58.3
More than 10,000 employees	63.2	59.6

Manager	Q4 2025	Q3 2025
Manager	57.5	57.1
Non-manager	54.0	54.3

Work environment	Q4 2025	Q3 2025
Labour	52.6	53.1
Office/desk	57.0	56.5
Service	53.8	52.6

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 Arts, Entertainment and Recreation have the lowest mental health score (46.6), followed by workers in Other Service Activities (48.9), and Accommodation and Food Service Activities (49.6).

Workers in Information and Communication (excluding media and telecommunications) (60.7), Administrative and Support Service Activities (58.8), and Financial and Insurance Activities (58.7) have the highest mental health scores in Q4.



Industry	Q4 2025	Q3 2025	Change
Administrative and Support Service Activities	58.8	51.3	7.5
Information and Communication (excluding media and telecommunications)	60.7	55.1	5.6
Financial and Insurance Activities	58.7	54.3	4.5
Media and Telecommunications	53.2	50.3	2.9
Construction	58.5	55.8	2.7
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	53.9	51.3	2.6
Human Health and Social Work Activities	57.3	55.3	2.0
Real Estate Activities	57.0	55.7	1.4
Accommodation and Food Service Activities	49.6	48.4	1.2
Transportation and Storage	55.4	55.7	-0.3
Education	58.0	58.5	-0.4
Professional, Scientific and Technical Activities	56.8	57.9	-1.2
Public Administration and Defense; Compulsory Social Security	58.6	60.0	-1.5
Manufacturing	57.3	58.8	-1.4
Other Service Activities	48.9	51.3	-2.5
Technology	55.1	60.5	-5.4
Arts, Entertainment and Recreation	46.6	53.2	-6.6

Spotlight

Employer support for wellbeing.

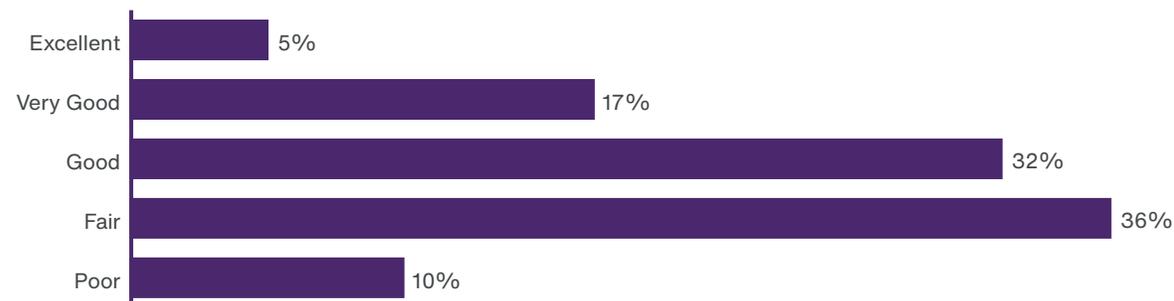
Physical wellbeing

Workers who rate their employer’s support for physical wellbeing as poor have a mental health score nearly 23 points lower than those who rate it as excellent.

- Nearly one-quarter (22 per cent) of workers rate employer support for their physical wellbeing as very good/excellent; this group has the highest mental health scores (63.5 and 65.4 respectively), at least eight points higher than the national average (55.5)
- The lowest mental health score (42.7) is among 10 per cent of workers rating employer support for their physical wellbeing as poor, at least 21 points lower than workers rating support as very good/excellent (63.5 and 65.4 respectively) and nearly 13 points lower than the national average (55.5)
- Women are 50 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?”

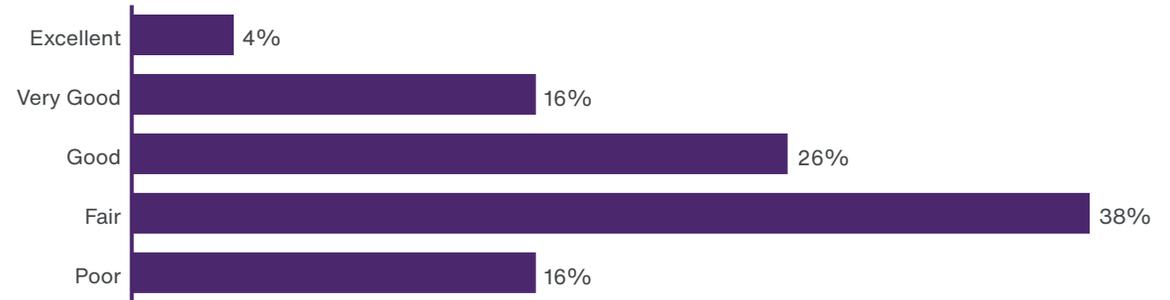


Mental wellbeing

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

- One in five (20 per cent) workers rate employer support for their mental wellbeing as very good/excellent; this group has the highest mental health scores (64.3 and 62.9 respectively), at least seven points higher than the national average (55.5)
- The lowest mental health score (44.0) is among 16 per cent of workers rating employer support for their mental wellbeing as poor, at least 19 points lower than workers rating support as very good/excellent (64.3 and 62.9 respectively) and more than 11 points lower than the national average (55.5)
- Women are 60 per cent more likely than men to rate employer support for their mental wellbeing as poor
- Non-managers are 40 per cent more likely than managers 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?”

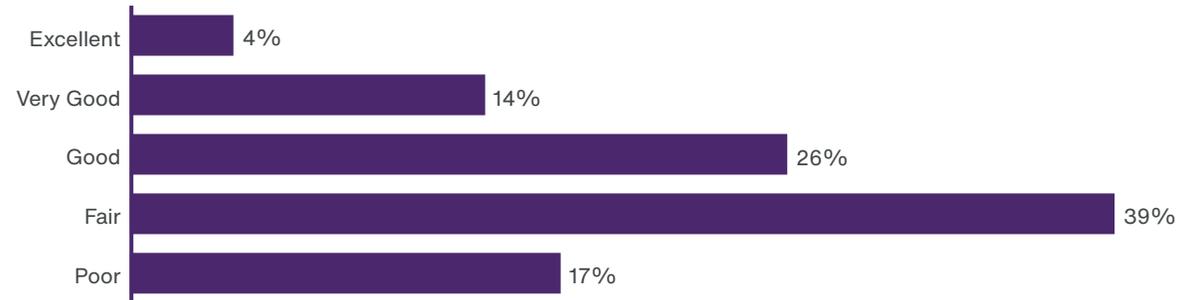


Financial wellbeing

Workers who rate their employer’s support for their financial wellbeing as poor have a mental health score that is 16 points lower than those who rate it as excellent.

- Nearly one in five (18 per cent) workers rate employer support for their financial wellbeing as very good/excellent; this group has the highest mental health scores (64.5 and 61.6 respectively), at least six points higher than the national average (55.5)
- Managers are 80 per cent more likely than non-managers to rate employer support for their financial wellbeing as very good/excellent
- Workers under 40 are 70 per cent more likely than workers over 50 to rate employer support for their financial wellbeing as very good/excellent
- The lowest mental health score (45.6) is among 17 per cent of workers rating employer support for their financial wellbeing as poor, at least 16 points lower than workers rating support as very good/excellent (64.5 and 61.6 respectively) and 10 points lower than the national average (55.5)
- Non-managers are 80 per cent more likely than managers to rate employer support for their financial wellbeing as poor
- Women are 50 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?”



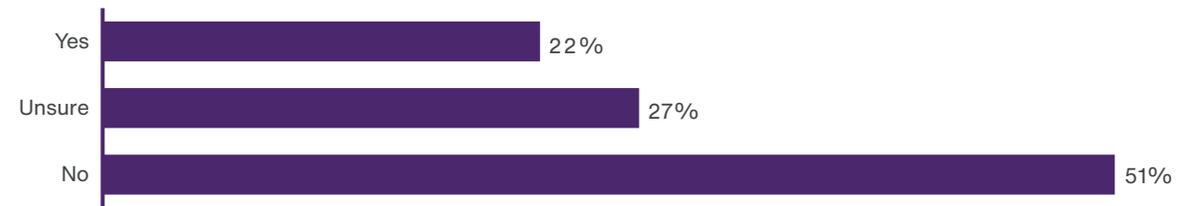
Employee Assistance Program (EAP).

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

- The mental health score (61.4) of 22 per cent of workers who say their employer offers an Employee Assistance Program (EAP) is more than eight points higher than 51 per cent of workers who report their employer doesn't offer an EAP (53.2) and nearly six points higher than the national average (55.5)
- Managers are two and a half times more likely than non-managers to say their employer offers an Employee Assistance Program (EAP)
- Parents are 70 per cent more likely than non-parents to say their employer offers an Employee Assistance Program (EAP)



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



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



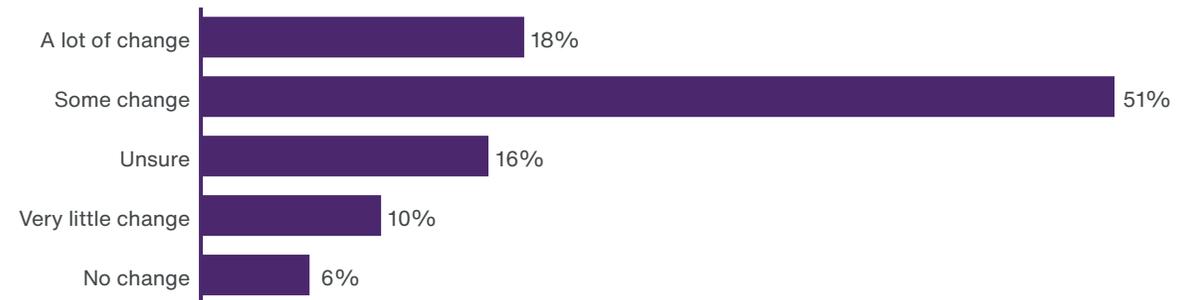
Artificial Intelligence in the workplace.

Seven in 10 workers expect that AI technology could lead to changes in their jobs.

- More than half (51 per cent) of workers believe AI technology could lead to some change in their job; this group has a mental health score (57.4) nearly two points higher than the national average (55.5)
- Eighty-five per cent of workers in Financial and Insurance Activities believe that AI will lead to changes in their jobs, followed by 85 per cent of workers in Professional, Scientific and Technical Activities and 79 per cent of workers in Information and Cultural Industries (excluding Media and Telecommunications)
- Workers under 40 are 50 per cent more likely than workers over 50 to believe that AI technology could lead to a lot of change in their jobs
- Managers are 50 per cent more likely than non-managers to believe that AI technology could lead to a lot of change in their jobs
- Parents are 50 per cent more likely than non-parents to believe that AI technology could lead to a lot of change in their jobs



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





- The lowest mental health score (51.1) is among 16 per cent of workers who are unsure if AI technology could lead to changes in their jobs, more than three points lower than workers who believe that AI technology will not change their jobs (54.2) and more than four points lower than the national average (55.5)
- Workers over 50 are twice as likely as workers under 40 to believe that AI technology will not lead to changes in their jobs
- Labourers and service industry workers are 70 per cent 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?”



Nearly three in five workers anticipate coping well with job changes due to AI technology.

- Nearly three in five (58 per cent) workers anticipate being able to deal with changes in their jobs because of AI technology; this group has the highest mental health score (59.9), more than four points higher than the national average (55.5)
- The lowest mental health score (44.9) is among eight per cent of workers who anticipate not being able to deal well with changes in their jobs because of AI, 15 points lower than workers who anticipate being able to deal well with changes (59.9), and nearly 11 points lower than the national average (55.5)
- Workers over 50 are 40 per cent more likely than workers under 40 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?



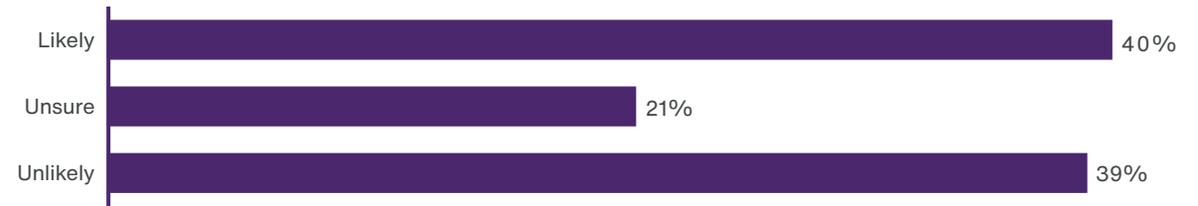
MHI score by “How well do you anticipate being able to deal with changes in your job because of AI technology?”



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

- Nearly two in five (39 per cent) workers say that it is unlikely that AI technology could lead to job loss for them; this group has the highest mental health score (59.0), more than three points higher than the national average (55.5)
- Two in five (40 per cent) workers believe that AI technology could lead to potential job loss for them; this group has the lowest mental health score (52.2), nearly seven points lower than workers who disagree (59.0) and more than three points lower than the national average (55.5)

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



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



Balance and recognition: Perspective on managerial roles.

One-third of 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 the highest mental health score (61.2), nearly six points higher than the national average (55.5)
- Managers are 50 per cent more likely than non-managers to believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress
- Workers over 50 are 40 per cent more likely than workers under 40 to believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress
- Nearly one-third (32 per cent) of workers don't believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress; this group has the lowest mental health score (50.5), nearly 11 points lower than workers who agree (61.2) and five points lower than the national average (55.5)



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”



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

- More than two in five (42 per cent) workers agree that leaders in their organisation can maintain a healthy work-life balance; this group has the highest mental health score (62.4), nearly seven points higher than the national average (55.5)
- More than one in four (26 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 (49.3), more than 13 points lower than workers who report leaders in their organisation can maintain a healthy work-life balance (62.4) and more than six points lower than the national average (55.5)

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”

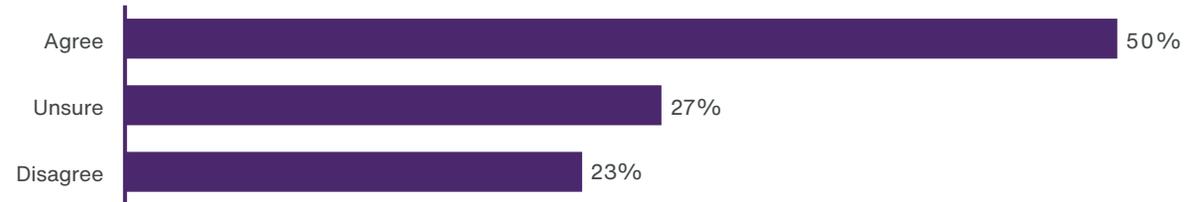


Nearly one in four workers believe leadership positions aren't adequately rewarded for the additional effort.

- Half (50 per cent) of workers believe that sufficient rewards match the additional effort required in leadership positions; this group has the highest mental health score (59.3), nearly four points higher than the national average (55.5)
- Nearly one in four (23 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 (50.5), nearly nine points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (59.3), and five points lower than the national average (55.5)



The additional effort required in leadership positions is matched by sufficient rewards



MHI score by “The additional effort required in leadership positions is matched by sufficient rewards”

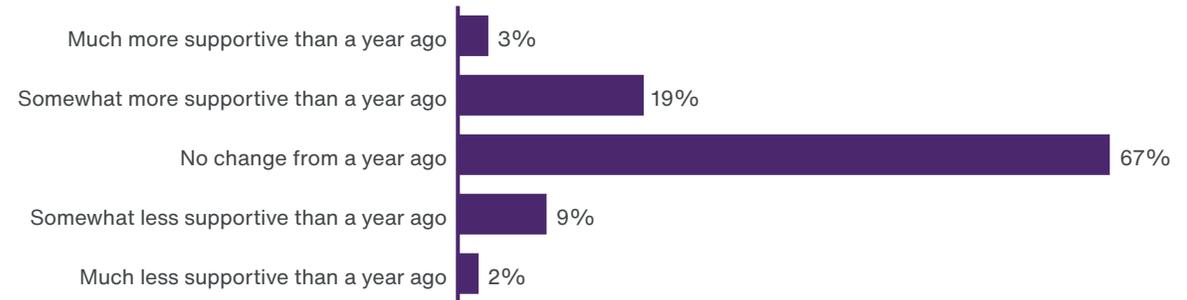


Leadership support for work-life balance.

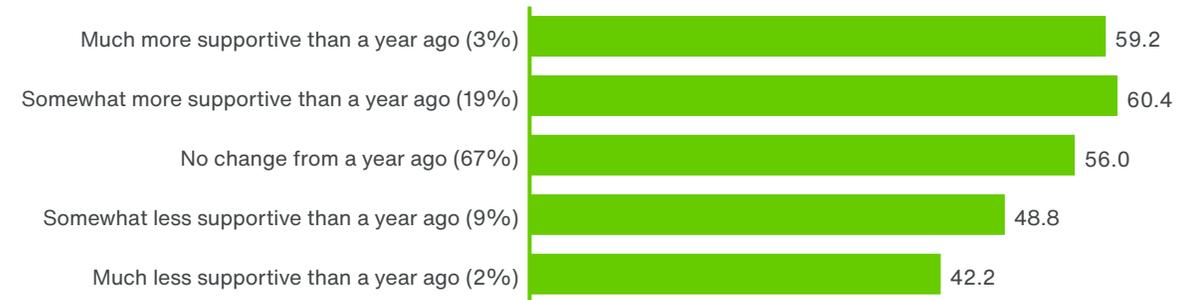
More than one in five workers say senior leadership’s support for work-life balance has improved over the past year.

- Over two-thirds (67 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 (56.0) modestly higher than the national average (55.5)
- 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 (48.8 and 42.2), at least 10 points lower than workers who report senior leadership has been more supportive (59.2 and 60.4), and at least six points lower than the national average (55.5)
- The highest mental health score (60.4) is among 19 per cent of workers reporting that senior leadership has been somewhat more supportive of work-life balance over the past year, five points higher than the national average (55.5)
- 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 50 per cent more likely than non-managers to report that senior leadership has been more supportive of work-life balance over the past year
- Parents are 50 per cent more likely than non-parents to report senior leadership has been more supportive of work-life balance over the past year

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



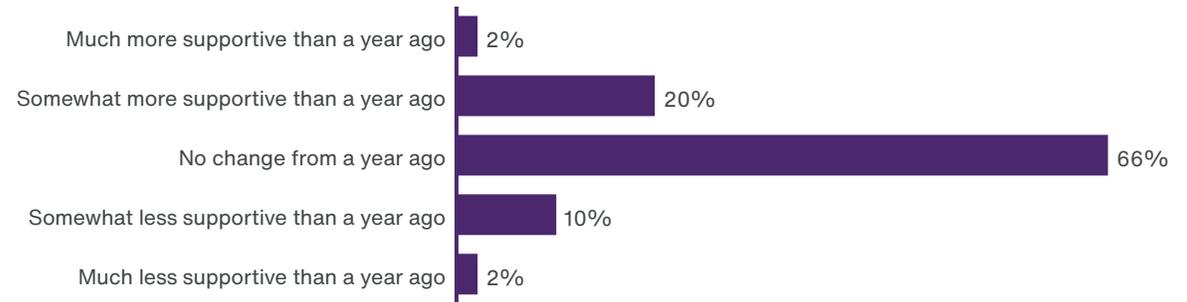
MHI score by “How has senior leadership’s support for work-life balance changed over the past year?”



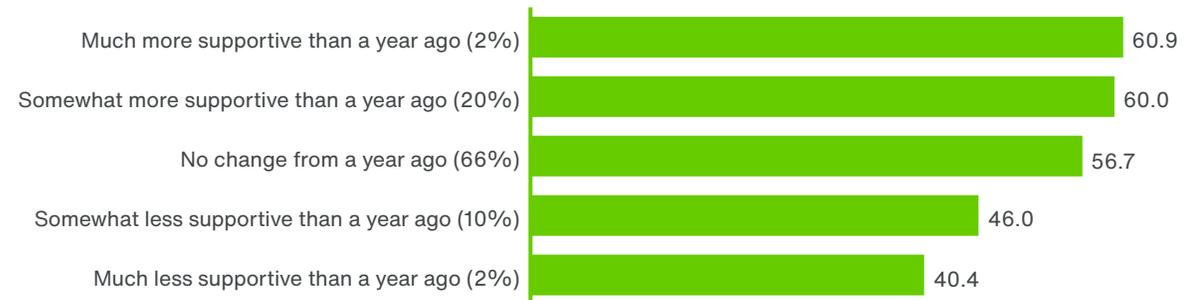
More than one in five workers say their manager’s support for work-life balance has improved over the past year.

- Two-thirds (66 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 (56.7) modestly higher than the national average (55.5)
- More than one in ten (12 per cent) report their manager has been less supportive of work-life balance over the past year; this group has the lowest mental health scores (46.0 and 40.4), at least 14 points lower than workers who report their manager has been more supportive (60.9 and 60.0), and at least nine points lower than the national average (55.5)
- The highest mental health score (60.9) is among two per cent of workers reporting their manager has been much more supportive of work-life balance over the past year, more than five points higher than the national average (55.5)
- 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
- Managers are 70 per cent more likely than non-managers to report their manager has been more supportive of work-life balance compared to the past year
- Parents are 60 per cent more likely than non-parents to report their manager has been more supportive of work-life balance over the past year

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



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



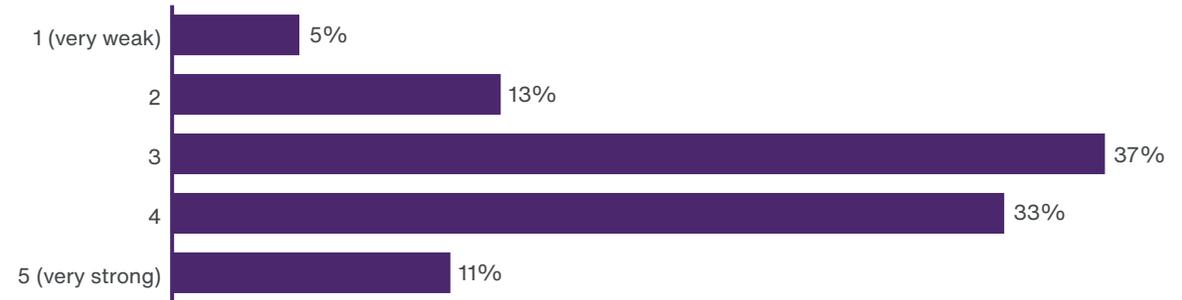
Manager traits and their impacts on mental health.

Autonomy

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

- More than two in five (44 per cent) workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (58.9 and 63.8) are more than three points higher than the national average (55.5)
- Nearly one in five (18 per cent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (50.1 and 53.2) are at least two points lower than the national average (55.5)

Manager characteristic: Autonomy

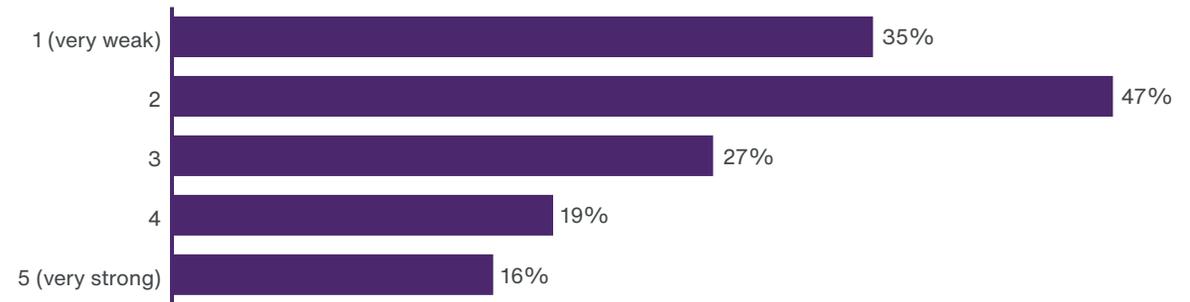


MHI score by manager characteristic: Autonomy

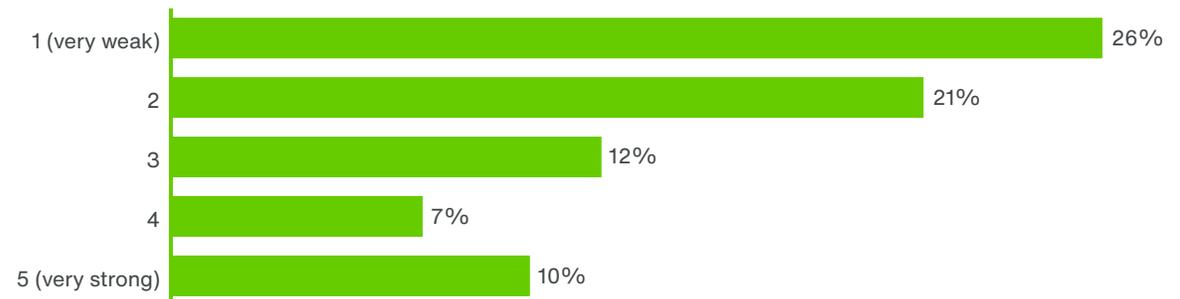


- Workers rating their manager as weak in autonomy (1 or 2) are nearly twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in autonomy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

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



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

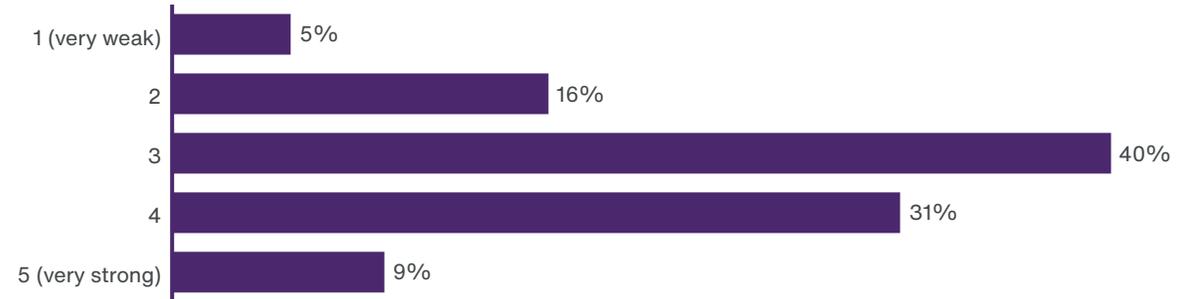


Charisma

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

- Two in five (40 per cent) rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (58.8 and 56.3) are higher than the national average (55.5)
- More than one in five (21 per cent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (45.9 and 52.8) are at least two points lower than the national average (55.5)

Manager characteristic: Charisma



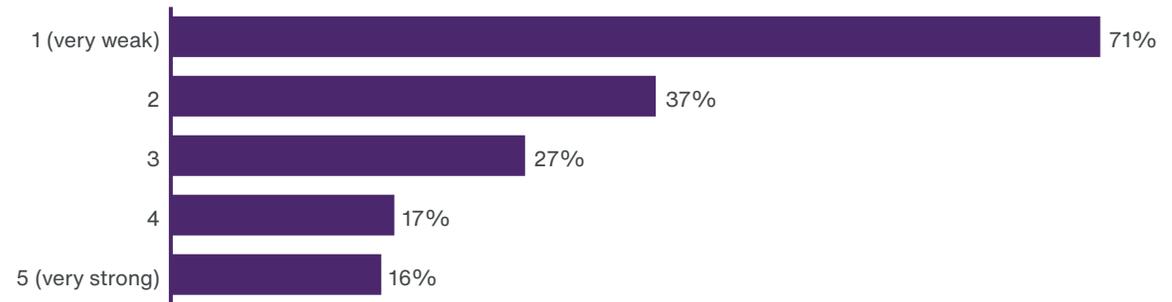
MHI score by manager characteristic: Charisma



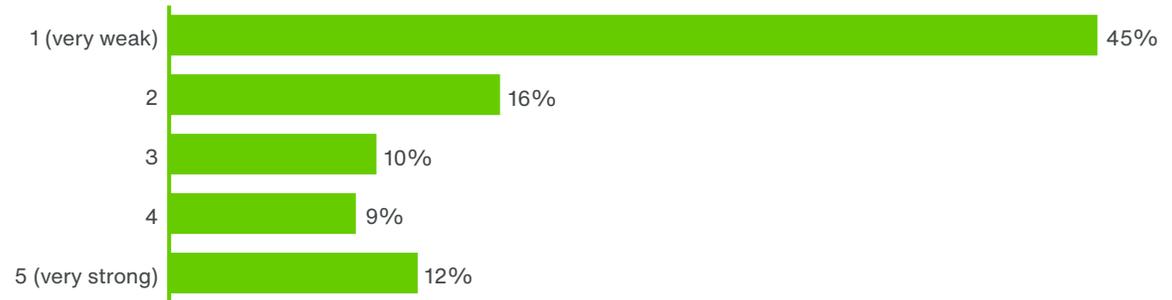
- Workers rating their manager as weak in charisma (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strong in charisma (4 or 5)



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



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

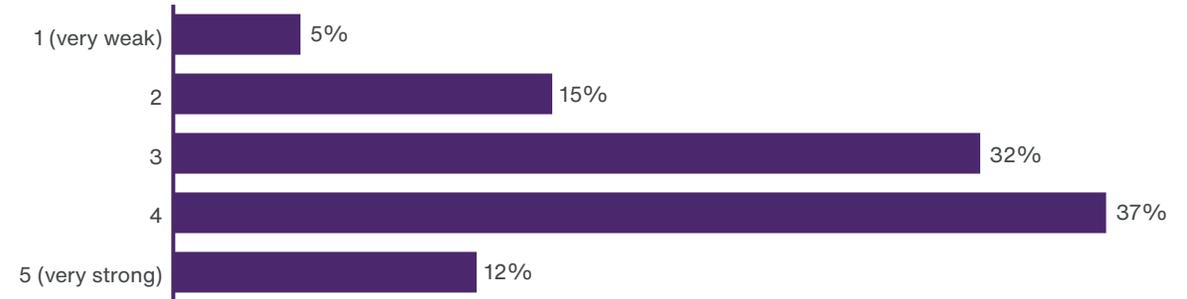


Humanity

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

- Nearly half (49 per cent) rate their manager 4 or 5 (strongly humane). The mental health scores of this group (59.5 and 59.9) are at least four points higher than the national average (55.5)
- One in five (20 per cent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (44.8 and 50.3) are more than five points lower than the national average (55.5)

Manager characteristic: Humanity



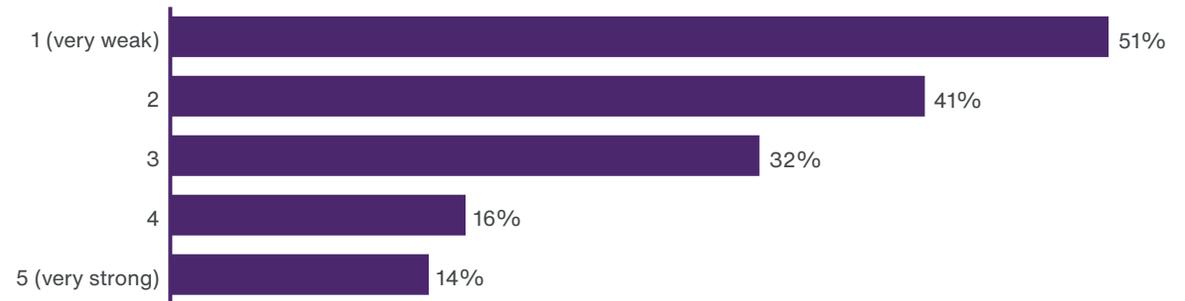
MHI score by manager characteristic: Humanity



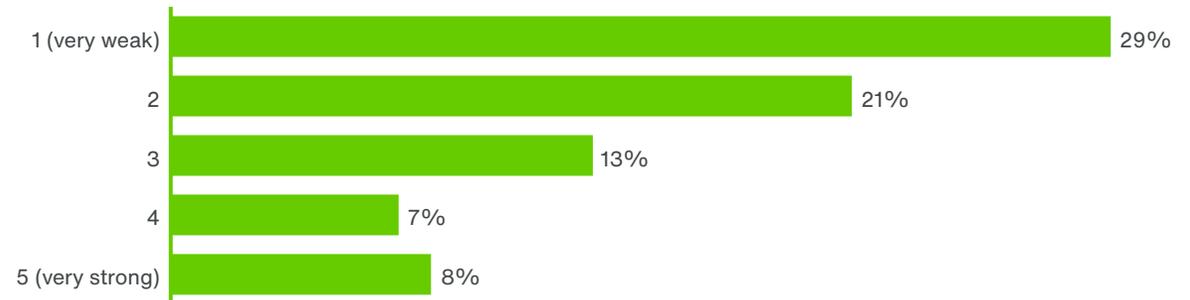
- Workers rating their manager as weak in humanity (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strong in humanity (4 or 5)
- Workers rating their manager as weak in humanity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



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



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

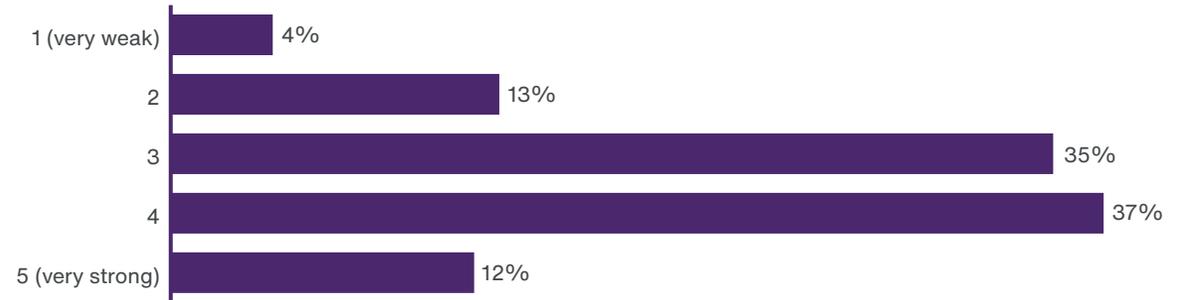


Participative

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

- Nearly half (49 per cent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (59.6 and 60.9) are at least four points higher than the national average (55.5)
- One in six (17 per cent) rate their managers 1 or 2 (weakly participative). The mental health scores of this group (43.8 and 51.6) are at least four points lower than the national average (55.5)

Manager characteristic: Participative



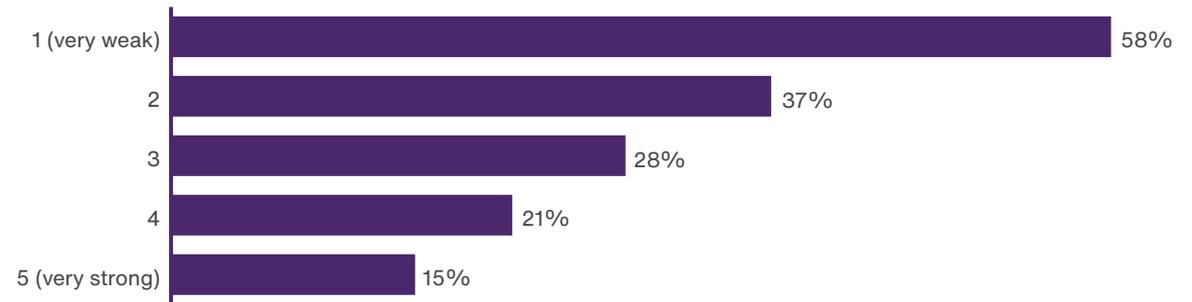
MHI score by manager characteristic: Participative



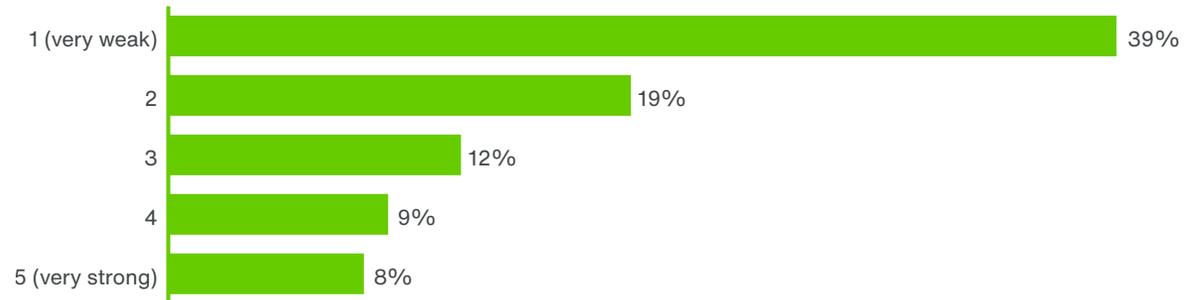
- Workers rating their manager as weakly participative (1 or 2) are nearly twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly participative (4 or 5)
- Workers rating their manager as weakly participative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



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

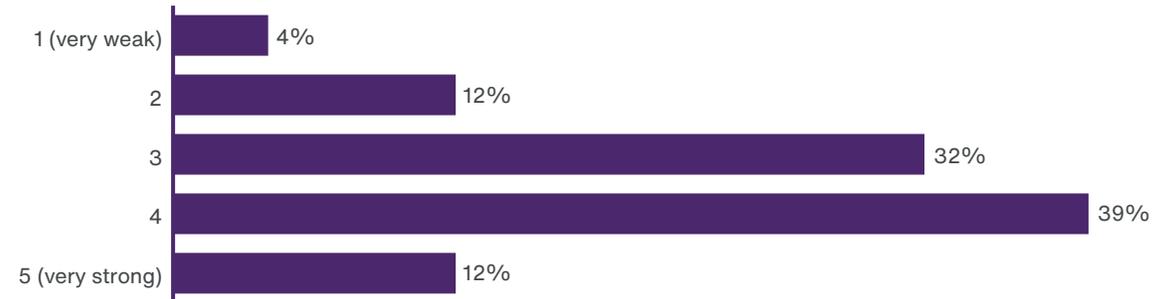


Team-oriented

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 (51 per cent) rate their manager 4 or 5 (strongly team-oriented). The mental health scores of this group (59.8 and 61.2) are at least four points higher than the national average (55.5)
- One in six (16 per cent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (45.4 and 49.8) are more than four points lower than the national average (55.5)

Manager characteristic: Team-oriented



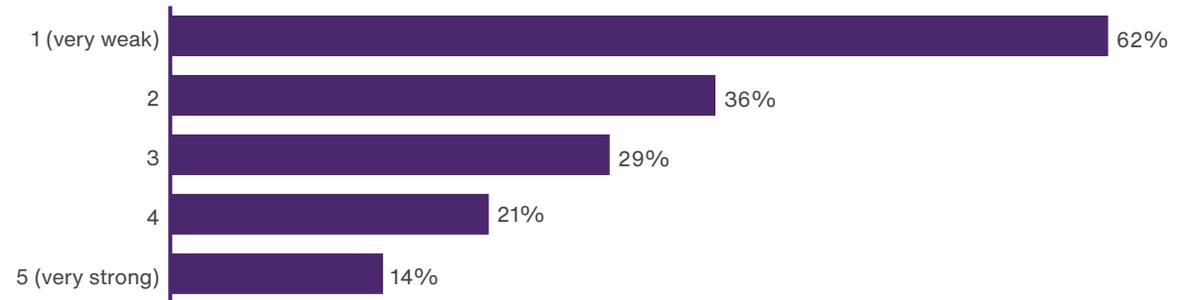
MHI score by manager characteristic: Team-oriented



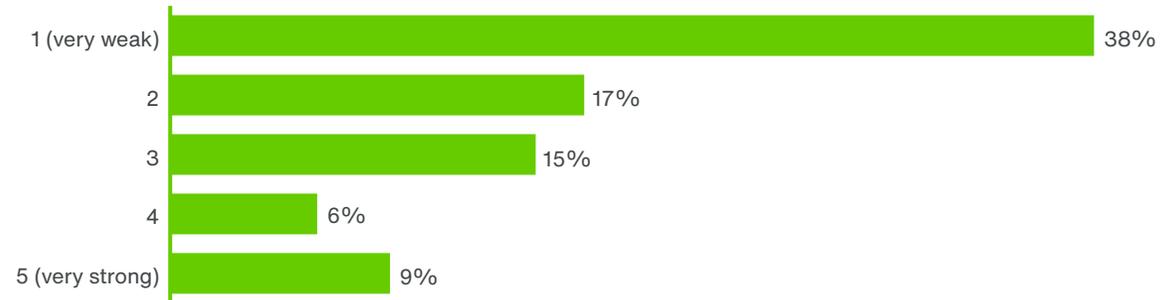
- Workers rating their manager as weakly team-oriented (1 or 2) are 70 per cent more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly team-oriented (4 or 5)
- Workers rating their manager as weakly team-oriented (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 strongly team-oriented (4 or 5)



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



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



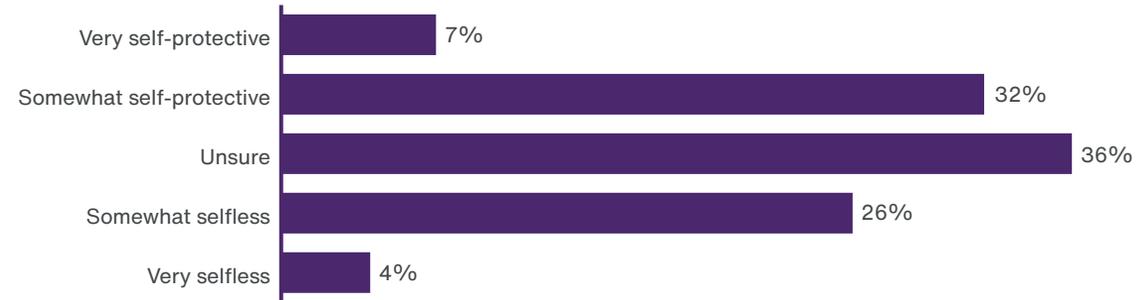
Self-protective

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

- Nearly two in five (39 per cent) rate their manager as self-protective. The mental health scores of this group (45.7 and 53.9) are more than two points lower than the national average (55.5)
- Three in ten (30 per cent) rate their managers as selfless. The mental health scores of this group (60.0 and 60.3) are more than four points higher than the national average (55.5)



Manager characteristic: Self-protective



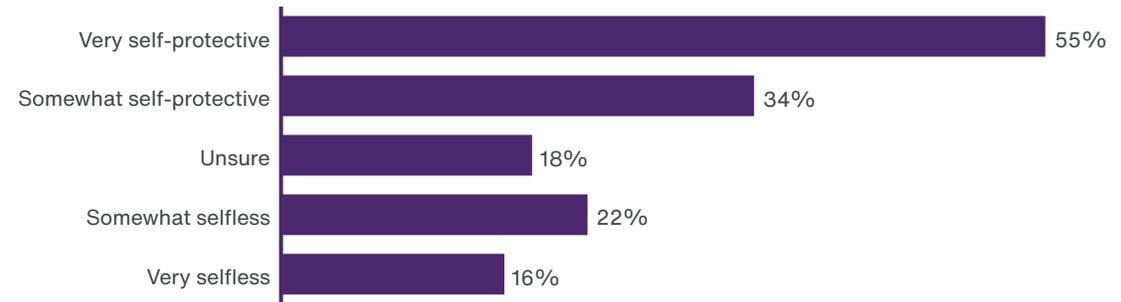
MHI score by manager characteristic: Self-protective



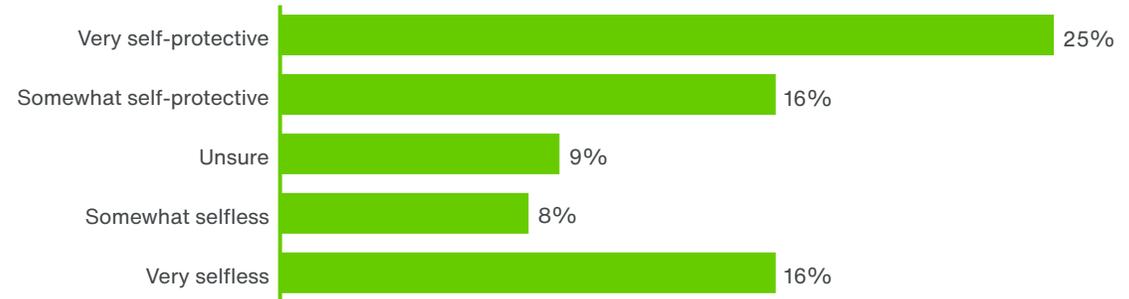
- Workers rating their manager as self-protective are 50 per cent more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as selfless
- Workers rating their manager as very self-protective are 50 per cent more likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager as selfless



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



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



Overview of the TELUS Mental Health Index.

The mental health and wellbeing of a population are essential to overall health and work productivity. The Mental Health Index measures the current mental health status of employed adults. Increases and decreases in the MHI are intended to predict cost and productivity risks and inform the need for investment in mental health support by businesses and governments.

The Mental Health Index report has two parts:

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

Methodology

Data for this report is collected through an online survey of 1,000 people living in South Korea 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 South Korea. Respondents are asked to consider the prior two weeks when answering each question. Data for this report was collected between September 18 and September 27, 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

