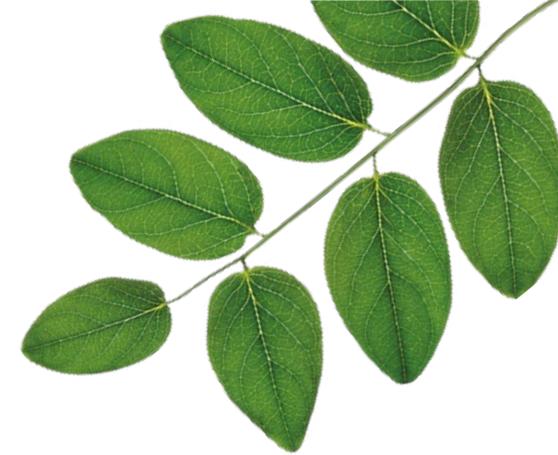




TELUS Mental Health Index.

Italy | September 2025

What you need to know for September 2025.



Following two consecutive periods of decline, the mental health score has improved in September 2025, though more than two in five workers continue to face high mental health risk.

- At 58.8, the mental health of workers has improved by 1.8 points from June 2025
- 41 per cent of workers have a high mental health risk, 46 per cent have a moderate mental health risk, and 14 per cent have a low mental health risk
- All mental health sub-scores have improved from June 2025
- Anxiety and depression have been the lowest mental health sub-scores for more than three years
- 44 per cent of workers feel anxious
- 37 per cent of workers feel depressed
- 33 per cent of workers feel isolated
- 33 per cent of workers do not have emergency savings for basic needs
- 30 per cent of workers say their mental health is impacting work productivity
- 23 per cent of workers are not feeling optimistic about their future
- Managers continue to have a higher mental health score than non-managers
- Labourers have a lower mental health score than service industry and office workers

Workers question the reward-effort balance of leadership; one in four sees excessive stress.

- 57 per cent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 19 per cent believe it's inadequate
- 50 per cent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 23 per cent view it as unmanageable
- 49 per cent of workers believe leaders in their organisation can maintain a healthy work-life balance, though 51 per cent are unsure or disagree



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

- 18 per cent of workers believe that AI technology could lead to some change in their jobs; a further 24 per cent expect a lot of change in their jobs
- Managers and workers under 40 are more likely to believe that AI technology could lead to changes in their jobs
- 66 per cent of workers anticipate being able to deal well with changes in their jobs because of AI; 22 per cent of workers are unsure, and 13 per cent anticipate not dealing well
- 47 per cent of workers say that AI is unlikely to lead to job loss for them; a further 22 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
- 63 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 12 per cent say it is less supportive
- 58 per cent of workers say that senior leadership's support for work-life balance has not changed over the past year; 27 per cent say it has improved, and 14 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



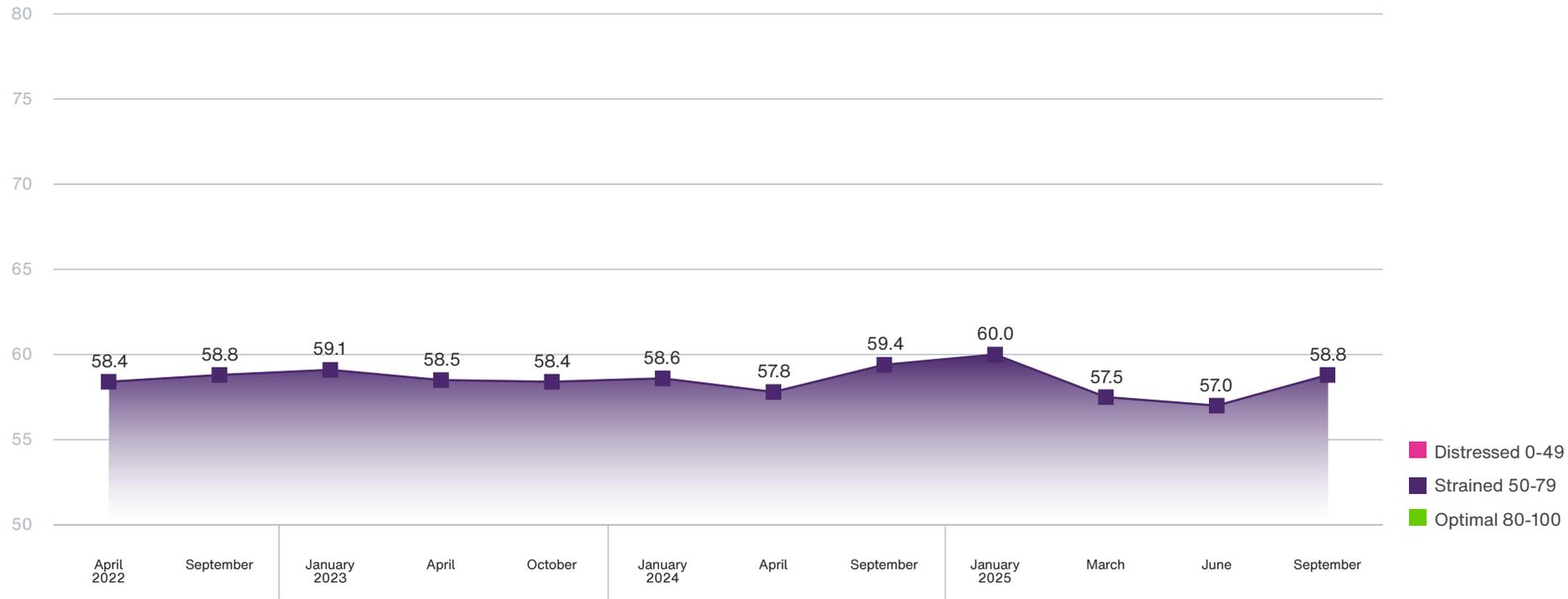
Approximately two in five workers rate their employer's wellbeing support as inadequate; more than half say their employer doesn't offer an EAP.

- 42 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
- 40 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 21 points lower than those reporting excellent support
- 35 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 20 points lower than those reporting excellent support
- Non-managers are more likely than managers to rate employer support for physical and mental wellbeing as poor
- Workers over 50 are more likely than workers under 40 to rate employer support as poor across all areas of wellbeing: financial, mental and physical
- 54 per cent of workers say their employer doesn't offer an Employee Assistance Program (EAP); a further 28 per cent are unsure

The Mental Health Index.

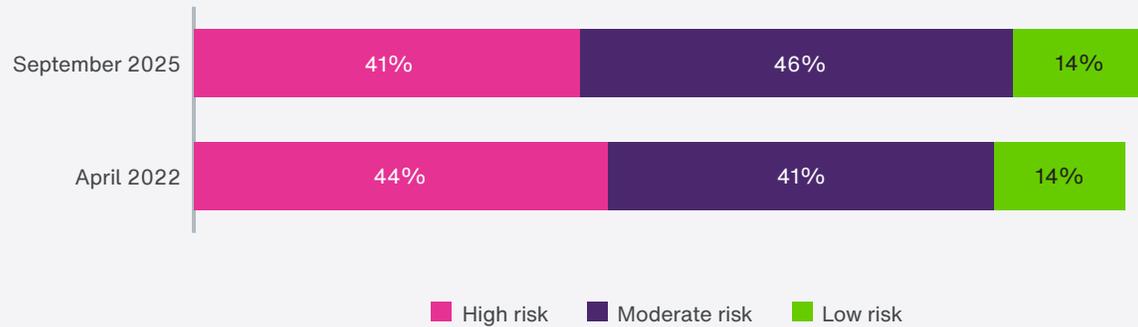
The overall Mental Health Index (MHI) for June 2025 is 58.8. After peaking in January 2025, the mental health of workers in Italy declined to its lowest point in June 2025. In September 2025, a significant improvement occurs, up 1.8 points from a three-year low.

MHI Current Month September 2025	June 2025
58.8	57.0



Mental health risk.

In September 2025, 41 per cent of workers have a high mental health risk, 46 per cent have a moderate mental health risk, and 14 per cent have a low mental health risk. More than three years after the launch of the Mental Health Index in April 2022, the proportion of workers in the high-risk group has decreased by three per cent.



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

Mental Health Index sub-scores.

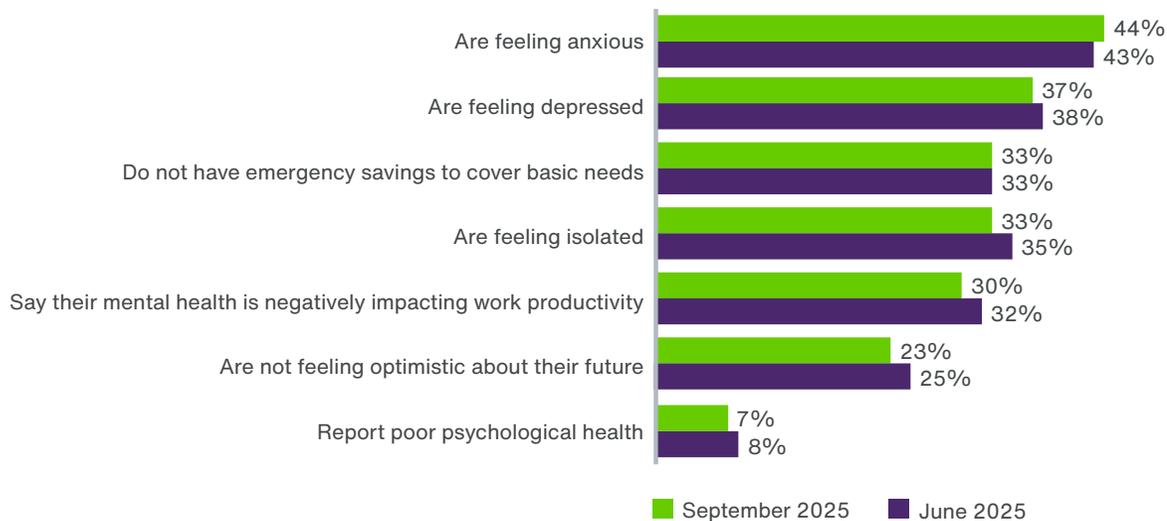
Anxiety (48.4) has been the lowest Mental Health Index sub-score for more than three years. Depression (52.0), isolation (56.4), optimism (57.4), work productivity (61.2), and financial risk (66.2) follow. General psychological health (74.1) remains the most favourable mental health measure in September 2025.

- Anxiety and depression have been the lowest mental health sub-scores for more than three years
- All mental health sub-scores have improved from the previous period

More than two in five (44 per cent) workers feel anxious, 37 per cent feel depressed, 33 per cent do not have emergency savings for basic needs, 33 per cent feel isolated, 30 per cent say their mental health is negatively impacting work productivity, 23 per cent do not feel optimistic about their future, and seven per cent of workers cite poor psychological health.

Mental Health Index Sub-scores	September 2025	June 2025
Anxiety	48.4	47.3
Depression	52.0	50.8
Isolation	56.4	53.4
Optimism	57.4	55.5
Work productivity	61.2	58.7
Financial risk	66.2	64.9
Psychological health	74.1	72.4

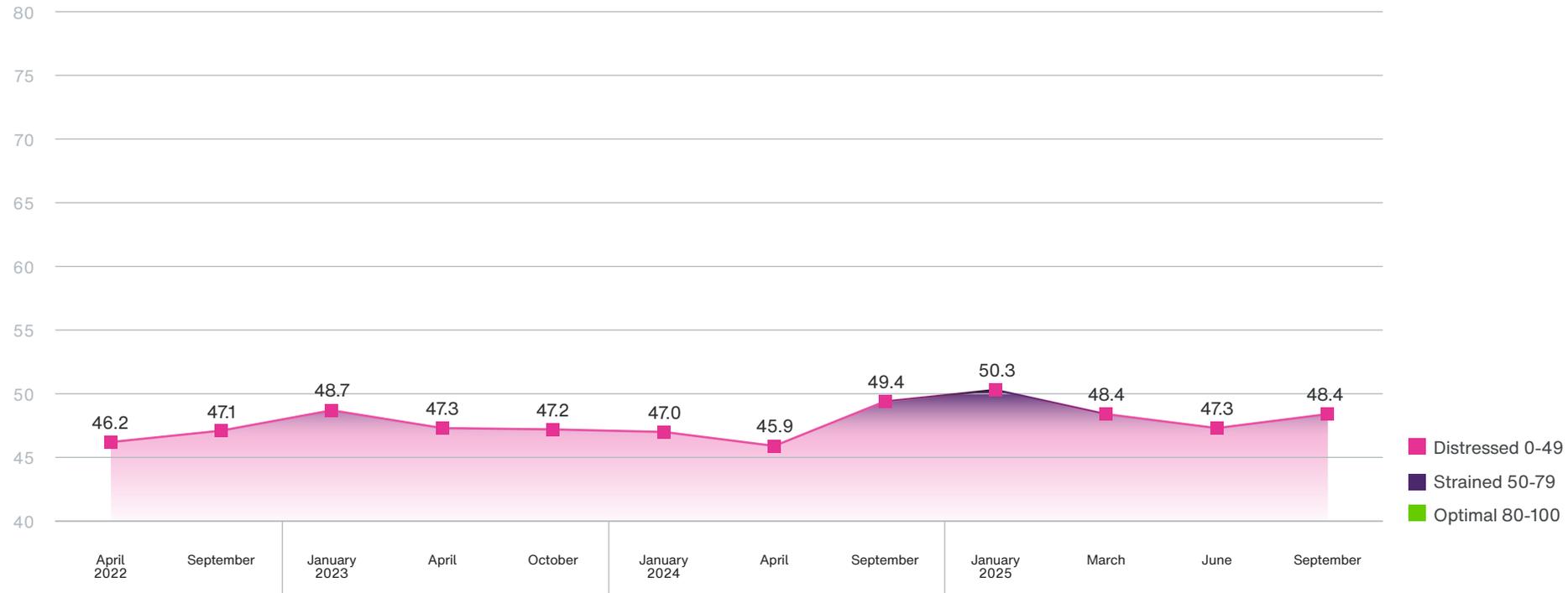
Percentage at risk by MHI sub-score



Anxiety

In September 2025, 44 per cent of workers report often feeling unsettled and nervous.

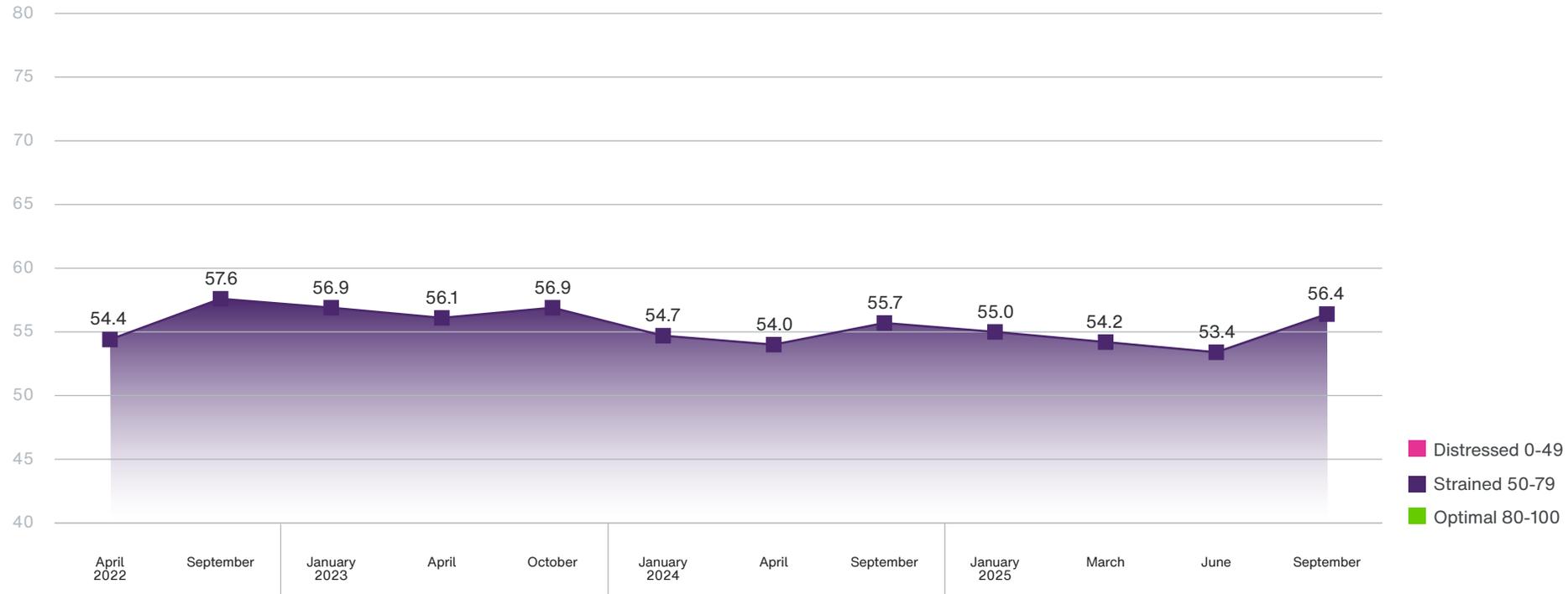
Anxiety sub-scores remained consistently low through April 2024. Following a significant increase in September 2024, the score peaked in January 2025. Since then, scores declined through June 2025. However, a notable 1.1-point improvement has occurred in September 2025, though the score remains significantly low and is the lowest mental health sub-score for more than three years.



Isolation

September 2025, 33 per cent of workers report often feeling alone.

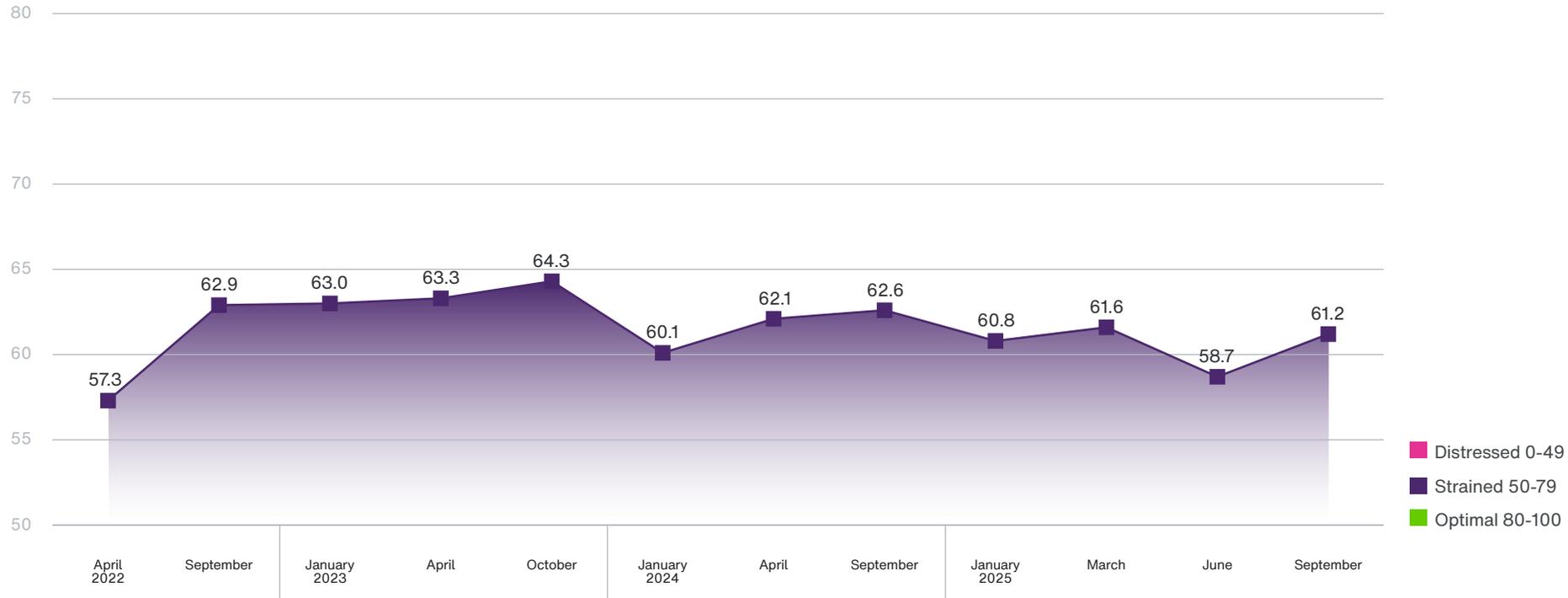
Isolation scores have fluctuated since the launch of the MHI in April 2022, but have generally declined. After falling to its lowest point in June 2025, the isolation score has improved by three points in September 2025



Work productivity

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

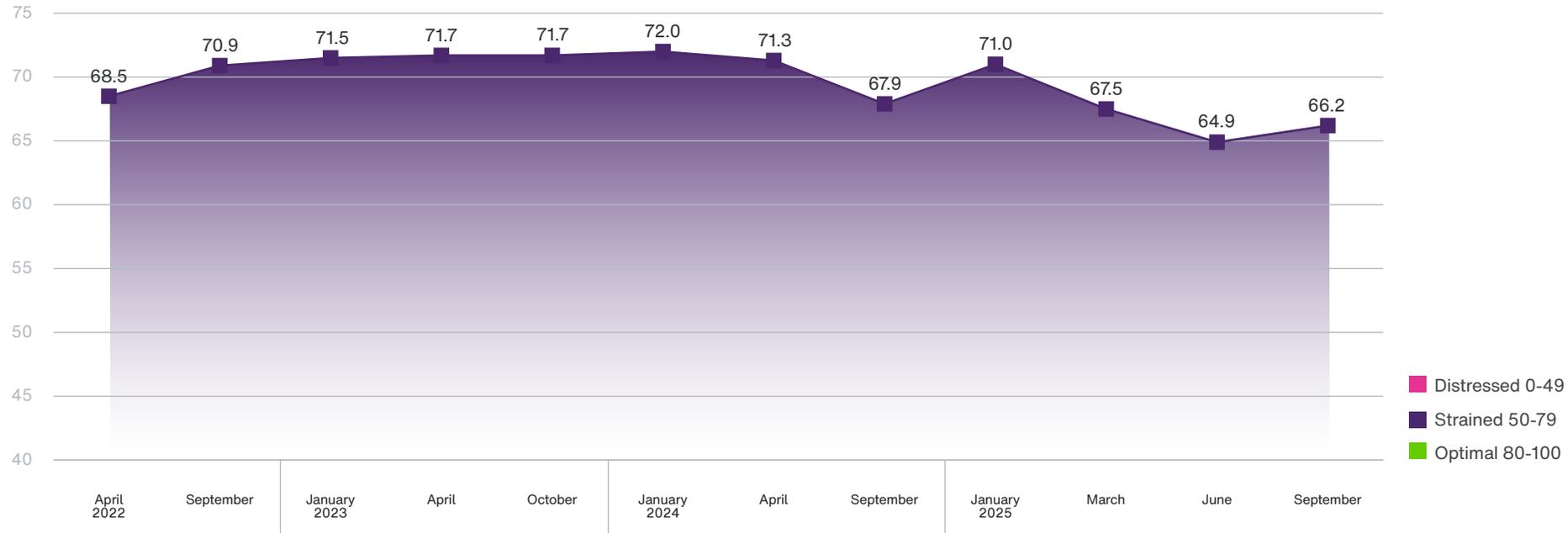
The negative impact of mental health on work productivity decreased from April 2022 to October 2023, but the trend reversed through June 2025. In September 2025, the work productivity sub-score has improved by 2.5 points from the previous period.



Financial risk

In September 2025, 33 per cent of workers do not have emergency savings for basic needs.

Financial risk sub-scores trended upward from April 2022 to April 2024. Following a sharp decline in September 2024, the sub-score rebounded in January 2025 but declined again, falling to its lowest point in June 2025. In September 2025, the work productivity sub-score has improved by more than one point from the previous period.



Mental health by gender and age.

- Since the launch of the MHI, women have had significantly lower mental health scores than men. In September 2025, the mental health score of women is 55.6 compared to 61.6 for men
- Since April 2022, mental health scores have improved with age
- Workers with at least one minor child have a higher mental health score (59.8) than workers without children (57.8)

Mental health by employment status.

- Overall, two per cent of respondents are unemployed¹ and six per cent report reduced hours or reduced salary
- Workers reporting fewer hours than the previous month have the lowest mental health score (50.6), followed by workers reporting reduced salary than the last month (52.2), workers with no change to salary or hours (59.2), and respondents not currently employed (59.7)
- Labourers have a lower mental health score (55.4) than service industry (57.4) and office workers (60.5)
- Managers have a higher mental health score (59.4) than non-managers (58.2)
- Respondents working for companies with 5,001-10,000 employees have the highest mental health score (66.2)
- Self-employed/sole proprietors have the lowest mental health score (55.4)



Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (49.9) than the overall group (58.8). Workers with emergency savings have a mental health score of 63.1

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

Employment status	Sept. 2025	June 2025
Employed (no change in hours/salary)	59.2	57.9
Employed (fewer hours compared to last month)	50.6	48.8
Employed (reduced salary compared to last month)	52.2	46.9
Not currently employed	59.7	55.2

Age group	Sept. 2025	June 2025
Age 20-29	51.8	51.8
Age 30-39	55.5	53.8
Age 40-49	58.4	57.0
Age 50-59	61.1	59.4
Age 60-69	66.4	64.5

Number of children	Sept. 2025	June 2025
No children in household	57.8	55.6
1 child	59.2	56.7
2 children	60.4	62.3
3 children or more	63.5	60.7

Gender	Sept. 2025	June 2025
Men	61.6	59.4
Women	55.6	54.2

Household income/annum	Sept. 2025	June 2025
Less than € 10,000	45.5	50.9
€ 10,000 to less than € 20,000	56.3	53.2
€ 20,000 to less than € 30,000	55.7	54.3
€ 30,000 to less than € 50,000	59.7	58.0
€ 50,000 to less than € 70,000	62.8	61.3
€ 70,000 to less than € 100,000	63.7	58.2
€ 100,000 and over	66.6	64.8

Employer size	Sept. 2025	June 2025
Self-employed/sole proprietor	55.4	54.8
2-50 employees	60.0	59.0
51-100 employees	55.7	54.7
101-500 employees	59.1	58.5
501-1,000 employees	59.0	55.1
1,001-5,000 employees	60.1	57.9
5,001-10,000 employees	66.2	58.4
More than 10,000 employees	59.3	55.3

Manager	Sept. 2025	June 2025
Manager	59.4	58.7
Non-manager	58.2	55.5

Work environment	Sept. 2025	June 2025
Labour	55.4	55.4
Office/desk	60.5	57.8
Service	57.4	56.5

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 Information and Cultural Industries (excluding media and telecommunications) have the lowest mental health score (51.8), followed by workers in Media and Telecommunications (54.2), and Electricity, Gas, Steam and Air Conditioning Supply (54.3).

Workers in Technology (64.0), Real Estate Activities (63.6), and Accommodation and Food Service Activities (62.5) have the highest mental health scores in September.



Industry	September 2025	June 2025	Change
Accommodation and Food Service Activities	62.5	53.2	9.3
Arts, Entertainment and Recreation	55.9	48.6	7.3
Wholesale and Retail Trade	59.3	54.8	4.5
Real Estate Activities	63.6	59.6	4.0
Transportation and Storage	59.2	55.6	3.6
Public Administration and Defence	61.9	58.5	3.4
Technology	64.0	61.1	2.9
Education	60.3	57.9	2.4
Financial and Insurance Activities	60.5	58.1	2.4
Manufacturing	60.9	58.9	2.0
Information and Cultural Industries (excluding media and telecommunications)	51.8	50.9	0.9
Professional, Scientific and Technical Activities	58.1	58.4	-0.3
Construction	58.9	59.4	-0.5
Other Service Activities	55.5	56.3	-0.8
Human Health and Social Work Activities	54.7	56.1	-1.4
Administrative and Support Service Activities	55.1	56.9	-1.8
Electricity, Gas, Steam and Air Conditioning Supply	54.3	57.3	-3.0
Media and Telecommunications	54.2	58.3	-4.1

Spotlight

Employer support for wellbeing.

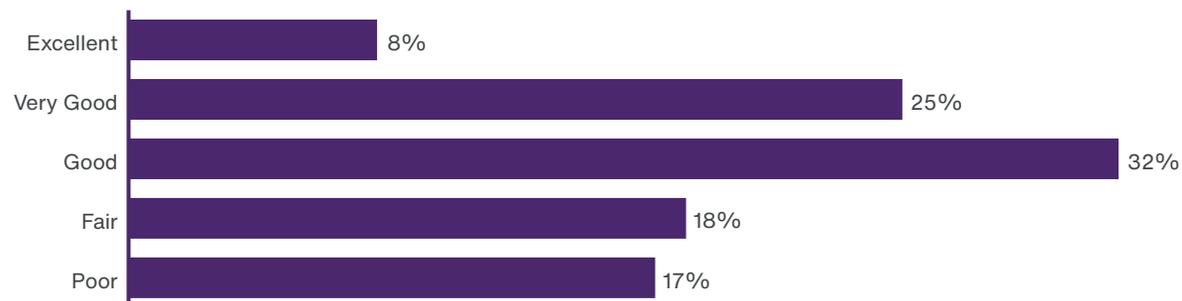
Physical wellbeing

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

- One-third (33 per cent) of workers rate employer support for their physical wellbeing as very good/excellent; this group has the highest mental health scores (63.3 and 70.1 respectively), at least four points higher than the national average (58.8)
- The lowest mental health score (50.1) is among 17 per cent of workers rating employer support for their physical wellbeing as poor, at least 13 points lower than workers rating support as very good/excellent (63.3 and 70.1 respectively) and nearly nine points lower than the national average (58.8)
- Non-managers are 70 per cent more likely than managers to rate employer support for their physical wellbeing as poor
- Workers over 50 are 60 per cent more likely than workers under 40 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?”

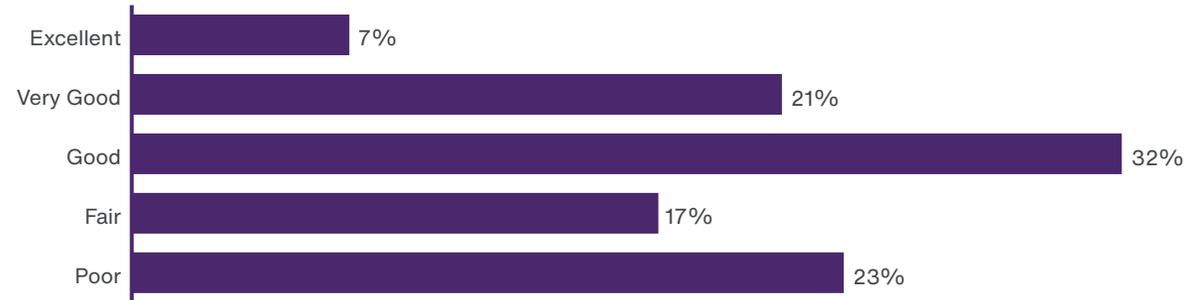


Mental wellbeing

Workers who rate their employer’s support for mental wellbeing as poor have a mental health score 21 points lower than those who rate it as excellent.

- Nearly three in ten (28 per cent) workers rate employer support for their mental wellbeing as very good/excellent; this group has the highest mental health scores (63.5 and 72.3 respectively), at least four points higher than the national average (58.8)
- The lowest mental health score (51.1) is among 23 per cent of workers rating employer support for their mental wellbeing as poor, at least 12 points lower than workers rating support as very good/excellent (63.5 and 72.3 respectively) and nearly eight points lower than the national average (58.8)
- Workers over 50 are 60 per cent more likely than workers under 40 to rate employer support for their mental wellbeing as poor
- Non-managers are 50 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?”

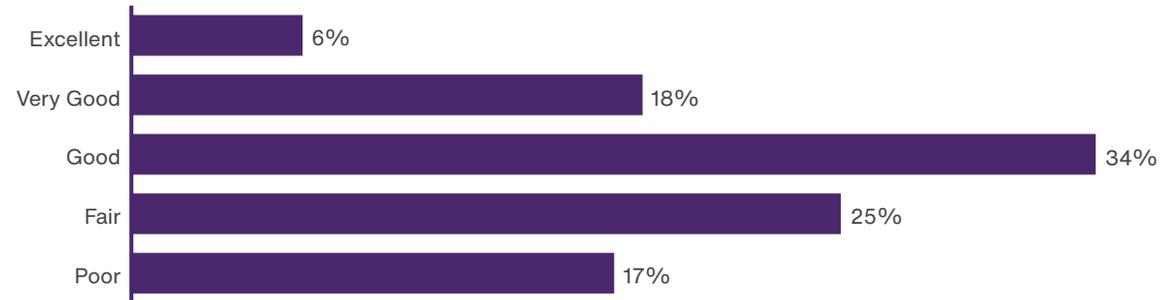


Financial wellbeing

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

- Nearly one-quarter (24 per cent) of workers rate employer support for their financial wellbeing as very good/excellent; this group has the highest mental health scores (65.2 and 71.1 respectively), at least six points higher than the national average (58.8)
- Managers are twice as likely as non-managers to rate employer support for their financial wellbeing as very good/excellent
- The lowest mental health score (52.2) is among 17 per cent of workers rating employer support for their financial wellbeing as poor, at least 13 points lower than workers rating support as very good/excellent (65.2 and 71.1 respectively) and nearly seven points lower than the national average (58.8)
- Workers over 50 are 40 per cent more likely than workers under 40 to rate employer support for their financial wellbeing as poor

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



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



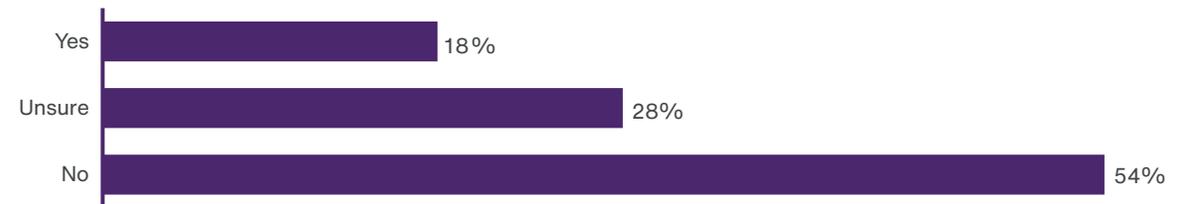
Employee Assistance Program (EAP).

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

- The mental health score (63.6) of 18 per cent of workers who say their employer offers an Employee Assistance Program (EAP) is five points higher than 54 per cent of workers who report their employer doesn't offer an EAP (58.6) and nearly five points higher than the national average (58.8)
- Parents are twice as likely as non-parents to say their employer offers an EAP
- Managers are three times more likely than non-managers to say their employer offers an EAP
- Workers under 40 are 70 per cent more likely than workers over 50 to say their employer offers an EAP
- Workers with an annual household income greater than \$100,000 are 50 per cent more likely than workers with a yearly household income less than \$100,000 to say their employer offers an EAP



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



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



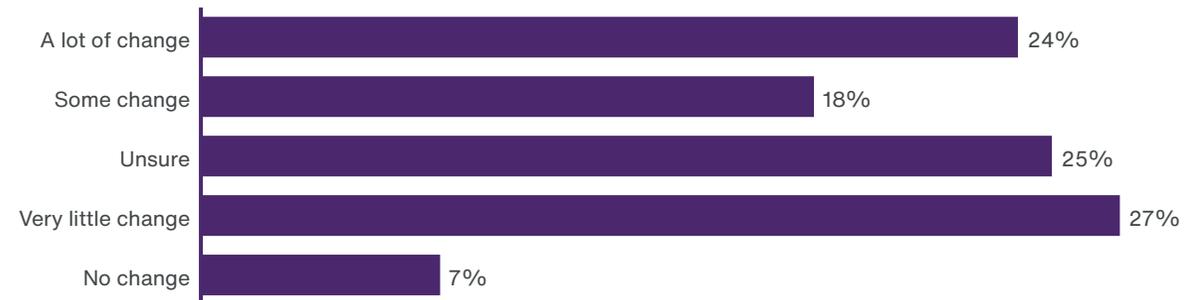
Artificial Intelligence in the workplace.

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

- Nearly one-quarter (24 per cent) of workers believe AI technology could lead to a lot of change in their job; this group has a mental health score (58.1) modestly lower than the national average (58.8)
- Seventy-three per cent of workers in Media and Telecommunications believe that AI will lead to changes in their jobs, followed by 72 per cent of workers in Technology and 69 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 60 per cent more likely than non-managers 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 (56.7) is among 25 per cent of workers who are unsure if AI technology could lead to changes in their jobs, nearly four points lower than workers who believe that AI technology will not change their jobs (60.3) and two points lower than the national average (58.8)
- The highest mental health score (60.9) is among 27 per cent of workers reporting that AI technology will lead to very little change in their jobs, two points higher than the national average (58.8)
- 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
- Workers over 50 are twice as likely as workers under 40 to believe that AI technology will not lead to changes in their jobs
- Workers over 50 are 70 per cent more likely than workers under 40 to believe that AI technology will not lead to changes in their jobs

MHI score by “How much could AI technology lead to changes in your job?”

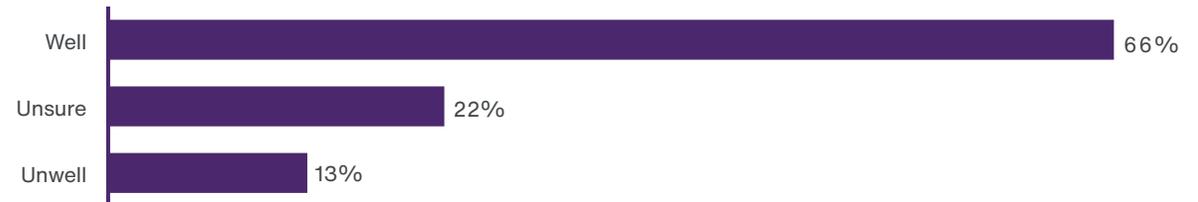


Two-thirds of workers say they anticipate coping well with job changes due to AI technology.

- Two-thirds (66 per cent) of workers anticipate being able to deal well with changes in their jobs because of AI technology; this group has the highest mental health score (60.5), nearly two points higher than the national average (58.8)
- The lowest mental health score (55.2) 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 (60.5), and nearly four points lower than the national average (58.8)
- Non-managers are 60 per cent more likely than managers 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?



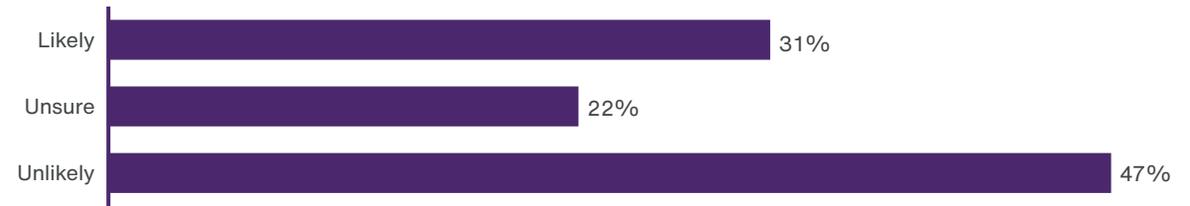
MHI score by “How well do you anticipate being able to deal with changes in your job because of AI technology?”



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

- About half (47 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 (62.8), four points above the national average (58.8)
- Nearly one-third (31 per cent) of workers believe that AI technology could lead to potential job loss for them; this group has the lowest mental health score (53.3), more than nine points lower than workers who disagree (62.8) and more than five points lower than the national average (58.8)

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



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



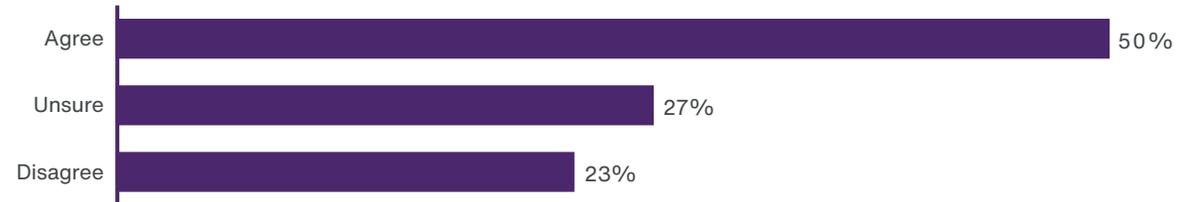
Balance and recognition: Perspective on managerial roles.

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

- Half (50 per cent) of workers believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress; this group has the highest mental health score (61.3), more than two points higher than the national average (58.8)
- Managers are nearly 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
- Nearly one-quarter (23 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 (54.4), nearly seven points lower than workers who agree (61.3) and more than four points lower than the national average (58.8)



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



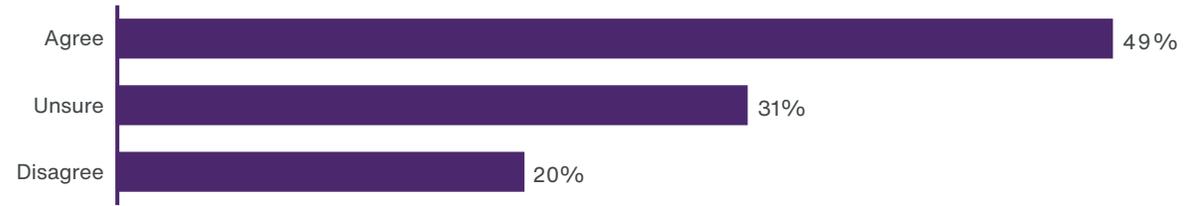
MHI score by “I believe that taking on a higher-level leadership role in my organisation would be manageable without creating excessive stress”



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

- Half (49 per cent) of workers agree that leaders in their organisation can maintain a healthy work-life balance; this group has the highest mental health score (62.6), nearly four points higher than the national average (58.8)
- One in five (20 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 (55.2), more than seven points lower than workers who report leaders in their organisation can maintain a healthy work-life balance (62.6) and nearly four points lower than the national average (58.8)

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”

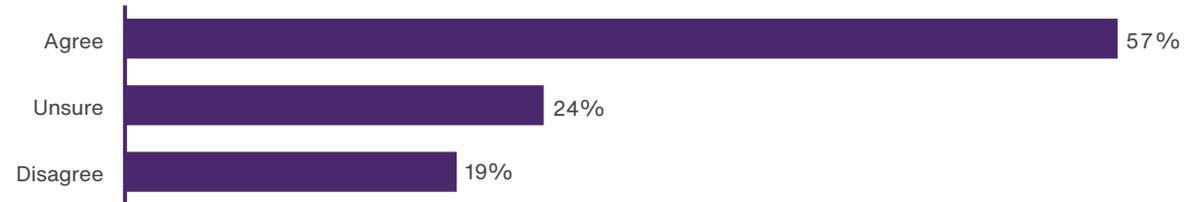


Nearly one in five workers believe leadership positions aren't adequately rewarded for the additional effort.

- More than half (57 per cent) of workers believe that sufficient rewards match the additional effort required in leadership positions; this group has the highest mental health score (62.2), more than three points higher than the national average (58.8)
- Nearly one in five (19 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 (51.9), more than 10 points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (62.2), and seven points lower than the national average (58.8)
- Non-managers are 60 per cent more likely than managers to believe that sufficient rewards do not match the additional effort required in leadership positions



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”

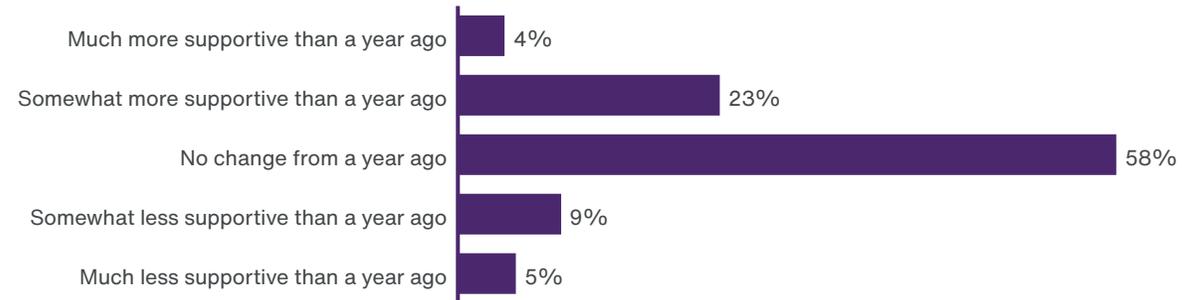


Leadership support for work-life balance.

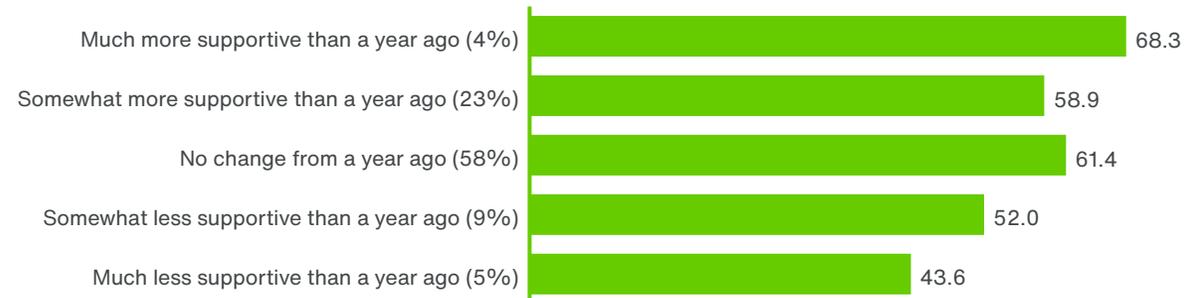
More than one in four workers say senior leadership’s support for work-life balance has improved over the past year.

- Nearly three in five (58 per cent) workers report senior leadership’s support for work-life balance has not changed over the past year; this group has a mental health score (61.4) nearly three points higher than the national average (58.8)
- One in seven (14 per cent) report senior leadership has been less supportive of work-life balance over the past year; this group has the lowest mental health scores (43.6 and 52.0), at least seven points lower than workers who report senior leadership has been more supportive (58.9 and 68.3), and seven six points lower than the national average (58.8)
- The highest mental health score (68.3) is among four per cent of workers reporting that senior leadership has been much more supportive of work-life balance over the past year, more than nine points higher than the national average (58.8)
- Workers under 40 are more than 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 twice as likely as non-managers to report that senior leadership has been more supportive of work-life balance over the past year
- Parents are 50 per cent more likely than non-parents to report senior leadership has been more supportive of work-life balance over the past year

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



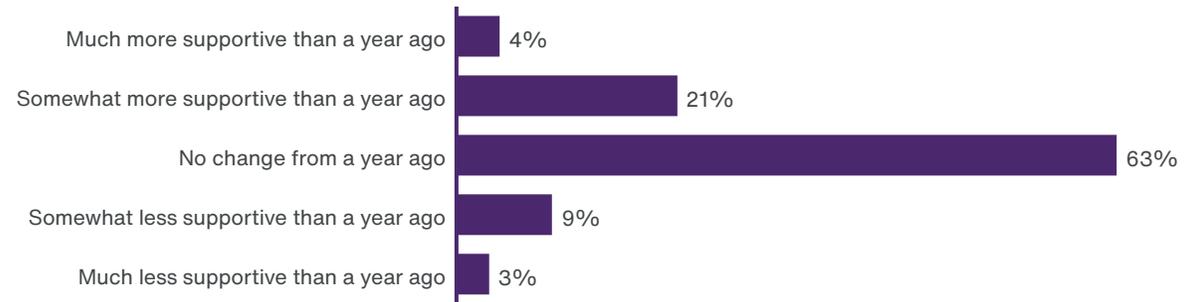
MHI score by “How has senior leadership’s support for work-life balance changed over the past year?”



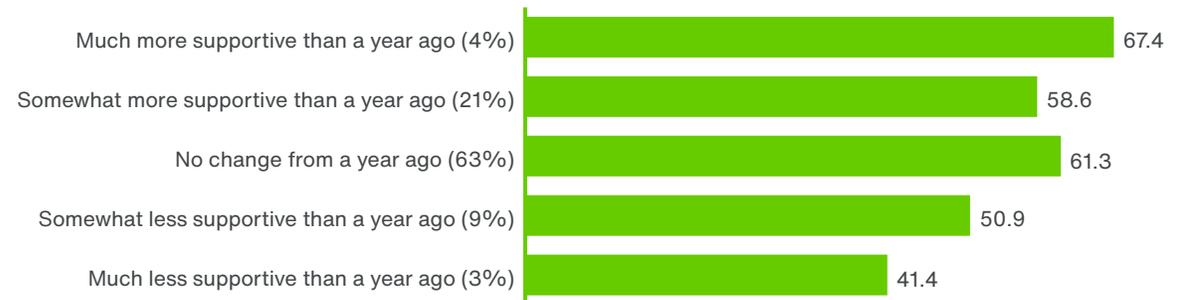
One in four workers says their manager’s support for work-life balance has improved over the past year.

- Nearly two-thirds (63 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 (61.3) more than two points higher than the national average (58.8)
- 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 (41.4 and 50.9), at least seven points lower than workers who report their manager has been more supportive (58.6 and 67.4), and at least eight points lower than the national average (58.8)
- The highest mental health score (67.4) is among four per cent of workers reporting their manager has been much more supportive of work-life balance over the past year, nearly nine points higher than the national average (58.8)
- Managers are more than twice as likely as non-managers to report their manager has been more supportive of work-life balance compared to the past year
- Workers under 40 are twice as likely as workers over 50 to report their manager has been more supportive of work-life balance over the past year
- Parents are 50 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?”



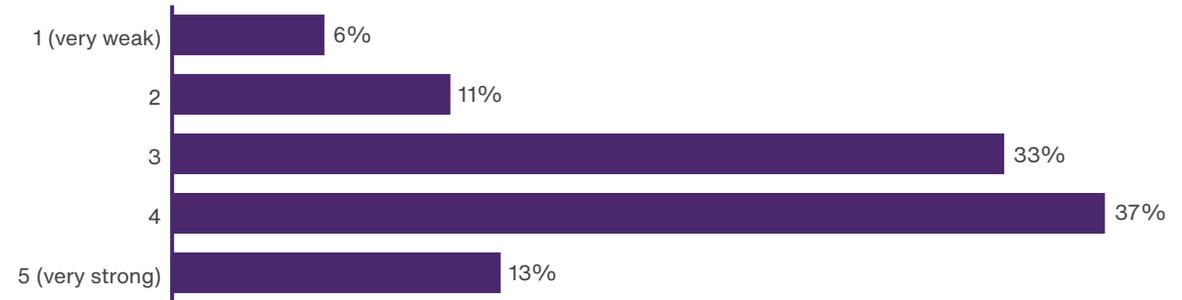
Manager traits and their impacts on mental health.

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”.

- Half (50 per cent) of workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (61.3 and 62.3) are more than two points higher than the national average (58.8)
- One in six (17 per cent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (50.0 and 56.4) are at least two points lower than the national average (58.8)

Manager characteristic: Autonomy

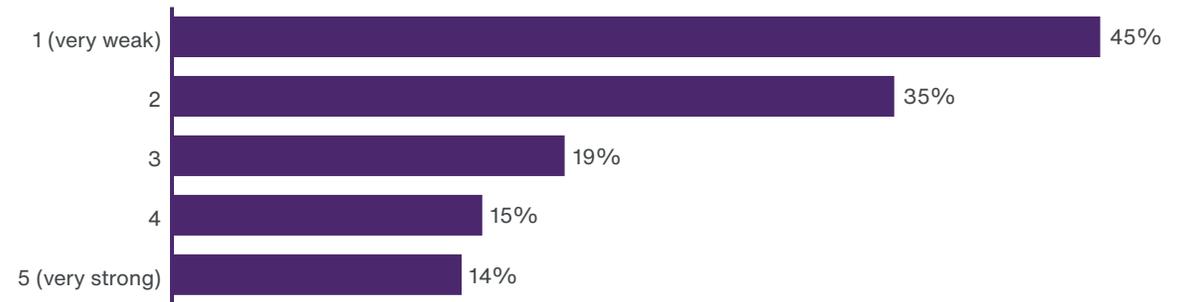


MHI score by manager characteristic: Autonomy

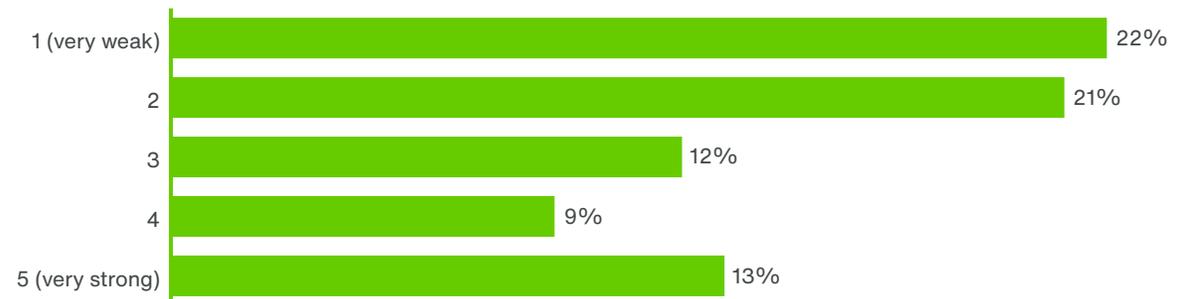


- Workers rating their manager as weak in autonomy (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in autonomy (1 or 2) are 60 per cent more likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager as strongly autonomous (4 or 5)

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



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

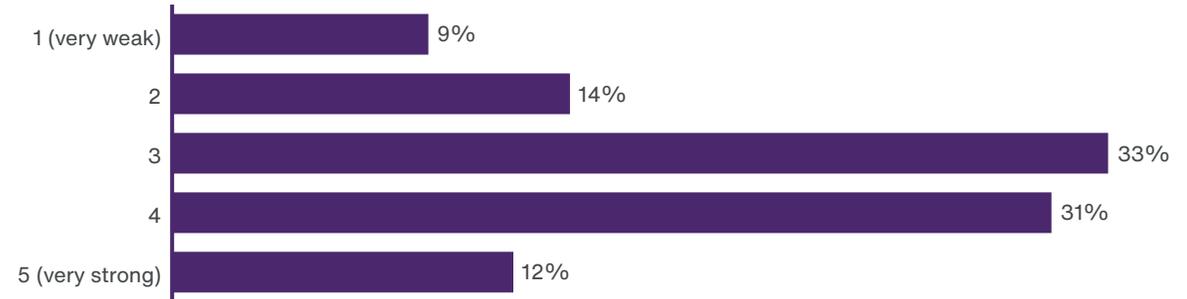


Charisma

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

- More than two in five (43 per cent) rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (61.9 and 61.8) are at least three points higher than the national average (58.8)
- Nearly one-quarter (23 per cent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (49.2 and 54.8) are at least four points lower than the national average (58.8)

Manager characteristic: Charisma



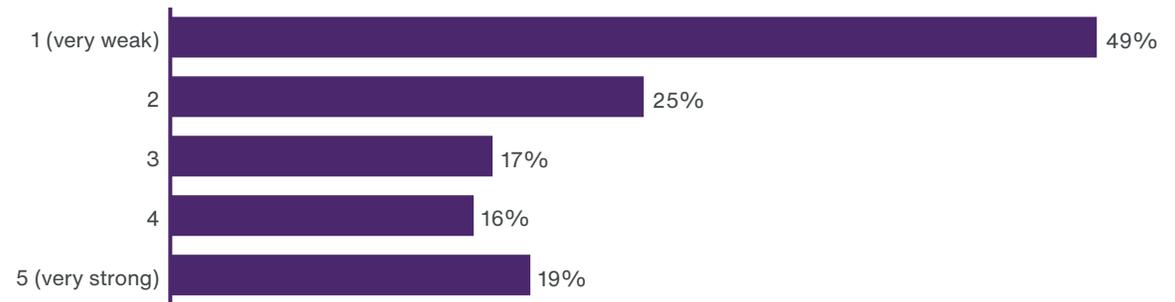
MHI score by manager characteristic: Charisma



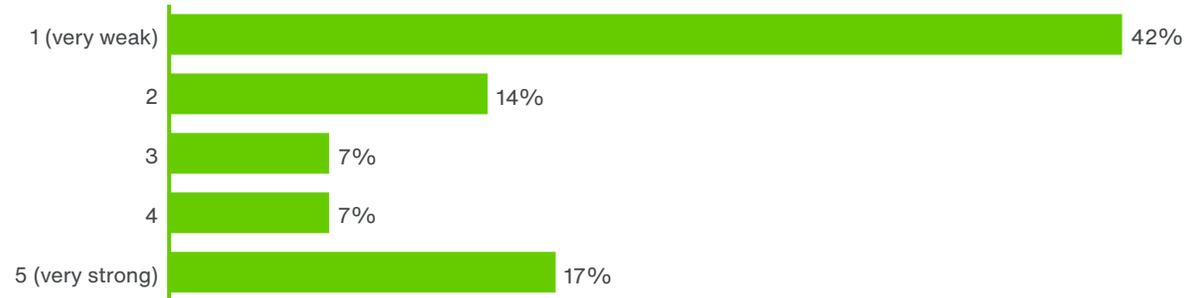
- Workers rating their manager as weak in charisma (1 or 2) are more likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager as strongly charismatic (4 or 5)



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



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

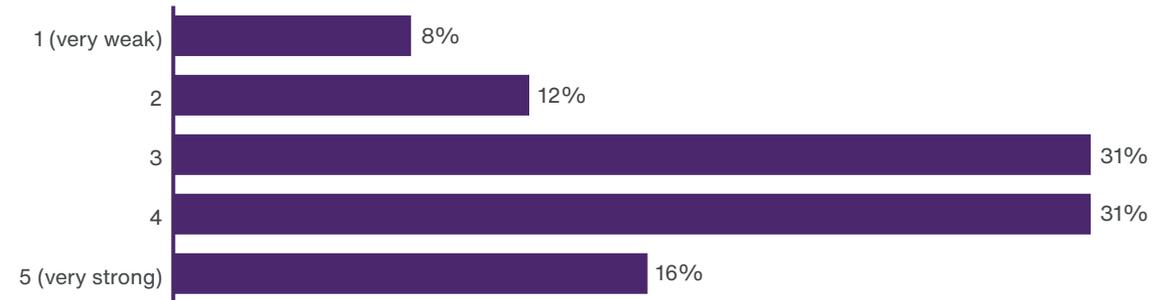


Humanity

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

- Nearly half (47 per cent) rate their manager 4 or 5 (strongly humane). The mental health scores of this group (59.8 and 65.6) are at least one point higher than the national average (58.8)
- One in five (20 per cent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (48.8 and 55.9) are at least three points lower than the national average (58.8)

Manager characteristic: Humanity



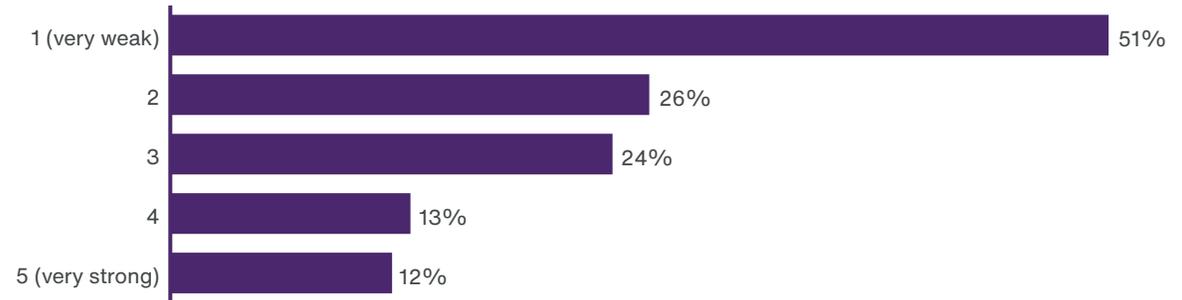
MHI score by manager characteristic: Humanity



- Workers rating their manager as weak in humanity (1 or 2) are twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strong in humanity (4 or 5)
- Workers rating their manager as weak in humanity (1 or 2) are 60 per cent more likely to report that their manager's support for work-life balance has **declined** over the past year, compared to those rating their manager as 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

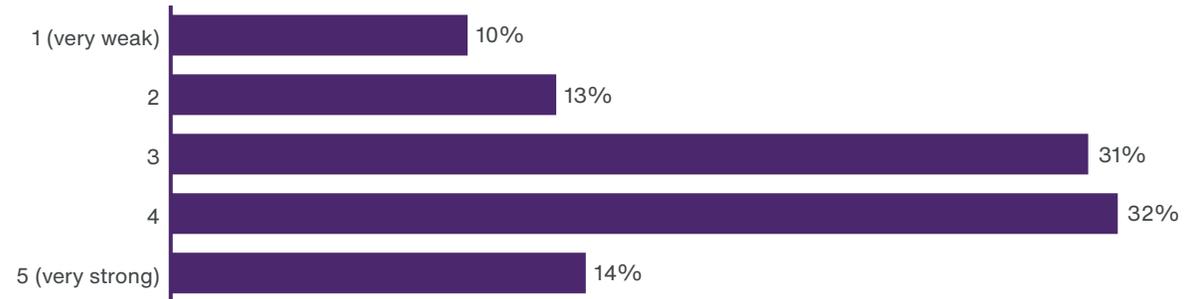


Participative

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 (46 per cent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (60.5 and 65.3) are nearly two points higher than the national average (58.8)
- Nearly one-quarter (23 per cent) rate their managers 1 or 2 (weakly participative). The mental health scores of this group (50.1 and 54.6) are at least four points lower than the national average (58.8)

Manager characteristic: Participative



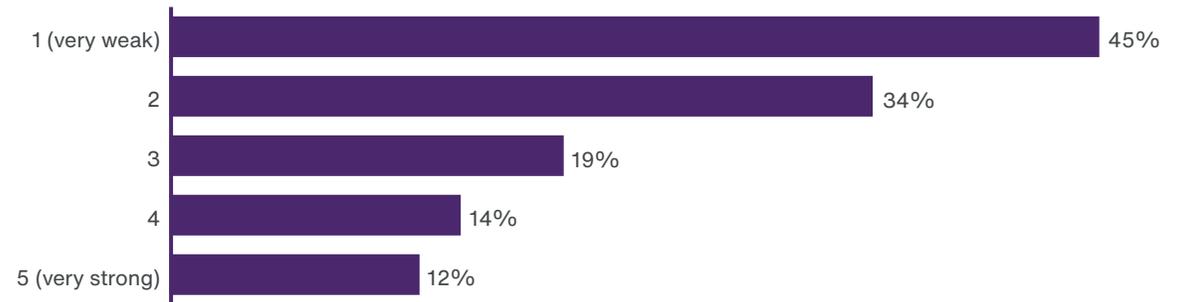
MHI score by manager characteristic: Participative



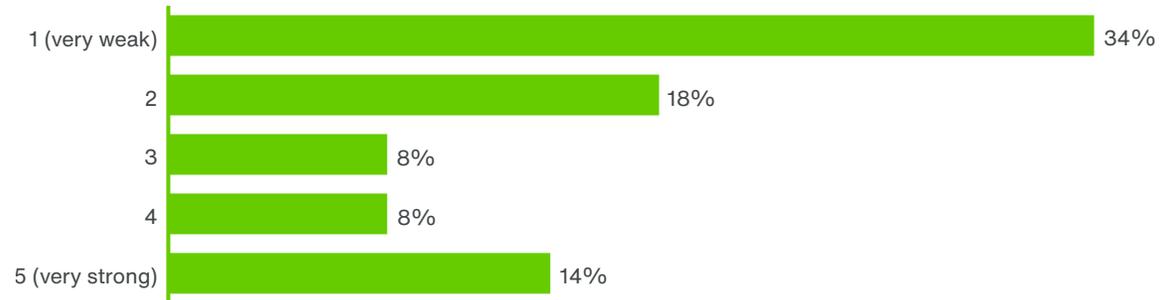
- Workers rating their manager as weakly participative (1 or 2) are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly participative (4 or 5)
- Workers rating their manager as weakly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



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



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

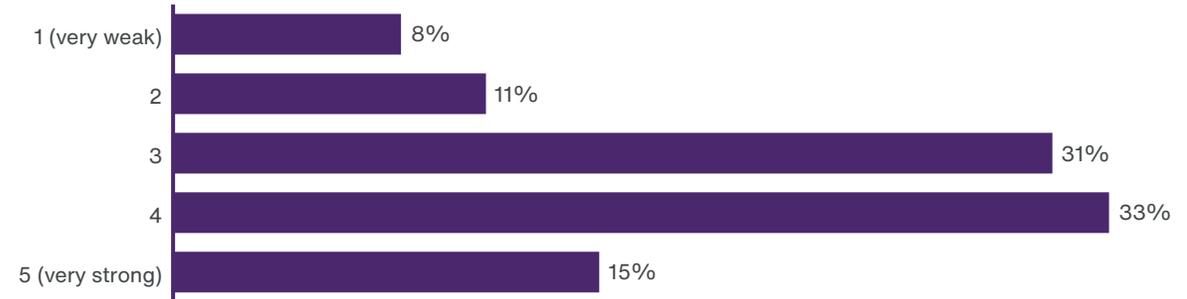


Team-oriented

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

- Nearly half (48 per cent) rate their manager 4 or 5 (strongly team-oriented). The mental health scores of this group (61.0 and 63.8) are more than two points higher than the national average (58.8)
- Nearly one in five (19 per cent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (49.7 and 54.1) are nearly five points lower than the national average (58.8)

Manager characteristic: Team-oriented



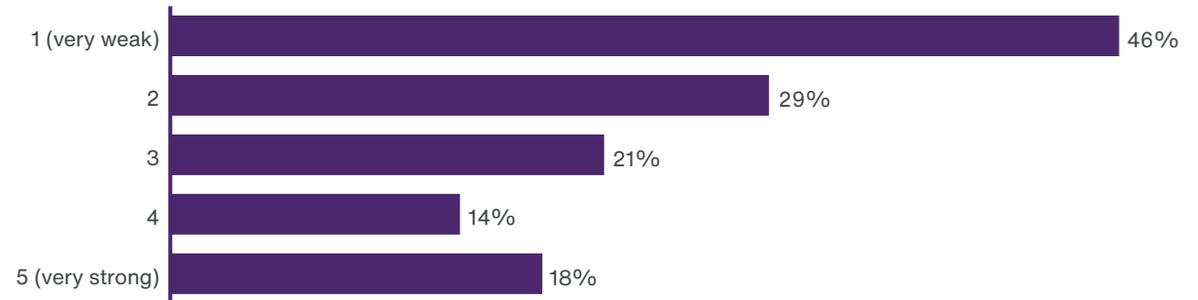
MHI score by manager characteristic: Team-oriented



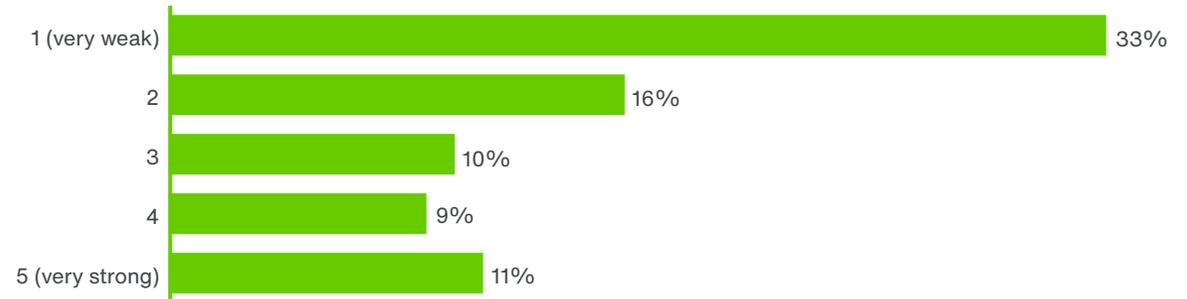
- Workers rating their manager as weakly team-oriented (1 or 2) are 70 per cent more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly team-oriented (4 or 5)
- Workers rating their manager as weakly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



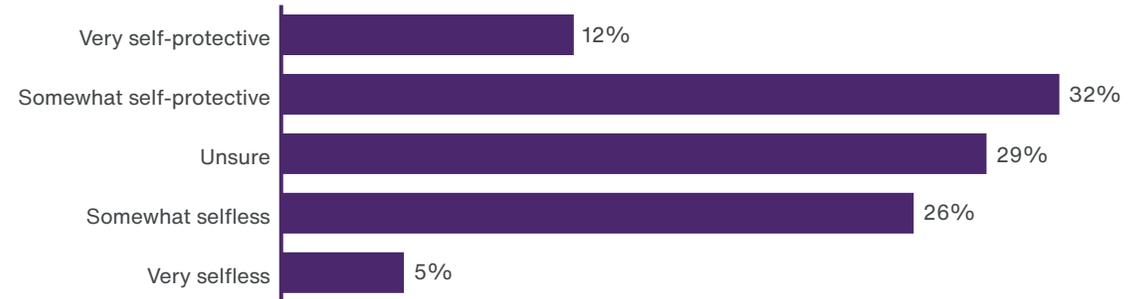
Self-protective

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

- More than two in five (44 per cent) rate their manager as self-protective. The mental health scores of this group (50.9 and 57.4) are more than one point lower than the national average (58.8)
- Over three in ten (31 per cent) rate their managers as selfless. The mental health scores of this group (64.4 and 67.5) are nearly six points higher than the national average (58.8)



Manager characteristic: Self-protective



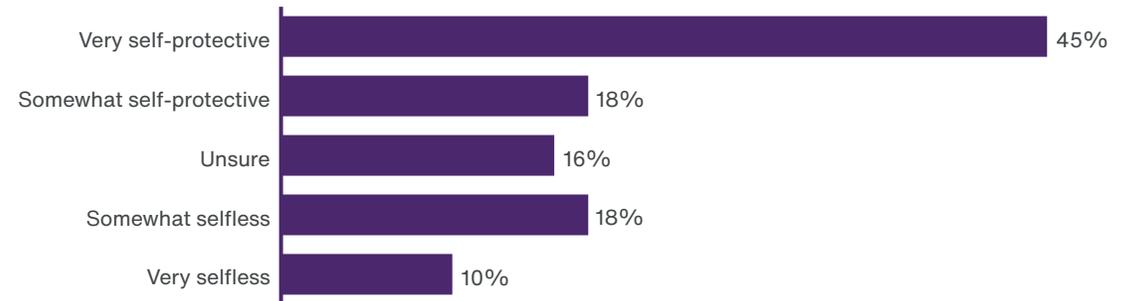
MHI score by manager characteristic: Self-protective



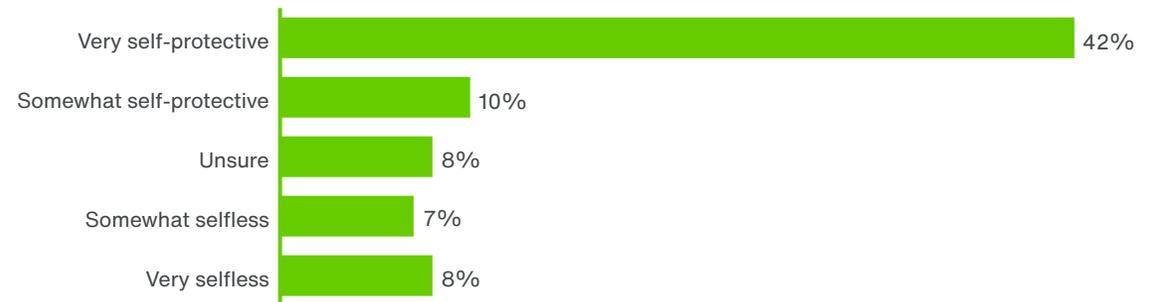
- Workers rating their manager as very self-protective are five times more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as selfless
- Workers rating their manager as very self-protective are more than twice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

