



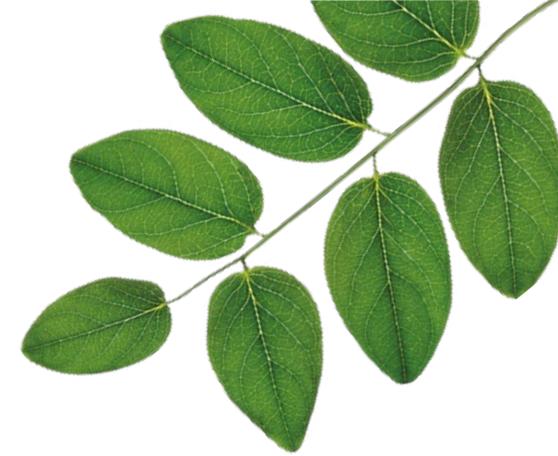
TELUS Mental Health Index.

Australia | September 2025

Table of contents

1. What you need to know for September 2025	3	3. The Mental Health Index by region	14	Manager traits and their impacts on mental health	30
2. The Mental Health Index	6	4. The Mental Health Index by industry	16	Autonomy.....	30
Mental health risk	7			Charisma.....	32
Mental Health Index sub-scores.....	8	5. Spotlight	17	Humanity.....	34
Anxiety	9	Employer support for wellbeing.....	17	Participative	36
Isolation.....	10	Physical wellbeing.....	17	Team-oriented.....	38
Financial risk.....	11	Mental wellbeing	18	Self-protective	40
Work productivity	12	Financial wellbeing	19		
Mental health by gender and age	13	Employee Assistance Program (EAP).....	20	6. Overview of the TELUS Mental Health Index	42
Mental health by employment status.....	13	Artificial Intelligence in the workplace.....	21	Methodology.....	42
Emergency savings.....	13	Balance and recognition:		Calculations.....	42
		Perspective on managerial roles	25	Additional data and analyses.....	42
		Leadership support for work-life balance.....	28		

What you need to know for September 2025.



The mental health score of workers in Australia has declined in September 2025, erasing modest gains from the previous period; at least one-third report feeling anxious and isolated, and do not have emergency savings for basic needs.

- At 62.0, the mental health of workers has declined by 1.3 points from June 2025
- 36 per cent of workers have a high mental health risk, 43 per cent have a moderate mental health risk, and 21 per cent have a low mental health risk
- All mental health sub-scores, apart from isolation, have declined from June 2025
- Anxiety has been the lowest mental health score for more than five years; isolation has been the second-lowest mental health score for nearly four years
- 36 per cent of workers feel anxious
- 33 per cent of workers feel isolated
- 33 per cent of workers do not have emergency savings for basic needs
- 31 per cent of workers say their mental health is impacting work productivity
- 29 per cent of workers feel depressed
- 17 per cent of workers are not feeling optimistic about their future
- Managers continue to have a higher mental health score than non-managers
- Labourers have a lower mental health score than service industry and office workers

Workers question the reward-effort balance of leadership; three in 10 see excessive stress.

- 62 per cent of workers feel rewards sufficiently match the additional effort required in leadership positions, while 15 per cent believe it's inadequate
- 58 per cent of workers believe leaders in their organisation can maintain a healthy work-life balance, though 42 per cent are unsure or disagree
- 46 per cent of workers believe that taking on higher-level leadership would be manageable without excessive stress, while 30 per cent view it as unmanageable

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

- 37 per cent of workers believe that AI technology could lead to some change in their jobs; a further 13 per cent expect a lot of change in their jobs
- 78 per cent of workers in Technology and 67 per cent of workers in Finance and believe that AI will lead to changes in their jobs
- Managers are more likely than non-managers to believe that AI technology could lead to changes in their jobs
- Workers under 40 are more likely than workers over 50 to believe that AI technology could lead to changes in their jobs
- 63 per cent of workers anticipate being able to deal well with changes in their jobs because of AI; 27 per cent of workers are unsure, and nine per cent anticipate not dealing well
- 45 per cent of workers say that AI is unlikely to lead to job loss for them; a further 24 per cent are unsure



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

- Workers rating their manager as strong in six key leadership qualities: autonomy, charisma, humanity, participation, team-orientation, and selflessness have higher mental health scores than those rating their managers as weak in these areas
- Workers with managers who are weak in leadership qualities are more likely to report that support for work-life balance has declined over the past year
- 58 per cent of workers say that senior leadership's support for work-life balance has not changed over the past year; 31 per cent say it has improved, and 11 per cent say it is less supportive
- 56 per cent of workers say that their manager's support for work-life balance has not changed over the past year; 34 per cent say it has improved, and 10 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



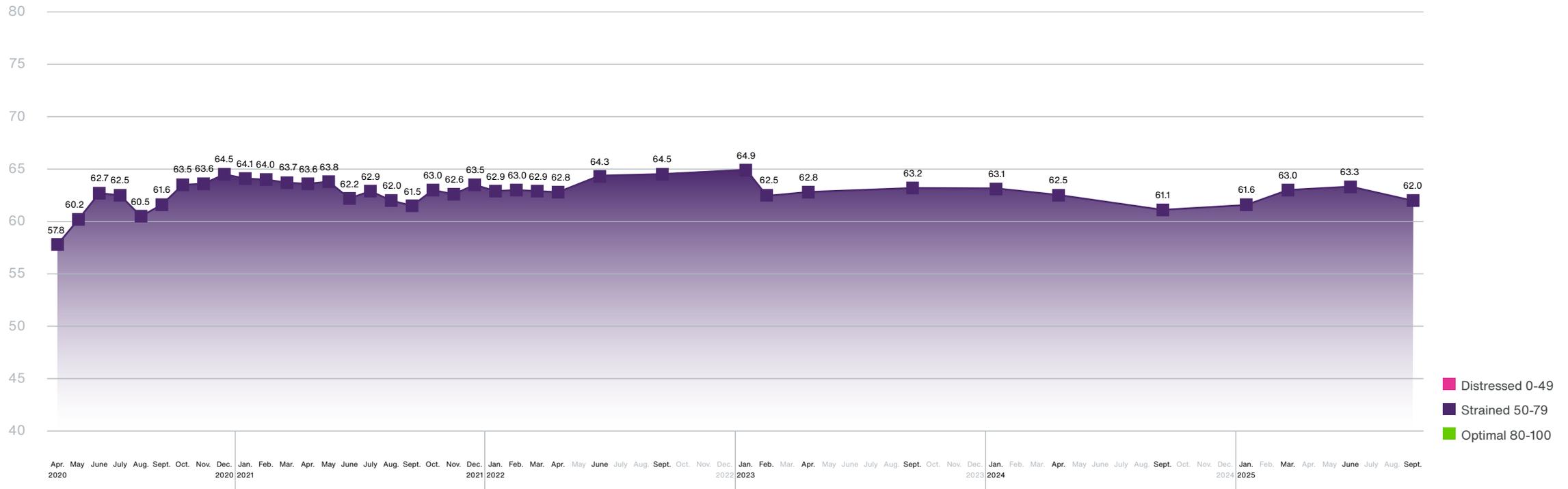
More than one-quarter of workers rate their employer's wellbeing support as inadequate, with women and non-managers being disproportionately affected; only half are aware that their employer offers an EAP.

- 37 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 nearly 19 points lower than those reporting excellent support
- 29 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
- 28 per cent of workers rate their employer's support for physical wellbeing as fair or poor
- Workers rating physical wellbeing support as poor have a mental health score nearly 16 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
- Non-managers are more likely than managers to rate employer support for physical and mental wellbeing as poor
- 29 per cent of workers say their employer doesn't offer an Employee Assistance Program (EAP); a further 22 per cent are unsure

The Mental Health Index.

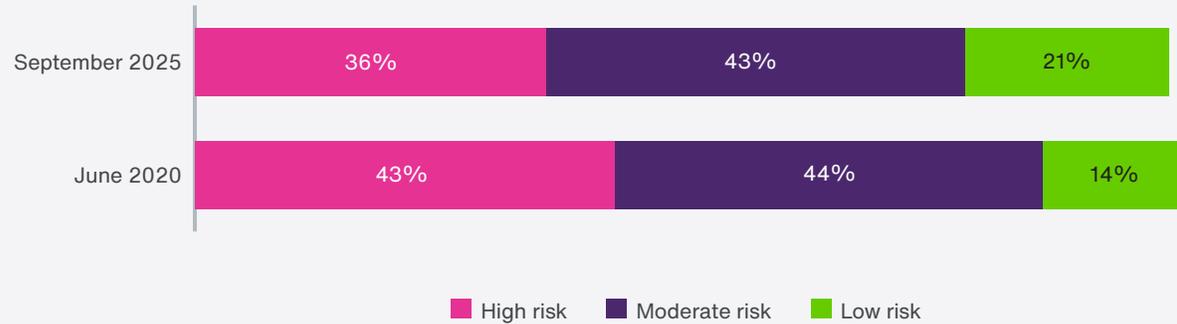
MHI Current Month September 2025	June 2025
62.0	63.3

The overall Mental Health Index (MHI) for September 2025 is 62.0. Mental health scores of Australian workers improved incrementally over three consecutive periods from January to June 2025, but has declined by more than one point in September 2025.



Mental health risk.

In September 2025, 36 per cent of workers have a high mental health risk, 43 per cent have a moderate mental health risk, and 21 per cent have a low mental health risk. Nearly four years since the launch of the Index in April 2020, the proportion of workers in the high-risk group has declined by seven per cent.



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

Mental Health Index sub-scores.

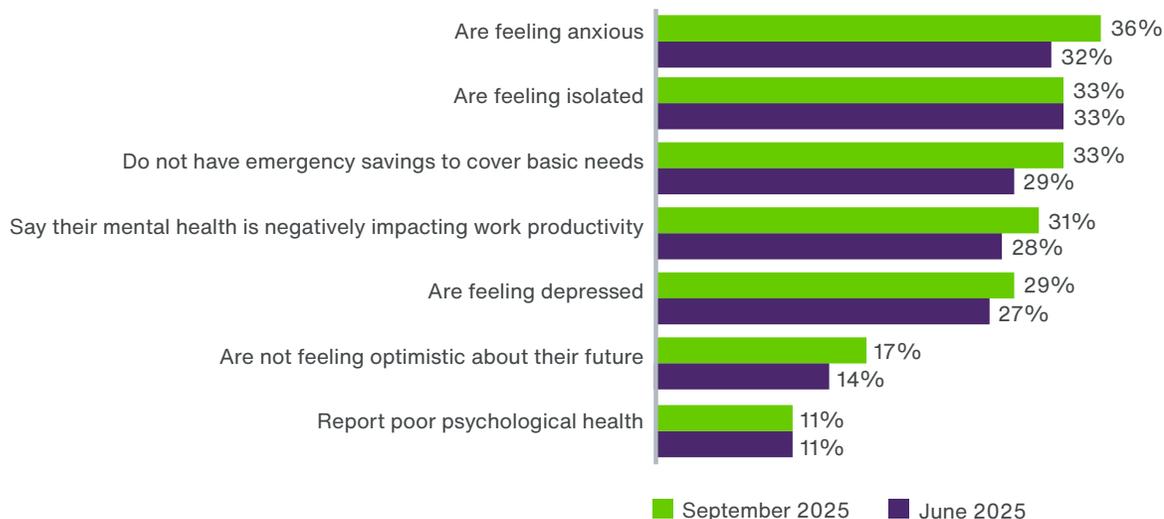
For more than five years, anxiety (54.8) has been the lowest mental health sub-score. Isolation (58.2), work productivity (59.4), depression (60.2), financial risk (64.3), and optimism (65.2) follow. General psychological health (69.9) remains the most favourable mental health measure in September 2025.

- All mental health sub-scores, apart from isolation, have declined from June 2025
- The most significant decline has occurred in the financial risk sub-score, down nearly three points from the previous period
- Anxiety has been the lowest mental health sub-score for more than five years; isolation has been the second-lowest mental health score for nearly four years

More than one-third (36 per cent) of workers feel anxious, 33 per cent feel isolated, 33 per cent do not have emergency savings for basic needs, 31 per cent say their mental health is negatively impacting work productivity, 29 per cent feel depressed, 17 per cent do not feel optimistic about their future, and 11 per cent of workers cite poor psychological health.

Mental Health Index Sub-scores	September 2025	June 2025
Anxiety	54.8	57.0
Isolation	58.2	58.2
Work productivity	59.4	61.8
Depression	60.2	62.1
Financial risk	64.3	67.1
Optimism	65.2	66.3
Psychological health	69.9	70.0

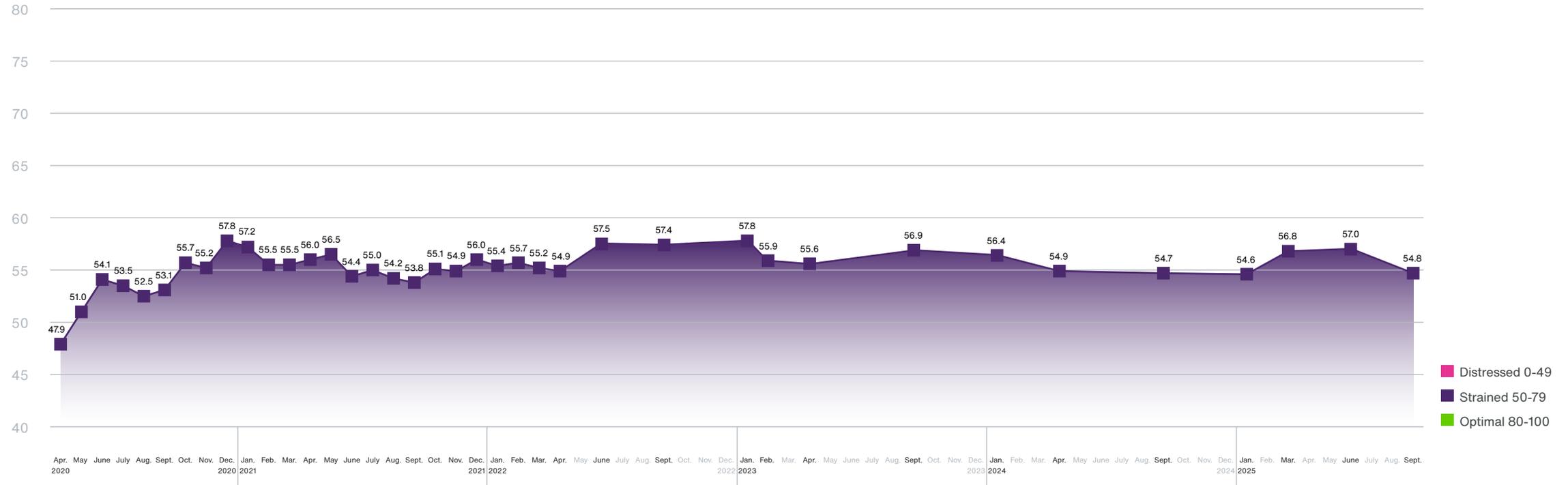
Percentage at risk by MHI sub-score



Anxiety

In September 2025, 36 per cent of workers say they often feel unsettled and nervous.

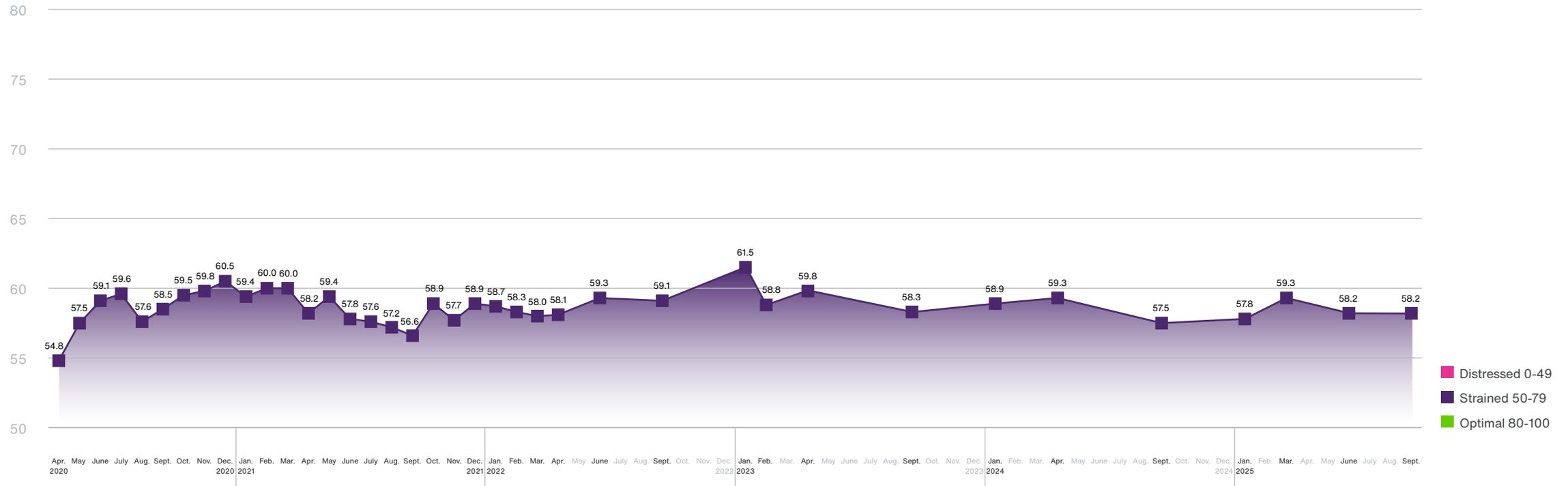
Anxiety sub-scores have fluctuated since the launch of the MHI in April 2020. After peaking in January 2023, anxiety scores generally declined. In March 2025, it increased by 2.2 points and remained stable through June. In September 2025, the anxiety sub-score has lost the gains it had made, declining by 2.2 points, and remains the lowest for more than five years.



Isolation

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

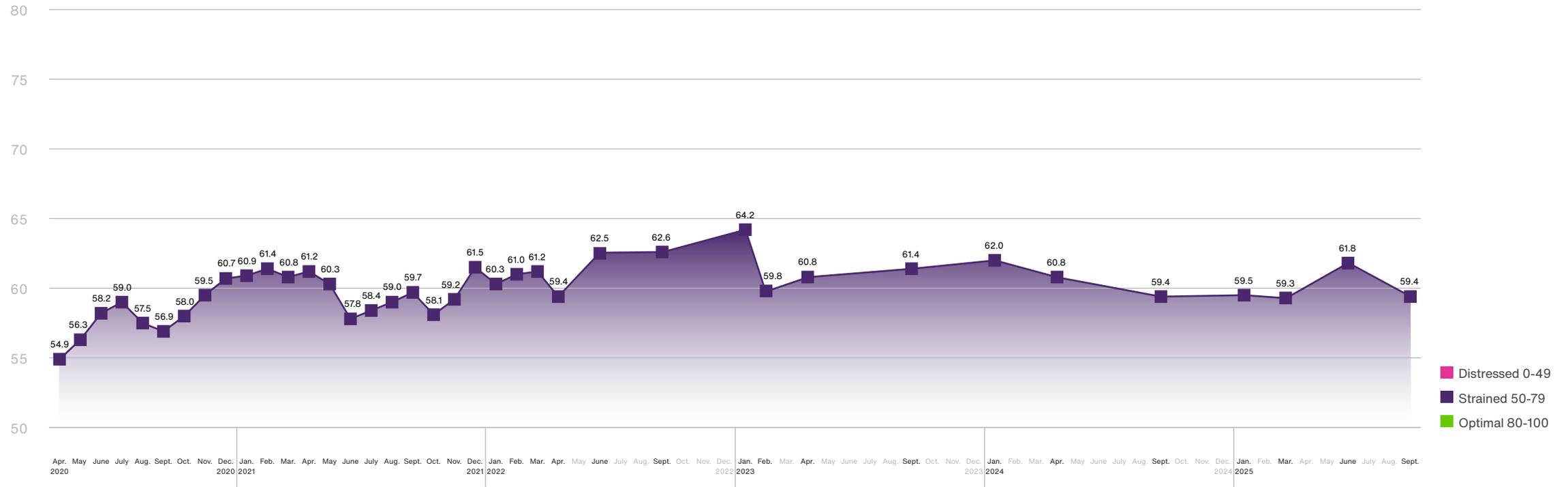
The isolation sub-score has fluctuated significantly since April 2020. After peaking in January 2023, isolation scores generally declined through September 2024. Despite a notable improvement in March 2025, the isolation sub-score declined in June and is holding steady in September 2025. Isolation remains the second-lowest mental health sub-score for nearly four years.



Work productivity

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

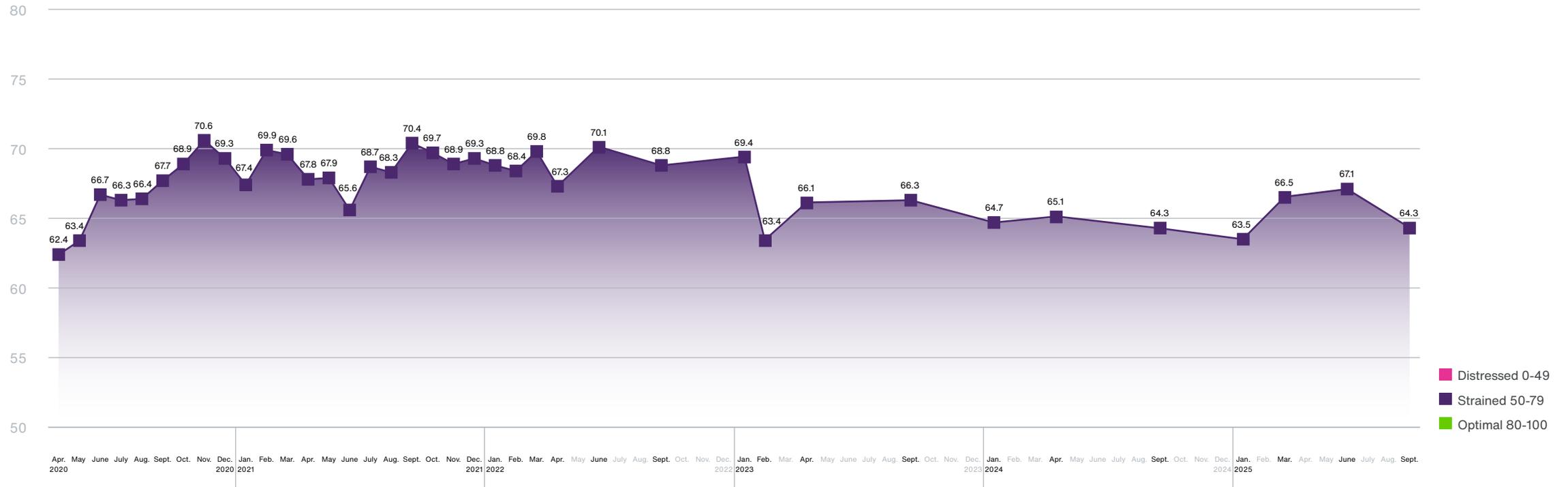
From April 2020 to January 2023, the work productivity sub-score demonstrated steady incremental improvement. After peaking in January 2023, the sub-score declined sharply and fluctuated at levels notably lower than those observed shortly before the peak. Despite a significant increase in June 2025, the score has returned to pandemic-era lows.



Financial risk

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

The financial risk sub-score fluctuated from April 2020 to January 2023, then fell sharply in February. The score rebounded in April 2023 and showed modest variability, declining through January 2025. Another recovery occurred in March 2025, improving further in June, but the work productivity sub-score has declined by nearly three points in September 2025.



Mental health by gender and age.

- Since the launch of the MHI, women have had a significantly lower mental health score than men. In September 2025, the mental health score of women is 60.1 compared to 64.0 for men
- Since April 2020, mental health scores have improved with age

Mental health by employment status.

- Overall, five per cent of respondents are unemployed¹ and 11 per cent report reduced hours or reduced salary
- Workers reporting reduced salary compared to the previous month have the lowest mental health score (41.5), followed by those not currently employed (53.1), workers reporting fewer hours than the last month (53.2), and workers with no change to salary or hours (63.9)
- Managers have a higher mental health score (63.3) than non-managers (61.1)
- Labourers have a lower mental health score (59.1) than service industry (59.9) and office workers (64.4)
- Respondents working for companies with 1,001-5,000 employees have the highest mental health score (63.7)
- Self-employed/sole proprietors have the lowest mental health score (58.5)



Emergency savings

- Workers without emergency savings continue to experience a lower mental health score (48.1) than the overall group (62.0). Workers with emergency savings have a mental health score of 68.9

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

The Mental Health Index by region.

In September 2025, mental health scores in South Australia and Queensland have improved, while scores in other regions have declined compared to June 2025.

- The highest mental health score is in Queensland (64.1), up nearly one point from June 2025
- The lowest mental health score is in the Australian Capital Territory (58.6), down one point from June 2025

State	September 2025	June 2025	Change
South Australia	63.6	62.7	0.9
Queensland	64.1	63.4	0.7
New South Wales (excluding A.C.T.)	61.7	62.5	-0.8
Australian Capital Territory (A.C.T.)	58.6	59.5	-0.9
Western Australia	60.5	62.7	-2.2
Victoria	62.5	65.1	-2.6



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

Employment status	Sept. 2025	June 2025
Employed (no change in hours/salary)	63.9	64.5
Employed (fewer hours compared to last month)	53.2	54.8
Employed (reduced salary compared to last month)	41.5	51.6
Not currently employed	53.1	59.2

Age group	Sept. 2025	June 2025
Age 20-29	56.9	54.0
Age 30-39	58.5	57.2
Age 40-49	59.7	61.9
Age 50-59	65.2	66.2
Age 60-69	67.1	68.9

Number of children	Sept. 2025	June 2025
No children in household	62.3	63.9
1 child	61.4	62.3
2 children	63.2	62.9
3 children or more	56.0	59.5

Gender	Sept. 2025	June 2025
Men	64.0	65.8
Women	60.1	61.1

Household income/annum	Sept. 2025	June 2025
<\$30K	48.3	50.6
\$30K to <\$60K	55.0	57.0
\$60K to <\$100K	60.9	61.5
\$100K to <\$150K	63.9	66.0
\$150K or more	67.7	67.0

Employer size	Sept. 2025	June 2025
Self-employed/sole proprietor	58.5	59.5
2-50 employees	61.5	63.6
51-100 employees	61.3	65.2
101-500 employees	63.4	62.7
501-1,000 employees	63.1	62.9
1,001-5,000 employees	63.7	65.7
5,001-10,000 employees	62.9	63.1
More than 10,000 employees	62.3	64.0

Manager	Sept. 2025	June 2025
Manager	63.3	63.6
Non-manager	61.1	63.4

Work environment	Sept. 2025	June 2025
Labour	59.1	59.7
Office/desk	64.4	64.9
Service	59.9	62.2

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

The Mental Health Index by industry.

Workers in Retail Trade have the lowest mental health score (56.9), followed by workers in Administrative and Support services (59.0), and Food Services (59.4).

Workers in Public Administration (73.9), Technology (68.0), and Educational Services (66.5) have the highest mental health scores in September.



Industry	September 2025	June 2025	Change
Public Administration	73.9	65.1	8.8
Technology	68.0	61.5	6.5
Other	63.0	58.3	4.8
Food Services	59.4	57.6	1.7
Administrative and Support Services	59.0	57.7	1.4
Educational Services	66.5	66.2	0.2
Construction	60.6	61.7	-1.1
Retail Trade	56.9	58.1	-1.2
Arts, Entertainment and Recreation	65.8	68.4	-2.6
Health Care and Social Assistance	59.5	62.5	-3.0
Manufacturing	65.5	68.8	-3.3
Transportation and Warehousing	64.3	69.1	-4.8
Finance and Insurance	63.2	68.2	-5.0
Real Estate, Rental and Leasing	62.1	67.1	-5.1
Professional, Scientific and Technical Services	65.7	71.1	-5.4
Wholesale Trade	63.0	69.7	-6.8

Spotlight

Employer support for wellbeing.

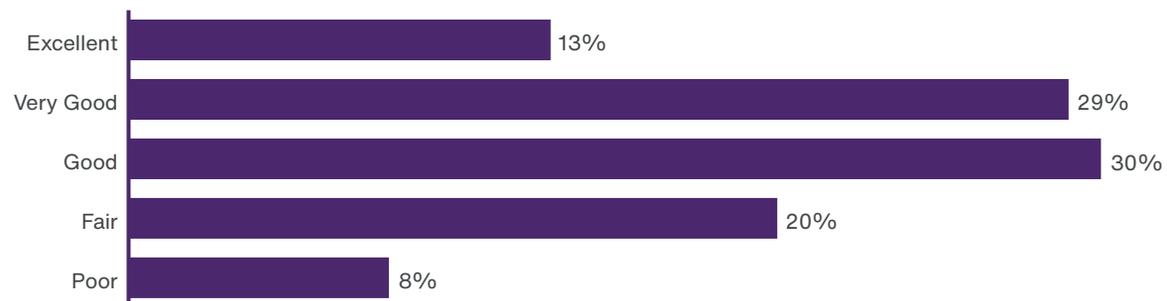
Physical wellbeing

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

- More than two in five (42 per cent) workers rate employer support for their physical wellbeing as very good/excellent; this group has the highest mental health scores (67.3 and 69.1 respectively), at least five points higher than the national average (62.0)
- The lowest mental health score (53.2) is among eight per cent of workers rating employer support for their physical wellbeing as poor, at least 14 points lower than workers rating support as very good/excellent (67.3 and 69.1 respectively) and nearly nine points lower than the national average (62.0)
- Non-managers are nearly three times more likely than managers to rate employer support for their physical wellbeing as poor
- 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?”

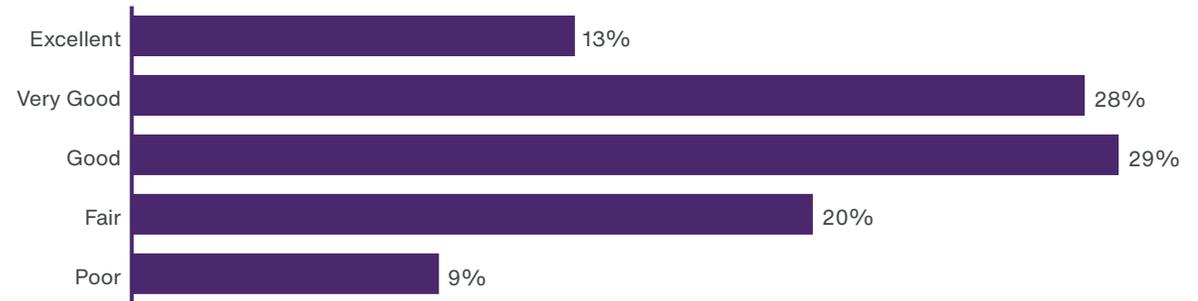


Mental wellbeing

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.

- More than two in five (41 per cent) workers rate employer support for their mental wellbeing as very good/excellent; this group has the highest mental health scores (69.0 and 71.0 respectively), at least seven points higher than the national average (62.0)
- The lowest mental health score (52.1) is among nine per cent of workers rating employer support for their mental wellbeing as poor, at least 17 points lower than workers rating support as very good/excellent (69.0 and 71.0 respectively) and 10 points lower than the national average (62.0)
- Non-managers are nearly three times more likely than managers to rate employer support for their mental wellbeing as poor
- Non-parents are twice as likely as parents to rate employer support for their mental wellbeing as poor
- Women are 50 per cent more likely than men 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?”

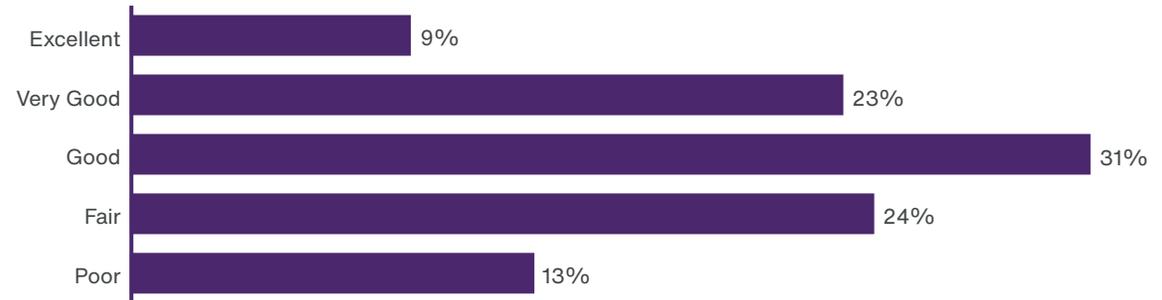


Financial wellbeing

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

- Nearly one-third (32 per cent) of workers rate employer support for their financial wellbeing as very good/excellent; this group has the highest mental health scores (66.9 and 69.8 respectively), at least five points higher than the national average (62.0)
- 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 (51.1) is among 13 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 (66.9 and 69.8 respectively) and nearly 11 points lower than the national average (62.0)
- Workers over 50 are twice as likely as workers under 40 to rate employer support for their financial wellbeing as poor
- Women are 60 per cent more likely than men to rate employer support for their financial wellbeing as poor

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



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



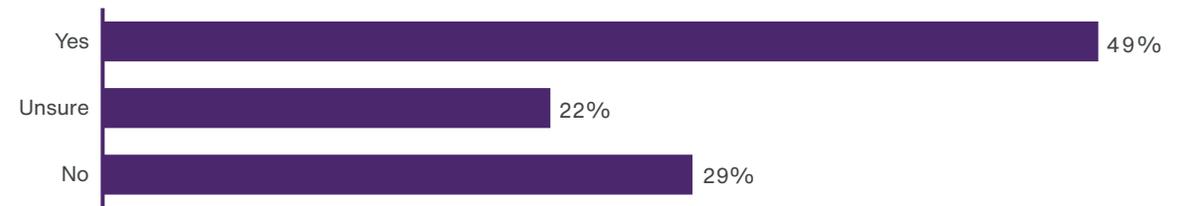
Employee Assistance Program (EAP).

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

- The mental health score (64.1) of 49 per cent of workers who say their employer offers an Employee Assistance Program (EAP) is nearly three points higher than 29 per cent of workers who report their employer doesn't offer an EAP (61.5) and two points higher than the national average (62.0)
- Workers with an annual household income less than \$100,000 are 50 per cent more likely than workers with a yearly household income greater than \$100,000 to say their employer doesn't offer an EAP



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



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



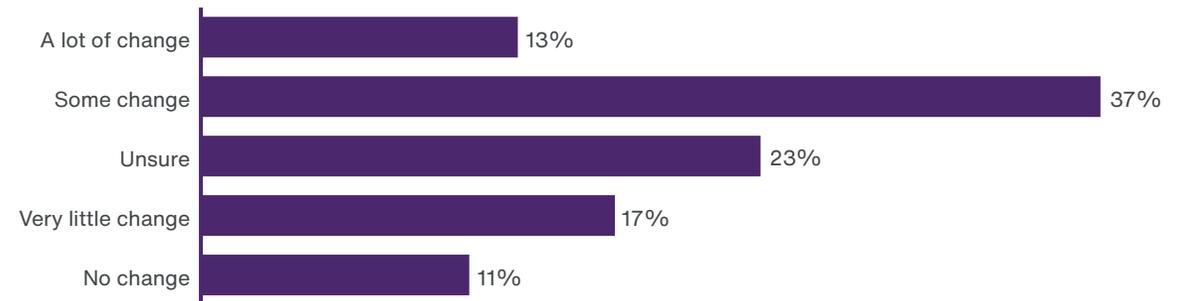
Artificial Intelligence in the workplace.

Half of workers expect AI technology to change their jobs.

- About two in five (37 per cent) of workers believe AI technology could lead to some change in their job; this group has a mental health score (63.4) modestly higher than the national average (62.0)
- Seventy-eight per cent of workers in Technology and 67 per cent of workers in Finance and Insurance believe that AI will lead to changes in their jobs
- Managers are 50 per cent more likely than non-managers to believe that AI technology could lead to some change in their jobs
- Parents are 40 per cent more likely than non-parents to believe that AI technology could lead to some change in their jobs



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





- The lowest mental health score (58.2) is among 23 per cent of workers who are unsure about the impact of AI technology on their jobs, six points lower than workers who believe that AI technology will not change their jobs (64.3) and nearly four points lower than the national average (62.0)
- The highest mental health score (65.2) is among 17 per cent of workers reporting that AI technology will lead to very little change in their jobs, more than three points higher than the national average (62.0)
- Workers over 50 are three times more likely than workers under 40 to believe that AI technology will not lead to changes in their jobs
- Labourers and service industry workers are more than three times as likely as office workers to believe that AI technology will not lead to changes in their jobs

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

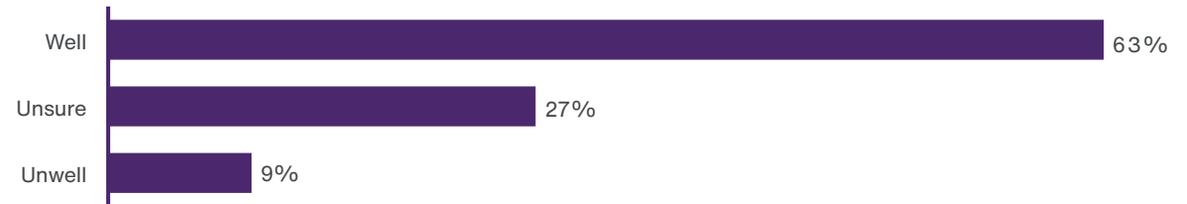


More than three in five workers anticipate coping well with job changes due to AI technology.

- More than three in five (63 per cent) workers anticipate being able to deal well with changes in their jobs because of AI technology; this group has the highest mental health score (65.0), three points higher than the national average (62.0)
- The lowest mental health score (51.9) is among nine per cent of workers who anticipate not being able to deal well with changes in their jobs because of AI, 13 points lower than workers who anticipate being able to deal well with changes (65.0), and 10 points lower than the national average (62.0)
- Workers with an annual household income less than \$100,000 are more than three times as likely as workers with a yearly household income greater than \$100,000 to anticipate not being able to deal well with changes in their job because of AI technology



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



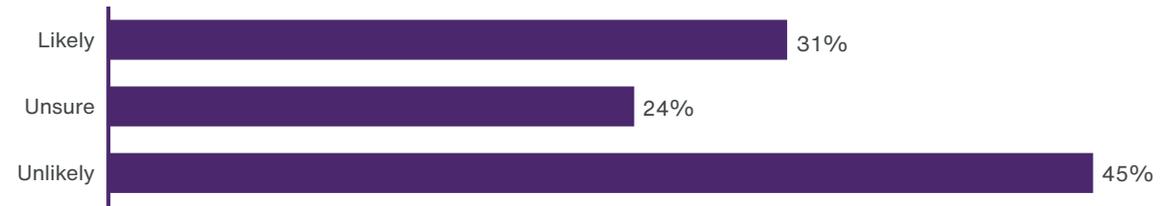
MHI score by “How well do you anticipate being able to deal with changes in your job because of AI technology?”



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

- Nearly half (45 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 (66.9), nearly five points higher than the national average (62.0)
- 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 (56.5), more than 10 points lower than workers who disagree (66.9) and nearly six points lower than the national average (62.0)

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



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



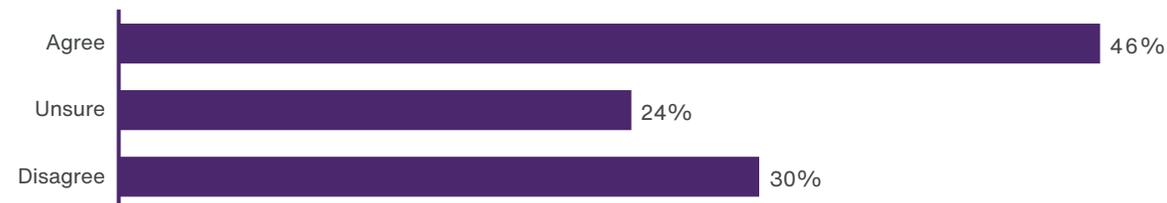
Balance and recognition: Perspective on managerial roles.

Three in 10 workers believe that taking on a higher-level leadership role in their organisation would be unmanageable without creating excessive stress.

- Nearly half (46 per cent) of workers believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress; this group has the highest mental health score (65.1), three points higher than the national average (62.0)
- Managers are twice as likely as non-managers to believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress
- Workers under 40 are 60 per cent more likely than workers over 50 to believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress
- Three in 10 (30 per cent) workers don't believe that taking on a higher-level leadership role in their organisation would be manageable without creating excessive stress; this group has the lowest mental health score (59.2), nearly six points lower than workers who agree (65.1) and almost three points lower than the national average (62.0)



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



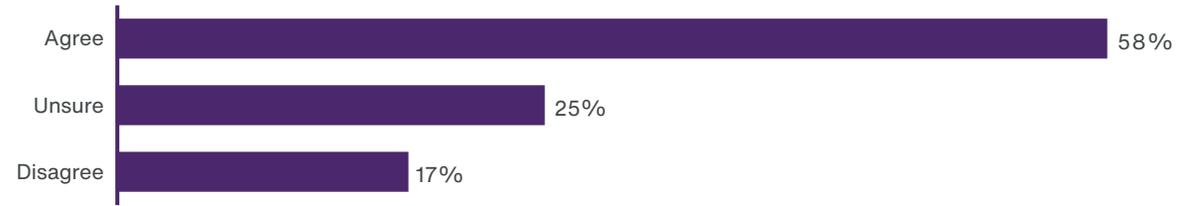
MHI score by "I believe that taking on a higher-level leadership role in my organisation would be manageable without creating excessive stress"



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

- Nearly three in five (58 per cent) workers agree that leaders in their organisation can maintain a healthy work-life balance; this group has the highest mental health score (67.6), nearly six points higher than the national average (62.0)
- More than one in six (17 per cent) workers don’t believe that leaders in their organisation can maintain a healthy work-life balance; this group has the lowest mental health score (53.1), more than 14 points lower than workers who report leaders in their organisation can maintain a healthy work-life balance (67.6) and nine points lower than the national average (62.0)

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”

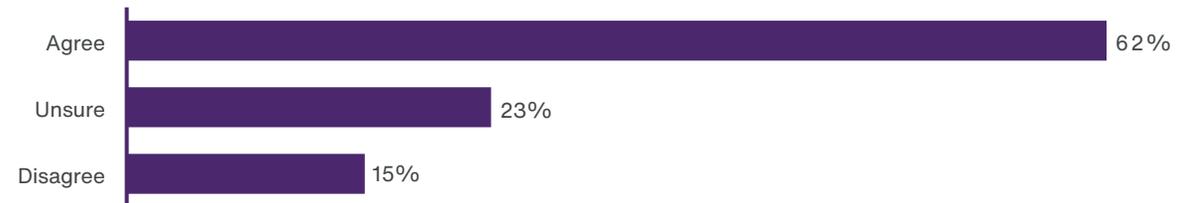


Workers question the reward effort balance of leadership positions.

- More than three in five (62 per cent) workers believe that sufficient rewards match the additional effort required in leadership positions; this group has the highest mental health score (65.8), nearly four points higher than the national average (62.0)
- More than one in seven (15 per cent) workers do not believe that sufficient rewards match the additional effort required in leadership positions; this group has the lowest mental health score (54.6), more than 11 points lower than workers who believe the extra effort needed in leadership positions is matched by sufficient rewards (65.8), and more than seven points lower than the national average (62.0)
- Non-managers are 60 per cent more likely than managers to believe leadership positions aren't adequately rewarded for the additional effort
- Women are 50 per cent more likely than men to believe leadership positions aren't adequately rewarded for the additional effort



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



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

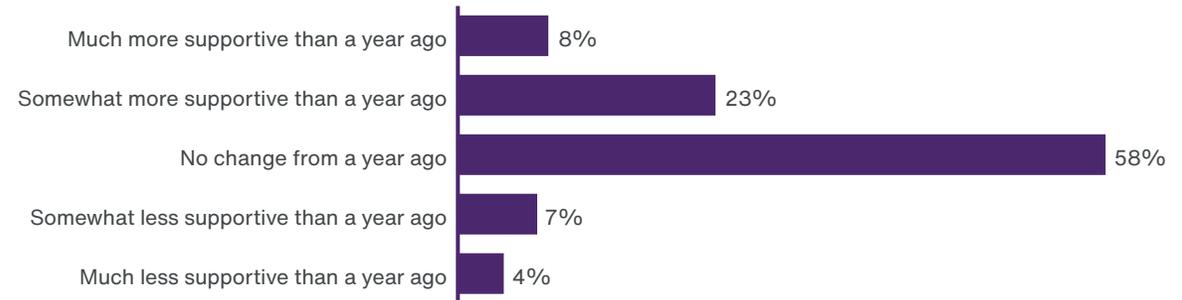


Leadership support for work-life balance.

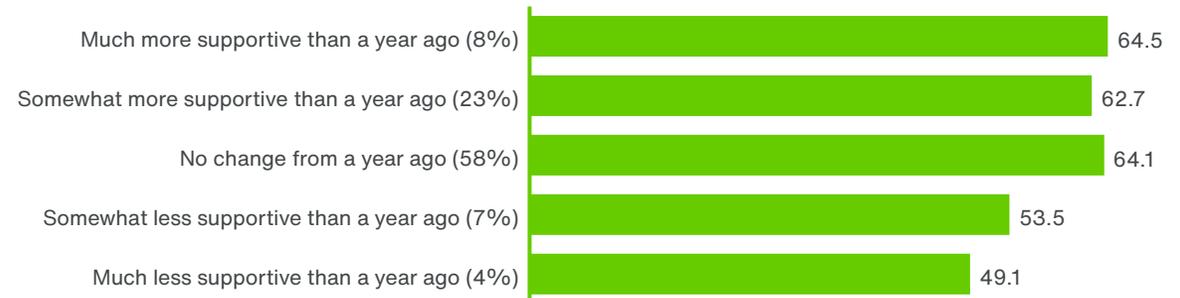
Nearly one-third of workers say senior leadership's support for work-life balance has improved over the past year.

- 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 of 64.1, two points higher than the national average (62.0)
- One in nine (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 (49.1 and 53.5), at least nine points lower than workers who report senior leadership has been more supportive (62.7 and 64.5), and at least eight points lower than the national average (62.0)
- The highest mental health score (64.5) is among eight per cent of workers reporting that senior leadership has been much more supportive of work-life balance over the past year, more than two points higher than the national average (62.0)
- 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 more than 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?



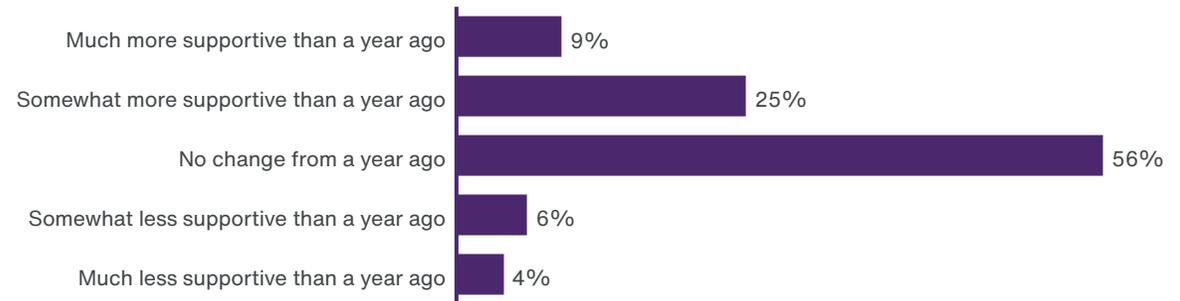
MHI score by "How has senior leadership's support for work-life balance changed over the past year?"



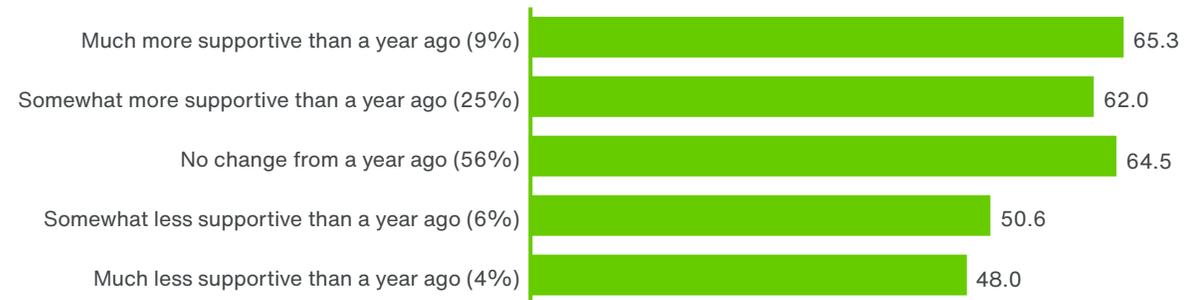
More than one-third of workers say their manager’s support for work-life balance has improved over the past year.

- More than half (56 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 (64.5), more than two points higher than the national average (62.0)
- One in 10 (10 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 (48.0 and 50.6), more than 11 points lower than workers who report their manager has been more supportive (62.0 and 65.3), and at least 11 points lower than the national average (62.0)
- The highest mental health score (65.3) is among nine per cent of workers reporting their manager has been much more supportive of work-life balance over the past year, more than three points higher than the national average (62.0)
- 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 twice as likely as non-managers to report their manager has been more supportive of work-life balance compared to the past year
- Parents are 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”.

- Three in five (60 per cent) workers rate their manager 4 or 5 (strongly autonomous). The mental health scores of this group (63.8 and 69.5) are higher than the national average (62.0)
- More than one in seven (15 per cent) rate their manager 1 or 2 (weak in autonomy). The mental health scores of this group (51.6 and 60.1) are at least two points lower than the national average (62.0)

Manager characteristic: Autonomy

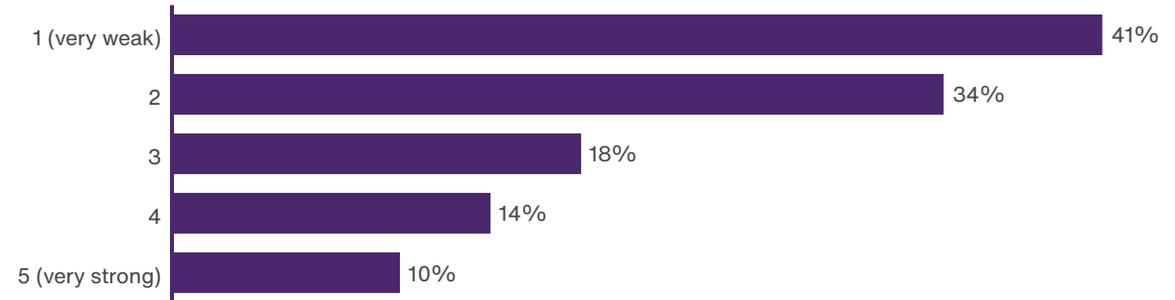


MHI score by manager characteristic: Autonomy

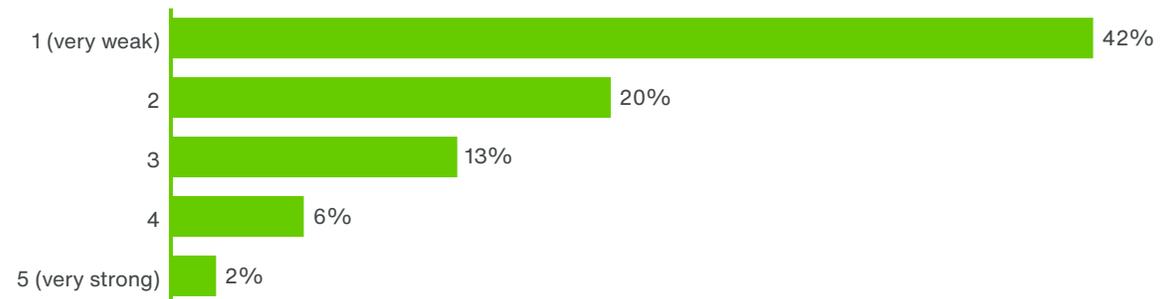


- Workers rating their manager as weak in autonomy (1 or 2) are more than twice as likely as to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly autonomous (4 or 5)
- Workers rating their manager as weak in autonomy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

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



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

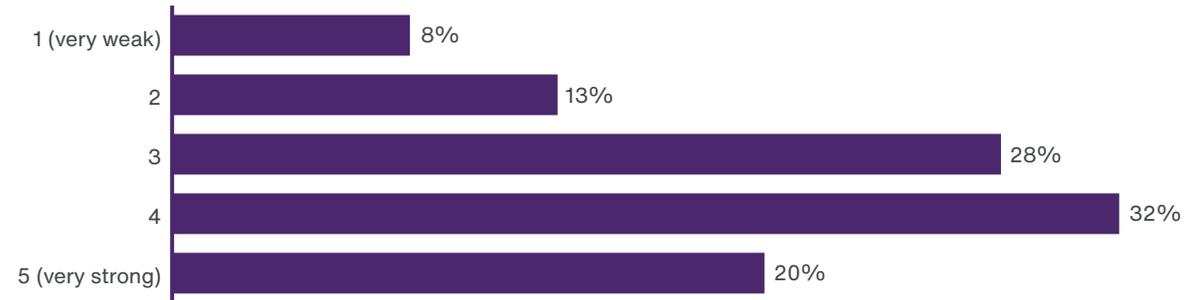


Charisma

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

- More than half (52 per cent) of workers rate their manager 4 or 5 (strongly charismatic). The mental health scores of this group (66.1 and 66.7) are at least four points higher than the national average (62.0)
- One in five (21 per cent) rate their manager 1 or 2 (weak in charisma). The mental health scores of this group (53.2 and 55.2) are at least nine points lower than the national average (62.0)

Manager characteristic: Charisma



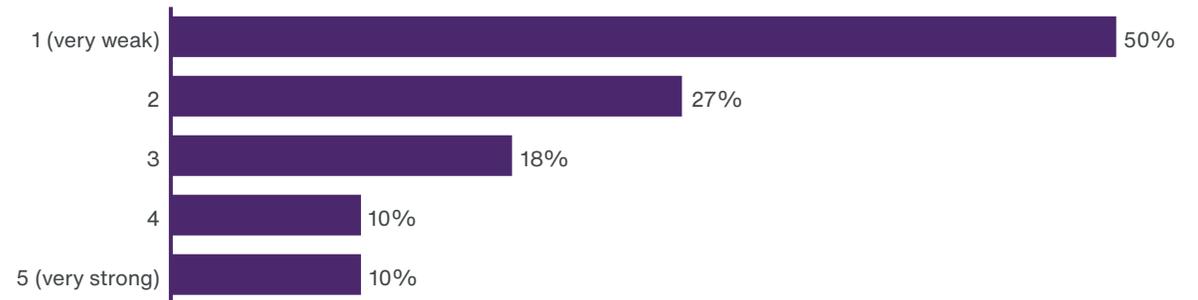
MHI score by manager characteristic: Charisma



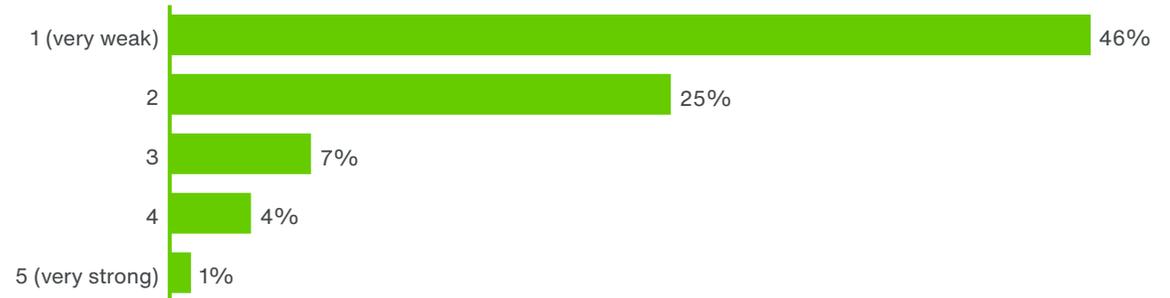
- Workers rating their manager as weak in charisma (1 or 2) are more than twice as likely as to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly charismatic (4 or 5)
- Workers rating their manager as weak in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



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



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

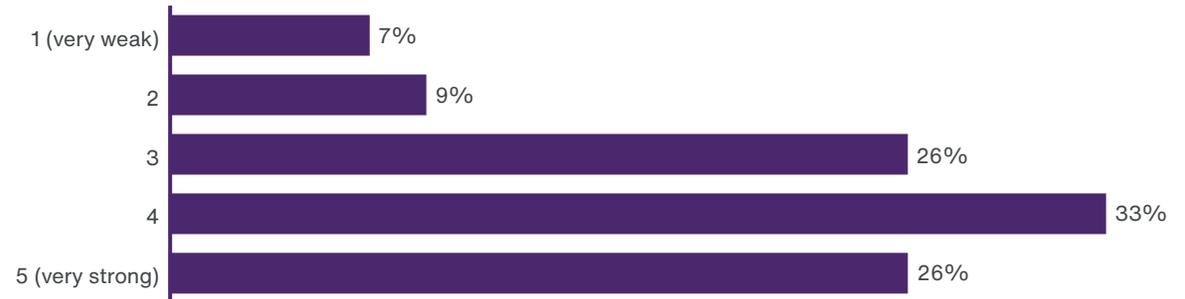


Humanity

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

- More than three in five (59 per cent) rate their manager 4 or 5 (strongly humane). The mental health scores of this group (64.0 and 69.8) are at least two points higher than the national average (62.0)
- One in six (16 per cent) rate their managers 1 or 2 (weak in humanity). The mental health scores of this group (52.4 and 53.3) are at least nine points lower than the national average (62.0)

Manager characteristic: Humanity



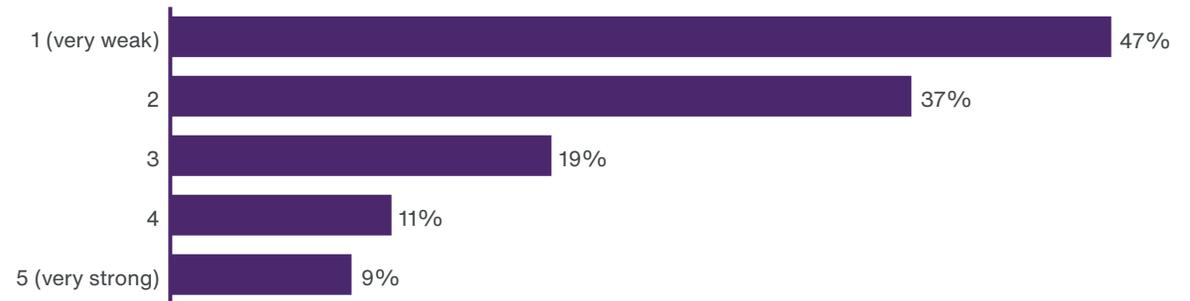
MHI score by manager characteristic: Humanity



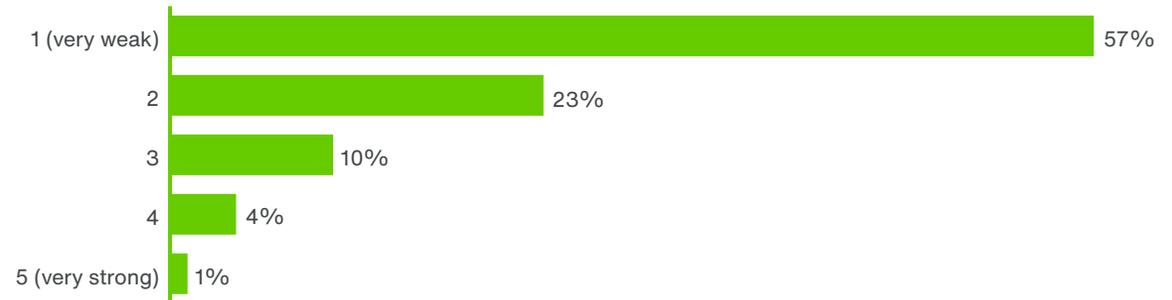
- Workers rating their manager as weak in humanity (1 or 2) are more than three times as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strong in humanity (4 or 5)
- Workers rating their manager as weak in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



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



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

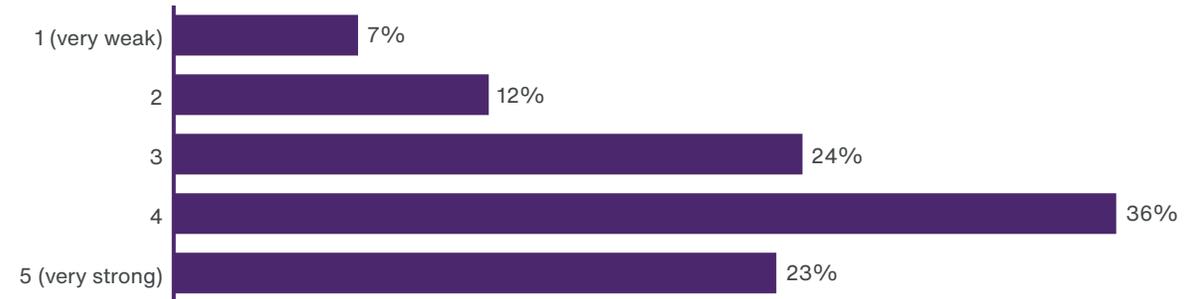


Participative

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

- Nearly three in five (59 per cent) rate their manager 4 or 5 (strongly participative). The mental health scores of this group (64.9 and 68.2) are at least three points higher than the national average (62.0)
- Nearly one in five (19 per cent) rate their managers 1 or 2 (weakly participative). The mental health scores of this group (53.8 and 55.2) are at least seven points lower than the national average (62.0)

Manager characteristic: Participative



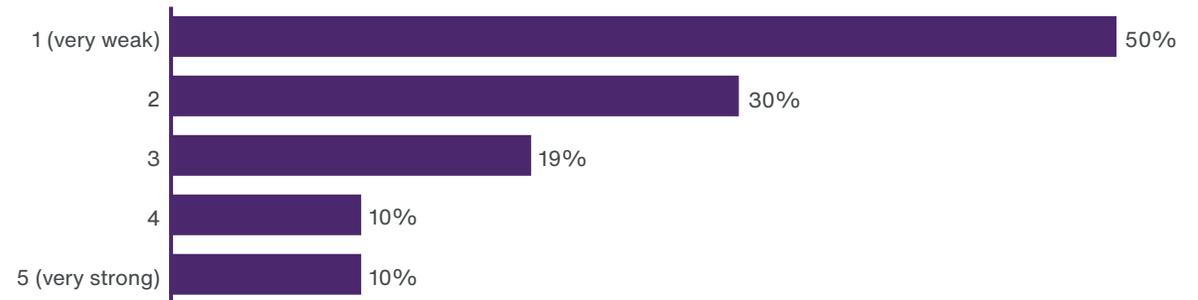
MHI score by manager characteristic: Participative



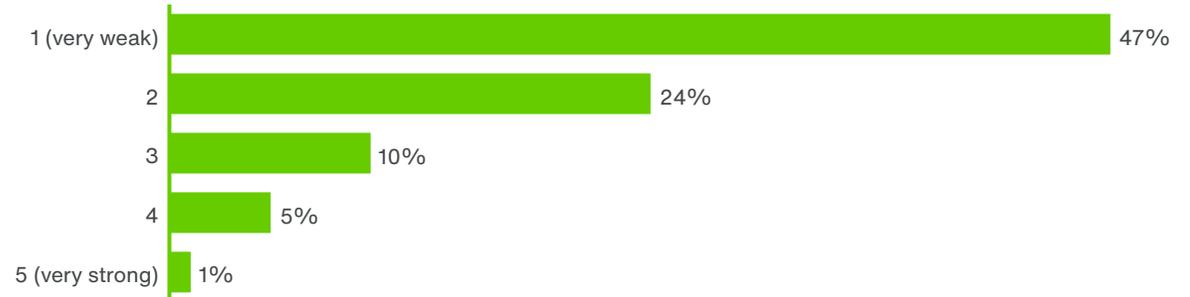


- Workers rating their manager as weakly participative (1 or 2) are three times more likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly participative (4 or 5)
- Workers rating their manager as weakly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

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



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

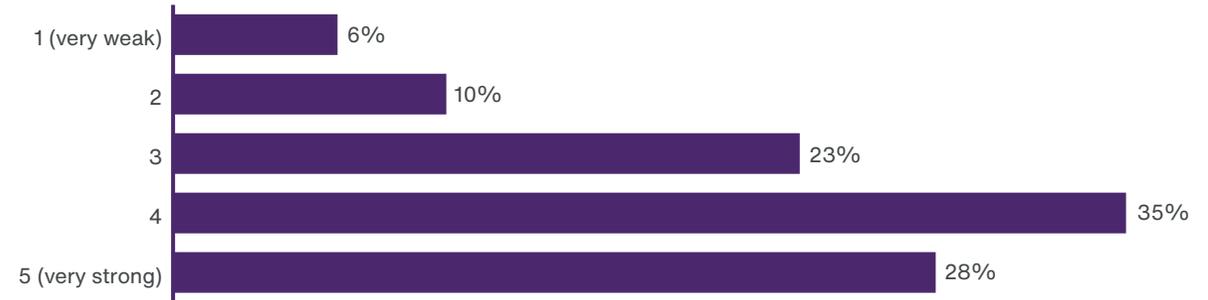


Team-oriented

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

- More than three in five (63 per cent) rate their manager 4 or 5 (strongly team-oriented). The mental health scores of this group (63.4 and 69.5) are at least one point higher than the national average (62.0)
- One in six (16 per cent) rate their managers 1 or 2 (weakly team-oriented). The mental health scores of this group (52.3 and 55.1) are at least seven points lower than the national average (62.0)

Manager characteristic: Team-oriented



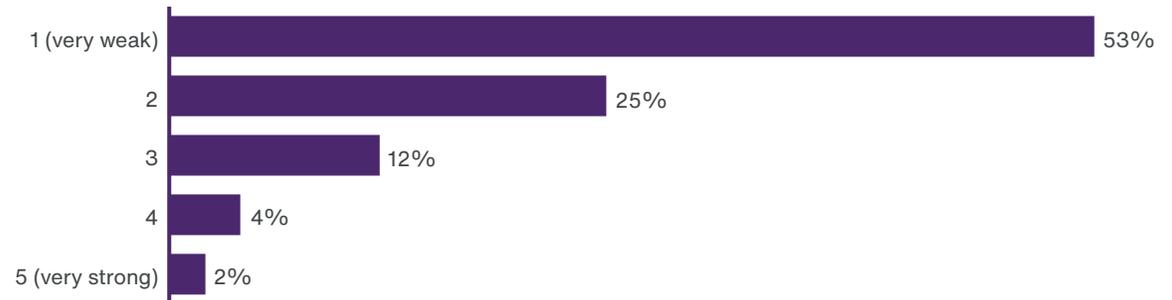
MHI score by manager characteristic: Team-oriented



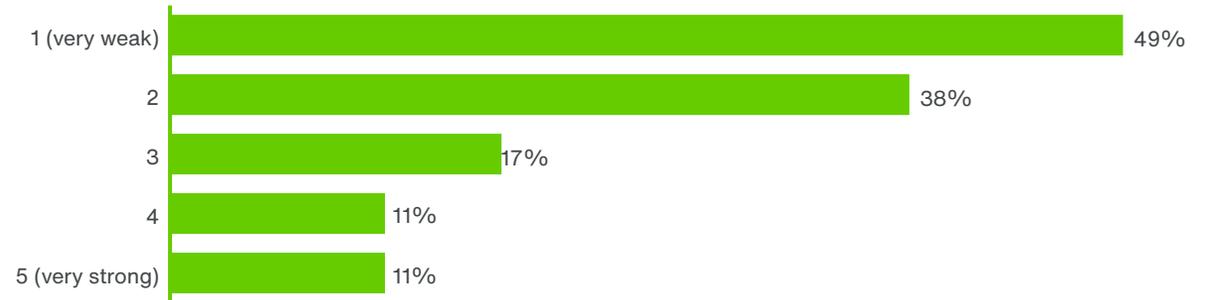
- Workers rating their manager as weakly team-oriented (1 or 2) are more than three times as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as strongly team-oriented (4 or 5)
- Workers rating their manager as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



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



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



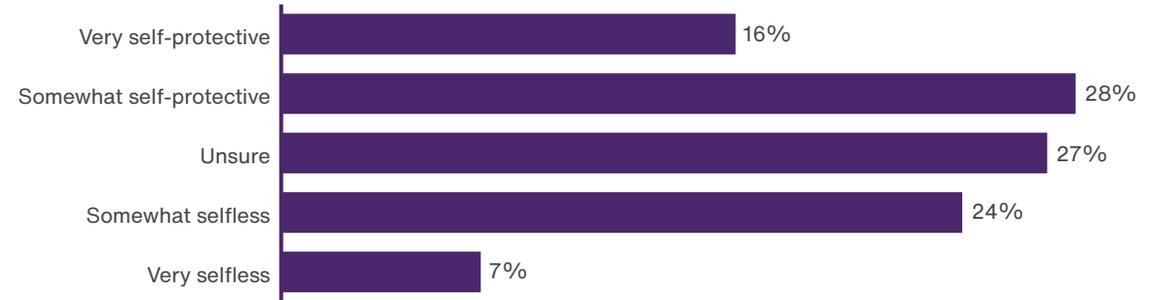
Self-protective

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

- More than two in five (44 per cent) rate their manager as self-protective. The mental health scores of this group (58.0 and 63.1) are, on average, in line with the national average (62.0)
- Three in ten (31 per cent) rate their managers as selfless. The mental health scores of this group (66.6 and 69.6) are nearly five points higher than the national average (62.0).



Manager characteristic: Self-protective



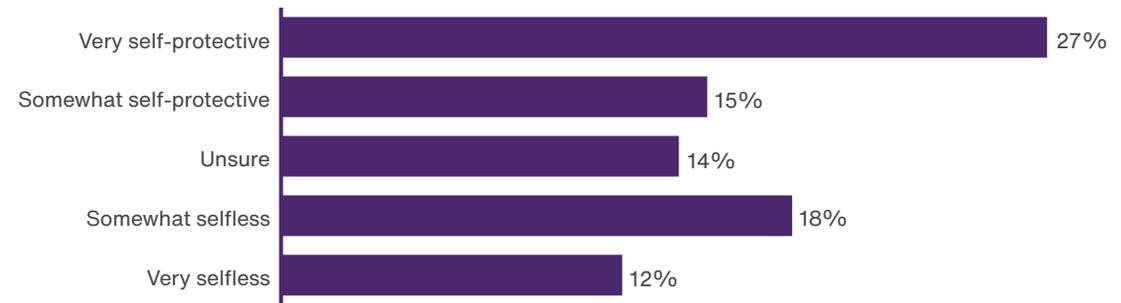
MHI score by manager characteristic: Self-protective



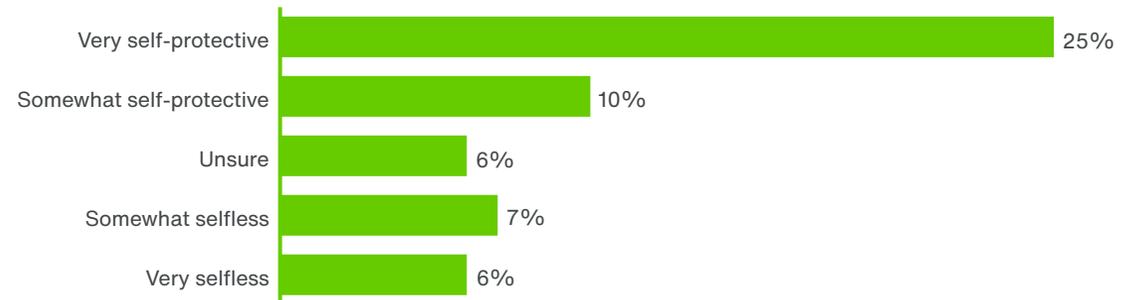
- Workers rating their manager as very self-protective are more than twice as likely to report that leaders in their organisation **do not maintain** a healthy work-life balance, compared to those rating their manager as selfless
- Workers rating their manager as very self-protective are nearly four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

