

2025 TELUS Mental Health Barometer

The state of mental health and wellbeing in American workplaces:

Evidence-based insights to reshape your wellbeing strategy.



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Executive summary

In this report we examine workplace mental health insights and trends in workplaces across the United States (U.S.), drawing from 14 TELUS Mental Health Index (MHI) reports published in 2024 and early 2025. Each report surveyed 5,000 employed adults across the U.S., capturing insights across age, gender, industry and region. We've also included data from a special report on high-trust organizations.

Challenges like anxiety and isolation remained persistent in the U.S. last year. The lasting impact of the pandemic, ongoing economic instability and evolving work environments have created a scenario where employee wellbeing has been under strain and the impact on productivity in the workplace is greater than ever.



There is a clear link between employer support and employee wellbeing. Healthy leadership and tangible support align with employees who have better mental health and higher productivity. This underscores the need for organizations to prioritize wellbeing.



Paula Allen
Global Leader
Research & Client Insights
TELUS Health

Continued progress will depend on sustained attention to the factors that most influence employee wellbeing. **The following trends outline the key dynamics shaping the mental health of the American workforce today:**

1. Mental health challenges remain widespread, with anxiety and isolation continuing to affect large portions of the workforce.
2. Mental health and productivity are closely linked and ongoing risk levels pose challenges for engagement and performance.
3. Workplace culture and trust can play a pivotal role in employee mental wellbeing and retention.

Mental health in the workplace remains an area of concern.

After the pandemic, there was a significant increase in mental health challenges across the workforce, with issues like anxiety, isolation and chronic stress becoming more widespread and deeply felt. Levels of risk have not returned to pre-pandemic thresholds, even after five years.

These challenges are not evenly distributed. Women and younger employees are disproportionately affected, reporting higher levels of anxiety and persistent feelings of disconnection. Financial stressors such as rising debt and economic instability are also compounding the strain on employee wellbeing. Together, these pressures underscore the urgent need for a more holistic, organization-wide approach to supporting mental health and ensuring employees feel seen and heard.



34%

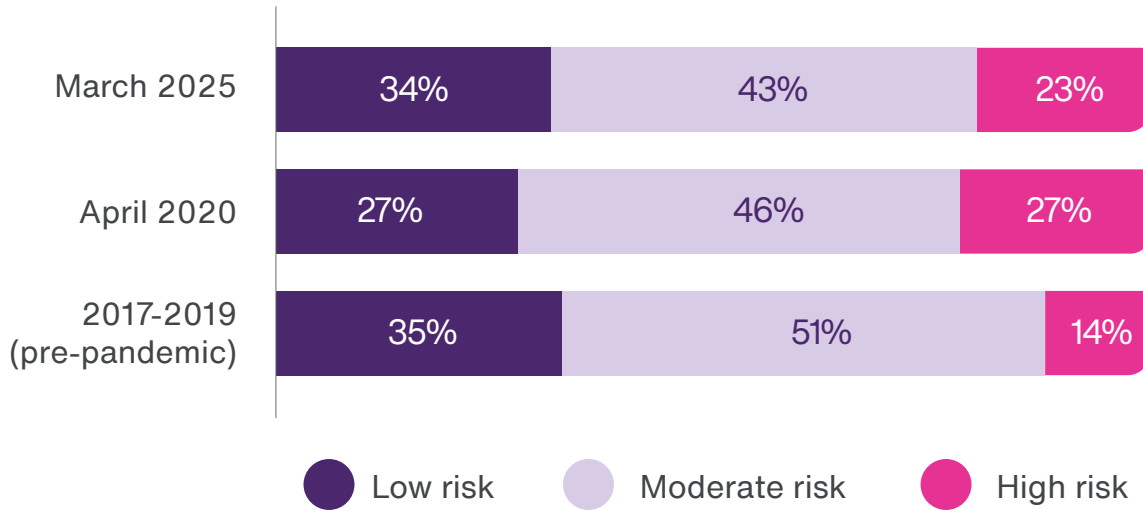
of workers face constant stress, with those under 40 impacted the most.



Findings

Mental health risk in the workplace has not returned to pre-pandemic levels.

MHI score trend since 2017



Anxiety and isolation remain pervasive, with younger employees bearing the brunt.



3.5x

In 2024, Generation Z employees were three and a half times **more likely to report feeling isolated** compared to Boomers.



34%

of workers face constant stress, with those under 40 impacted the most.



27%

of employees report feeling anxious and isolated while 25% of employees report feeling isolated.