



2025 TELUS Mental Health Barometer

The state of mental health and wellbeing in European 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 Europe. In order to create a holistic view of trends, we've combined the data from 5 separate UK and Pan-European reports from 2024 and early 2025. Each report surveyed 500 employed adults in each of France, Germany, Italy, Netherlands, Poland and Spain and 2,000 employed adults across the U.K., capturing insights across age, gender, industry and region.

Results are reported as simple averages across all countries and are not weighted by population size. If you'd like to explore all existing MHI reports for the UK and Pan Europe, please [visit our archive](#).

Challenges like anxiety and isolation remained persistent in Europe 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.

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 European 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

“

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 organisations to prioritise wellbeing.

”



Paula Allen
Global Leader
Research & Client Insights
TELUS Health

Mental health in the workplace remains an area of concern.

In many European workplaces, issues like anxiety, isolation and chronic stress have become more widespread and deeply felt in recent years. Despite improvements in high mental health risk, employees are still experiencing moderate mental health concerns that, if not addressed properly, can lead to engagement and productivity issues.

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, organisation-wide approach to supporting mental health and ensuring employees feel seen and heard.



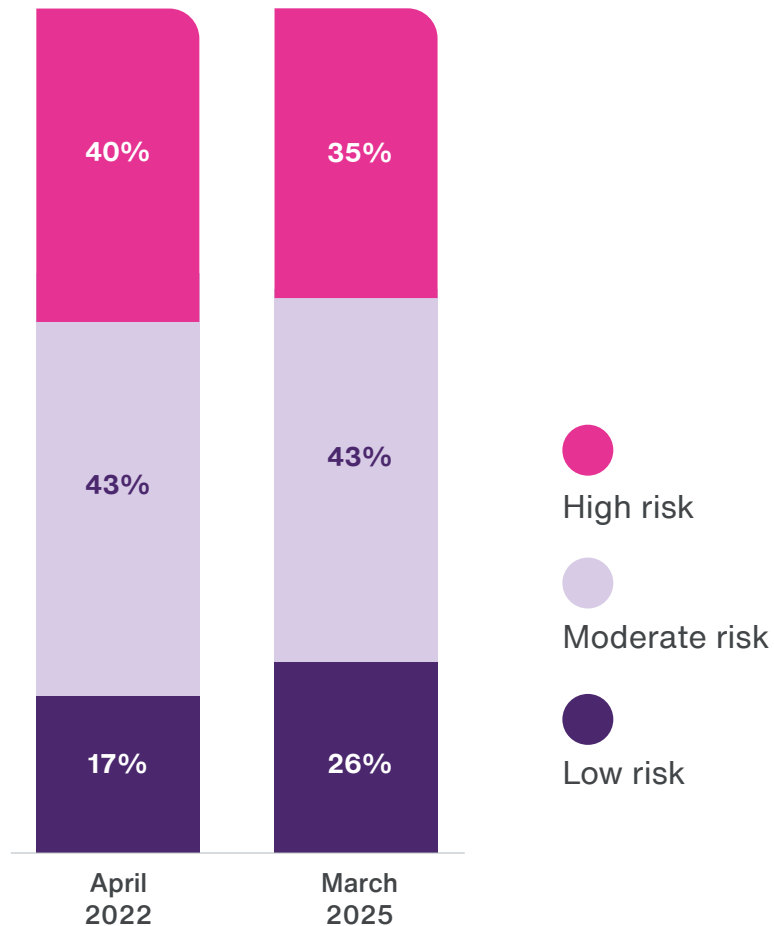
37%

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



Findings

Over 40% of Europeans are still facing moderate mental health risk, pointing to challenges in the workplace.



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



65%

In 2024, **workers under 40 in Europe** are 65% more likely than workers over 50 to find it increasingly difficult to be motivated at work.



38%

of employees in Europe report feeling anxious, while 31% of employees report feeling isolated.



37%

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

Findings

Women face additional pressures that affect their mental wellbeing.

Women in Europe are **45% more likely** than men to feel extremely burnt out.



Since 2022, women have had **significantly lower mental health scores than men in Europe.**



The mental health score of women in Europe at the start of 2025 was **6 points lower than men.**

Financial insecurity is a significant driver of declining mental health in the workplace.



32%

of employees in Europe say financial concerns are the primary source of personal stress.



31%

of employees in Europe do not have emergency savings and their mental health score is 21 points lower than the national average and 30 points lower than workers with emergency savings.



22%

of workers in Europe want to improve their financial situation, but 25% of those have not made any progress towards their goal.

How employers can support better mental health.

1

Offer and promote mental health education and training regularly.

Providing [learning opportunities](#) on mental health is critical to address the issue of more and more employees with high mental health risk.

Regular workshops, training and awareness campaigns, tailored to address specific concerns by gender or age group can help reduce stigma, build understanding and empower employees to support themselves and others.

2

Encourage open conversations about mental health issues, including anxiety and sentiment of isolation.

The widespread anxiety and feeling of isolation, especially among younger employees, highlights the need for employers to recognise the vulnerability of these groups.

Managers need to be trained to recognise signs of distress or issues related to isolation, create safe spaces for open communication and show concern for employees' wellbeing.

3

Recognise gender differences and offer support for women's mental health and wellbeing.

The disparities in mental health outcomes across gender and age groups highlight that different demographics require tailored support. Employers must recognise these challenges and implement targeted support measures for these groups.

Tailored programmes such as employee resource groups, flexible work arrangements and enhanced manager training and mental health support could be particularly beneficial to address the specific needs of women of all ages.

4

Promote financial wellbeing programmes to help alleviate financial stress.

Addressing financial insecurity is crucial for helping improve mental health, reducing stress and supporting overall employee wellbeing.

Offer resources like financial advice, debt management tools and retirement planning support. These initiatives can alleviate [financial uncertainty](#) and enhance employees' overall wellbeing, at all stages of life.

Mental health has a significant effect on workplace productivity.

As mental health challenges grow more widespread, their impact is increasingly visible across core aspects of business performance.

Employers are facing tangible consequences. Declines in productivity, reduced engagement, rising turnover and burnout are taking a toll on the workforce. The MHI research demonstrates that social isolation and financial stress are amplifying these effects, contributing to a cycle of instability that affects both personal wellbeing and professional outcomes.

Addressing these issues requires more than isolated initiatives and demands a sustained commitment to supporting employee mental health.



29%

of employees in Europe indicate that their mental health is negatively impacting work productivity.

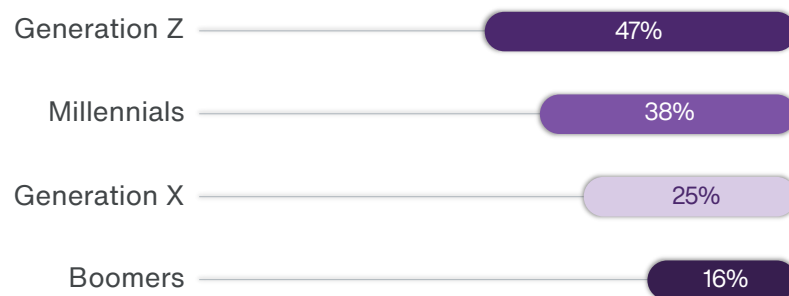


Findings

The persistence of mental health risks and generational differences point to long-term productivity challenges.

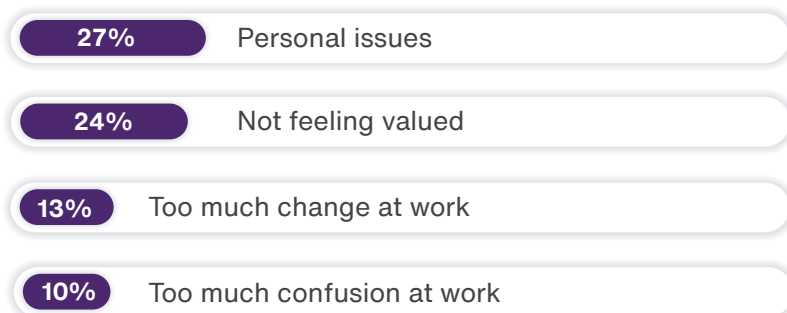
In 2024, **28% of workers in Europe had a mental health score of 50 or lower.** This group of workers experienced twice the productivity loss compared to those with a mental health score of 80 or higher.

In 2024, **29% of European employees** reported that their mental health was negatively impacting productivity at work:



28% of employees in Europe indicate a recent decline in work productivity.

This decline is attributed to various factors such as:



High workloads are the leading cause of stress and burnout, leading to productivity losses.

58%

of workers in Europe feel somewhat or extremely burnt out and high workloads is the leading cause.

28%

of workers in Europe refer to high workload as the leading source of work stress.

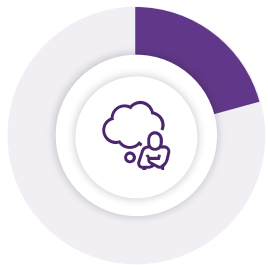
33%

of workers in Europe are finding it increasingly difficult to be motivated to do their work.

Findings

Social isolation and lack of trust can affect mental health and workplace performance.

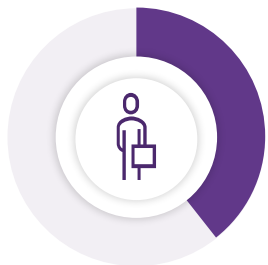
Employees in Europe without trusted work relationships **are three times more likely to feel isolated** and report lower mental health.



17%

of employees in Europe

avoid attending any social events. These employees have a mental health score 15 points lower than those who look forward to attending social events to see new and familiar people.



43%

of employees in Europe

engage in activities that promote social wellbeing such as spending time with friends or participating in community events on a weekly basis.

Financial stress can negatively impact employee productivity.



27%

of European workers are experiencing stress due to their finances.

Among British workers, this number is higher, with 36% claiming financial concerns are the leading source of personal stress.



30%

of Europeans do not have emergency savings to cover basic needs.

In the UK and the Netherlands, the number is slightly lower, with 23% and 21% respectively claiming they do not have this kind of savings.

How employers can increase productivity through proactive mental health strategies.

1

Train managers to better support their staff by building trust-based relationships.

The increase in high mental health risk points to growing challenges for workplace productivity. Building trust between workers and their managers is essential.

Training managers on how to build trust with employees and within teams will reduce the anxiety related to isolation and enable employees to cope more effectively with work stress.

3

Create opportunities to reduce isolation and build social connections at work.

A lack of trust-based social connections at work is a critical issue that impacts both mental and physical wellbeing. It is essential for employers to foster an environment that nurtures trust and builds strong team relationships.

Aim to foster a culture of inclusivity and collaboration, offering mentoring programmes and regular opportunities for peer interaction, both virtually and in person. This is especially important for younger employees who are more prone to feeling isolated.

2

Understand and address stress at its source.

Addressing sources of stress, such as manager relationships, workload issues and job insecurity concerns, can improve employee mental health while helping to boost organisational efficiency and performance.

Equip your managers with tools and resources to distinguish different work stress sources and address the issues at the root of the situation to help improve mental health and wellbeing.

4

Provide enhanced mental health resources that include financial literacy and support.

Financial stress directly impacts productivity, making it essential for employers to address it through comprehensive Employee Assistance Programmes (EAPs).

EAPs should include mental health counselling, financial assistance, legal support, nutritional guidance and childcare/eldercare services. This can help employees manage life stressors that reduce workplace performance.

A positive workplace culture drives better mental health and retention.

As workplace culture shapes the employee experience, its influence on mental health and retention is impossible to ignore.

When trust, respect and support are absent, employees are more likely to feel isolated, disengaged and burnt out. Employees say they lack trusted relationships at work, and many report little to no access to mental health education or wellbeing resources. This disconnect between what employees need and what they experience is eroding morale and driving turnover.

Rebuilding that trust and investing in visible, consistent support must be a priority for any organisation serious about long-term wellbeing and performance.

6.5x



Employees with excellent managers are **6.5x more likely to be fully engaged in their work.**



Findings

Building trust and providing wellbeing support can be more significant than salary increases.



37% of employees in Europe do not have trusted relationships at work.

Employees who can trust their manager were more likely to rate their managers as excellent. **Employees with excellent managers are:**

6.5x more likely to be fully engaged in their work.

3.2x more likely to recommend their organisation as a great place to work.

2.4x more likely to be fully satisfied with growth and development opportunities.



37% of employees in Europe would prefer better support for their wellbeing **over a 10% increase in salary.**

Unresolved conflicts and poor psychological safety can erode employee wellbeing.



14 points lower MHI score

Employees in Europe who perceive they cannot speak up about concerns at work without fear of punishment or humiliation have a **mental health score 14 points lower than those who feel safe speaking up.**



13 points lower MHI score

Poor handling of harassment, bullying and unhealthy conflicts is a risk as seen in mental health scores that **are 13 points lower than in supportive environments.**

Findings

Employees lack awareness and satisfaction of mental health and wellbeing programmes at work.



77%

of workers in Europe don't know or say their employer doesn't offer an EAP.



23%

of workers in Europe do not know if their employer provides mental health benefits or report their employer does not provide mental health benefits.



Only 47%

of employees in Europe are satisfied with their employer's mental health coverage.

How employers can cultivate better workplace culture through mental health initiatives.

1

Build a culture of trust, safety and open communication.

Trust and respect are essential for employee engagement, and their absence can drive higher burnout, turnover and disengagement.

Encourage regular feedback, transparency and safe spaces for employees to raise concerns without fear. Address issues like harassment and conflict swiftly and recognise behaviours that foster trust and inclusion to reduce isolation and empower mental wellbeing.

3

Plan for ongoing communications about your mental health and wellbeing programmes.

It's not enough to have a mental health and wellbeing program, you need to excel at the way you deliver it and promote it actively. Since the workforce is diverse, it's essential to consider varied communication channels to inform your workers of key resources available to them, especially when crises arise.

Enable managers to educate their team members and guide them on finding the support they need.

2

Provide a respectful work environment and lead with empathy.

When employees feel unsafe or witness unresolved workplace conflicts, it affects their wellbeing,

Provide training on inclusive, empathetic leadership and ensure managers are equipped to handle conflict resolution. Managers who prioritise the mental health and wellbeing of their team members can help close the mental health score gap seen in employees who don't have support.

4

Provide tailored and easy-to-access mental health resources.

Employees are open about the support they want — especially around stress, mental health and relationship with leaders. Employers who meet these needs can foster a culture of trust, engagement and wellbeing.

EAP's should offer multiple access points including by phone, digital tools or in person sessions to meet the needs of each unique worker, where they are in their mental health journey. Including self-guided or self-paced programmes can also engage individuals who may not be ready for 1:1 counselling.

Conclusions and outlook

Making mental health a priority leads to positive business outcomes.

As organisations continue to prioritise employee wellbeing, the availability of mental wellbeing services has proven to be a key driver of positive outcomes. From improved mental health to enhanced productivity and lower turnover, these services not only benefit employees but also contribute to the overall success of the business.



Improved employee mental health.

Employees in Europe rating their employer's support for mental wellbeing as excellent have a mental health score that is 11 points higher than those reporting poor employer support. Workers rating their employer's support for mental wellbeing as poor lose nearly 59 days per year in productivity compared to nearly 36 days lost by workers rating employer support as excellent.



Increased employee productivity.

Mental wellbeing services can help reduce challenges such as stress and anxiety, which are key contributors to lost workdays. Employees supported by these services are more engaged, focused and productive, leading to greater efficiency in the workplace.



Enhanced job satisfaction and retention.

Access to mental wellbeing services positively impacts job satisfaction, as employees who feel supported by their employer are more likely to stay. This not only strengthens retention but also fosters a positive work environment and a more engaged workforce.



Lower absenteeism and presenteeism.

Mental wellbeing services help address mental health issues quickly, reducing absenteeism by providing timely support. They also combat presenteeism, when employees are physically present but unable to perform to their full potential due to mental health struggles.



Cost savings and positive ROI.

By reducing absenteeism, healthcare costs and turnover, employers can experience significant cost savings. Additionally, the retention of experienced employees reduces recruitment and training expenses, providing a positive return on investment for companies offering mental wellbeing services.



Improved workplace culture and morale.

Offering mental wellbeing services fosters a caring, supportive work culture where employees feel valued and respected. This positive environment can lead to improved morale, greater collaboration and an engaged workforce, which can benefit organisational performance.

Key takeaways for European leaders.

The trends and insights presented in this report underscore a critical need for organisations to adopt a holistic approach to mental health. Enhanced training for both employees and leaders, along with comprehensive wellbeing services tailored to the unique needs of different generations, genders, and other demographic groups, emerges as a key solution.

Trend 1

Mental health in the workplace continues to decline.

Insights and actions

1. Offer and promote mental health education and training regularly
2. Encourage open conversations about mental health issues, including anxiety and sentiment of isolation
3. Recognise gender differences and offer support for women's mental health and wellbeing
4. Promote financial wellbeing programmes to help alleviate financial stress

Trend 2

Mental health has a significant effect on workplace productivity.

Insights and actions

1. Train managers to better support their staff by building trust-based relationships
2. Understand and address stress at its source
3. Create opportunities to reduce isolation and build social connections at work
4. Provide enhanced mental health resources that include financial literacy and support

Trend 3

A positive workplace culture can drive better mental health and retention.

Insights and actions

1. Build a culture of trust, safety and open communication
2. Provide a respectful work environment and lead with empathy
3. Plan for ongoing communications about your mental health and wellbeing programmes
4. Provide tailored and easy-to-access mental health resources

Getting started

How to promote wellbeing at work.

Mental health benefits provide employees with personalised paths to greater life satisfaction, creativity and resilience. TELUS Health connects employees to care and everyday wellbeing tools through a digital and human-centred ecosystem built for modern work.

Choose the platform that fits your organisation's wellbeing strategy.



Build a healthier, more resilient workplace.

With high-quality, confidential, locally-sensitive mental health support, TELUS Health One empowers employees to be proactive about their health and wellness. Employees get immediate, confidential assistance through multiple channels —clinician-first 24/7 support, online counselling and personalised self-guided programmes with goals, challenges and rewards. Employers get unified, actionable insights that clearly link wellbeing to performance.

[Explore TELUS Health One](#)



Support the health and wellbeing of your employees.

TELUS Health Engage provides users with the tools, resources and motivation to improve their health, anytime & anywhere. Employees build healthy habits through gamified challenges and missions, share feedback via in-app surveys, and access mental health support through EAP services directly on the app.

[Explore TELUS Health Engage](#)

About 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 (MHI) provides measures of 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.

Quarterly reports

This report draws from quarterly TELUS Health Mental Health Index findings. In order to create a holistic view of trends, we've combined the data from five separate UK and Pan-European reports from 2024 and early 2025. Results are reported as simple averages across all countries and are not weighted by population size. To explore individual reports and access the data, visit the full archive:

[View all the published MHI reports](#)



Methodology

This report is primarily based on an analysis from five Pan-European and British quarterly surveys conducted in 2024 and early 2025. Some data related to the MHI has been extracted specifically for this year-in review report. The data for each monthly MHI report was collected through an online survey of 500 people each in France, Germany, Italy, Netherlands, Poland and Spain, and 2,000 people living in the United Kingdom who were employed during the monthly data collection periods, or who were employed within the previous six months. Participants were selected to represent the age, gender, industry and geographic distribution of the Pan-European and British markets. Respondents were asked to consider the previous two weeks when answering each question.

Calculations

The TELUS Mental Health Index is based on a response scoring system that turns individual responses into point values. Higher point values are associated with better mental health and less mental health risk. Scores between 0 to 49 correspond with distress levels, scores between 50 to 79 correspond with strain levels and scores between 80 to 100 correspond with optimal levels of mental health.



TELUS Health is on a mission to become the most trusted wellbeing company in the world by enhancing the overall efficiency of healthcare and championing workplace wellbeing. By integrating advanced healthcare technology with comprehensive employee support services, TELUS Health provides a holistic approach to primary and preventive health and wellbeing for 157 million people across 200 countries. We are committed to revolutionising healthcare to ensure people receive the support they need and employees thrive both personally and professionally. Together, let's make the future friendly.

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