



Burnout in the Workforce:

The Employee Perspective

August 2023



American
Heart
Association.

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Background

Employee attraction and retention is a critical issue for business leaders – specifically, employee burnout can lead to poorer performance and higher turnover for companies if not properly addressed. It’s no surprise that companies are increasingly aware of this issue, and many have implemented initiatives, practices, and policies to foster employee well-being, often taking the form of setting healthy work/life boundaries or creating spaces where employees feel more comfortable sharing their experiences and ideas. However, companies’ priorities and actions when constructing such programs and policies might not exactly align with those of their employees. This research focuses on employees’ perspectives on their employer’s programs, practices, and policies (or lack thereof) aimed at reducing burnout in the workplace and contributing to employees’ mental and professional well-being and aims to understand if employer measures are sufficient according to employees, or whether more and different programs would be beneficial.



Subgroups of Interest

Gender 

Generation 

Race/Ethnicity 

LGBTQIA+ Status 

Parents vs. Non-Parents 

Younger vs. Older Parents 

(Those who identify as LGBTQIA+ vs. those who do not)

(Gen Z/Millennial vs. Gen X/Baby Boomer Parents)

Household Income 

Essential/ Frontline Workers 

Position/Role In Company 

(<\$50K vs. \$50K+)

Methodology

The research was conducted online in the United States by The Harris Poll on behalf of the American Heart Association among 5,055 US adults aged 18+ who are employed full time or part time. The survey was conducted between April 13 and May 10, 2023.

Data are weighted separately by race/ethnicity and where necessary by education, age by sex, region, household income, size of household, marital status, work status, and propensity to be online to bring them in line with their actual proportions in the population. The groups were then combined into a proportional total by race/ethnicity.

Respondents for this survey were selected from among those who have agreed to participate in our surveys. The sampling precision of Harris online polls is measured by using a Bayesian credible interval. For this study, the sample data is accurate to within + 1.9 percentage points using a 95% confidence level. This credible interval will be wider among subsets of the surveyed population of interest.

All sample surveys and polls, whether or not they use probability sampling, are subject to other multiple sources of error which are most often not possible to quantify or estimate, including, but not limited to coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments.



Executive Summary

The majority of today's US employees feel burned out at least some of the time in their professional roles. They commonly cite lack of recognition for their work, poor relationships with managers and coworkers, overwhelming workloads, and unfair treatment as signs of burnout. Other sources indicate that this burnout is only increasing over time, which highlights the need for employers to take note and to take action to help support employees – especially those facing particular challenges.

In addition to dealing with challenges due to their professional roles, many employees are concurrently juggling many other stressors such as financial stress, mental or physical health concerns, and the daily challenges of other life factors such as being a parent or caregiver.

The good news is that the work-related sources of this burnout seem to be connected to a variety of factors that can be directly addressed by employers through the implementation of various policies, which seem to have a significant effect on reducing burnout and improving workplace well-being:

- **Many employees feel a disconnect between their personal skill set and their job tasks – especially those in younger generations.**

Despite this, many feel hesitant to speak up about any needed training for fear of the impacts it might have on their performance evaluation. In fact, more senior employees are more likely to have annual check-ins of this nature compared to more junior employees. This highlights the importance of employers proactively assessing the match between employees' skill set and their job tasks – especially for younger or more junior employees who are more likely to sense a disconnect yet are more hesitant to speak up. The benefits of these assessments are clear, as employees who say their employer conducts these annual check-ins are less likely to cite burnout.

- **Lack of clear role definition is another area that contributes to employee burnout.**

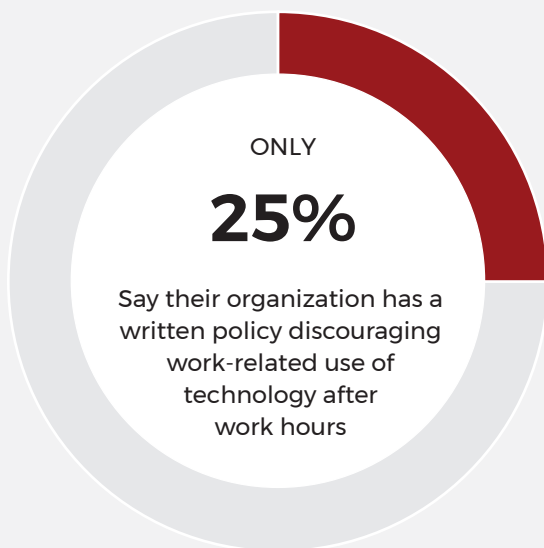
Many overextend themselves if they are unsure whether a task is their responsibility to own, which can often lead to resentment towards other colleagues who do not appear to be pulling their fair share. The survey results suggest that employers can help to reduce burnout by ensuring that they clearly define the job tasks and decisions that each employee is responsible for at least on an annual basis.

- **Perhaps in part due to a lack of clear role definition, many employees find themselves with an unmanageable workload at least some of the time – especially essential or frontline workers.**

Yet, three in ten employees say that their employer has not assessed their workload at all in the past year. There is a clear need for employers to take the time to regularly review each employee's workload so they can make adjustments as needed to help reduce feelings of burnout.

- **The cascading effects of this lack of workload management are clear when it comes to employees' use of work-related technology after hours.**

Perhaps due to many feeling that they are asked to complete tasks under unreasonable time pressures, two-thirds of employees admit to behavior such as checking emails or logging onto their company's server after work hours. In fact, only a quarter of employees report that their organization has a written policy discouraging work-related use of technology after work hours. However, even when companies do have such a policy – it does not appear to necessarily have a positive impact on burnout on its own, suggesting that simply enacting such a policy is not enough unless it is backed by other workload management efforts so that employees feel this sort of policy is genuine and not just for show.



- **In addition to better managing employees' day-to-day task responsibilities and workload, employers should also consider enacting policies to support employees' connection and acceptance in the workplace so they can do their best work.**

Despite many employees feeling that no one at work can relate to their personal life experiences or wishing for more support regarding their personal responsibilities outside of work, only a third of employers have ever promoted peer support (affinity) groups, and even when they do, many employees feel time pressures or other barriers that prevent them from participating. It is important that employers strive to see their workers as holistic individuals with a variety of support needs – outside of those purely related to job tasks – if they wish to promote a culture of positive well-being.

- **Looking to the future, employers also need to ensure that employees see a job path ahead of them that keeps them engaged and focused.**

It is critical for employers to allow employees input on their job design with respect to factors such as tasks or projects they are working on, their involvement in significant tasks, how much they are working independently or with others, the amount of feedback they receive, and the skills they are learning – as this feeling of agency in employees' roles leads to reduced burnout.

- **Specifically related to this last element, employers should make efforts to clearly define a plan for employee skill development, as many wish for more encouragement from their manager and feel that learning new skills is something that needs to happen outside of work hours.**

- **Importantly, the underlying key to unlocking positive well-being at work is employers ensuring that their employees are not only tasked with manageable workloads and properly trained, but also that they are holistically supported.**

Employees who say that their employer has assessed whether or not they feel supported in the workplace to lead a healthy life in the past year are less likely to report burnout – suggesting that employees can sense when an employer genuinely wants them to thrive, not just in terms of their professional responsibilities, but as individuals.

- **The good news is that one in three employees report that their employer has shared a written policy to promote employee well-being in the past 12 months – indicating that many employers are on the right track.**

This type of overarching written policy is also associated with reduced burnout and improved employee workplace well-being, so employers stating their dedication to improving the culture of a work environment can have a positive impact!

In summary, employers should take note of the burnout that today's employees face as they juggle their many workplace and personal responsibilities, not only to promote a healthier, more positive work environment, but also to preserve talented staff, as those who are burned out are more likely to seek out new job opportunities.

Enacting even one of these policies can cause a significant reduction of workplace burnout and improve employee well-being, which should encourage employers that taking any action, even a small one to start, will be well worth their efforts.



The State of Burnout

While US employee self-reports of their overall and workplace well-being seem positive at surface level, the majority of employees feel burned out at least some of the time due to factors such as lack of recognition for their work, poor relationships with managers and coworkers, overwhelming workloads, and unfair treatment. Certain subgroups of the employee population especially face unique challenges related to their personal life situations that only exacerbate their burnout.

At the surface level, the well-being of US employed adults seems to be largely positive, with four in five (80%) describing their overall well-being as either excellent or good, and three quarters saying the same of their well-being specifically in the workplace (74%). Further, most (83%) say they are satisfied with what their current job entails (e.g., the tasks or projects they are working on, how much they are working independently or with others).

Yet, certain groups of workers struggle more with maintaining a positive well-being, both overall and specifically at work. Gender and sexual identity in particular seem to play a role, with LGBTQIA+ workers being less likely to describe their overall well-being as excellent or good (67% LGBTQIA+ vs. 81% non-LGBTQIA+) and less likely to report satisfaction with what their current role entails (75% vs. 84% non). Additionally, female workers and those who identify as LGBTQIA+ are significantly less likely to describe their workplace well-being as excellent or good (71% females vs. 78% males; 65% LGBTQIA+ vs. 76% non).

Further, as age increases, so does one's overall and workplace well-being. Gen Z workers are least likely to report positive overall well-being (71% vs. 79% Millennials, 81% Gen X, 87% Baby Boomers), while Baby Boomers (85%) are most likely to describe their workplace well-being as positive (vs. 69% Gen Z, 74% Millennials, 73% Gen X) and are most likely to say they are satisfied with what their current job entails (88% vs. 81% Gen Z, 81% Millennials, 83% Gen X).

As household income and (relatedly) seniority at work increase, so does positive overall well-being. Those who live in a household making \$100K or more have the highest positive overall and workplace well-being - significantly more than those making \$50K to <\$100K or <\$50K (85% vs. 78%, 65% overall well-being; 79% vs. 73%, 64% workplace well-being). Similarly, as one's seniority increases within a company, so does their well-being specifically in the workplace, at least directionally (87% Owner/President/C-Suite vs. 82% VP, 76% Director/Manager/Supervisor, 72% Entry Level).

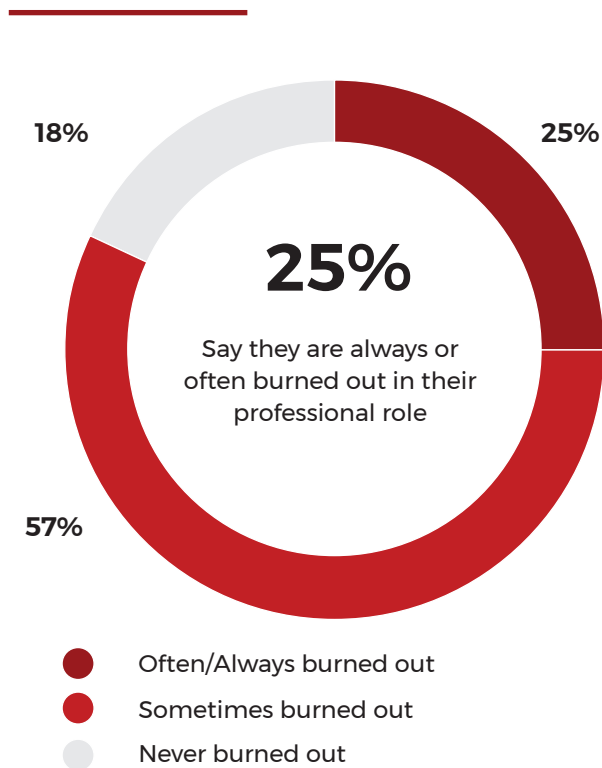
Those in certain industries seem to also struggle more with maintaining positive well-being, with essential/frontline workers reporting lower overall (78% vs. 82%) and workplace (73% vs. 77%) well-being than their counterparts, and these workers are also less likely to report satisfaction with what their current job entails (82% vs. 85%).

74%

Say they their workplace well-being is good or excellent



Yet, the majority of US employed adults (82%) say that they at least sometimes feel burned out in their professional role¹ with a quarter (25%) saying they feel this way often or always. The Udemy² report confirms this, citing that more than three of every four employees feel burned out some of the time, and this proportion seems to be on the rise, with The Aflac 2022-2023 Workforces Report³ citing that the proportion of US employees experiencing at least moderate levels of burnout has increased from 50% in 2020 to 59% in 2022. It's no surprise that these burned-out individuals have a less positive outlook on their overall well-being, with only seven in ten of those who at least sometimes feel burned out (70%) describing their workplace well-being positively compared to nearly all of those who never feel burned-out (92%).



The prevalence of burnout is further evidenced by testing measures included in the Areas of Worklife Survey (AWS)⁴, which describes key areas of the work environment most relevant to employees' relationships with their work. A mismatch between employees and their work environment in these areas reduces capacity for energy, involvement, and sense of effectiveness.

EMPLOYEES SAY THEY OFTEN OR ALWAYS EXPERIENCE THE FOLLOWING:



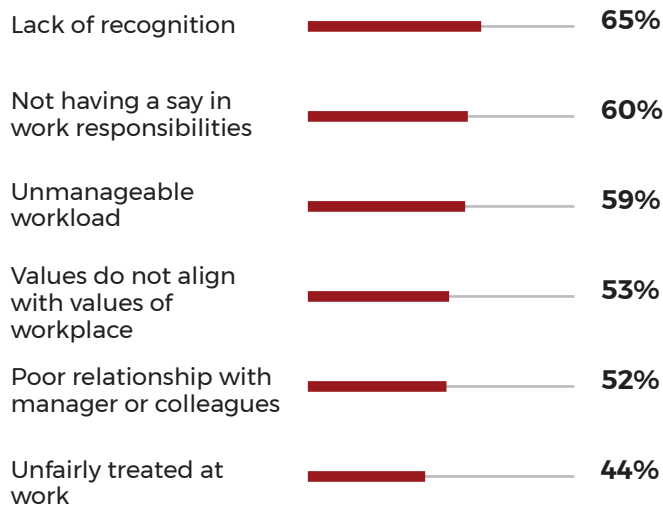
Groups particularly likely to cite at least sometimes feeling burned out in their professional role include women (84% vs. 79% men), LGBTQIA+ workers (87% vs. 81% non), and younger workers (88% Gen Z, 84% Millennials, 80% Gen X vs. 71% Baby Boomers).

¹ Note: Burnout was defined as experiencing feelings of energy depletion or exhaustion; increased lack of interest in your job; negative or cynical feelings about your job; and reduced productivity at work.
² Udemy Business. (n.d.). A Leader's Guide to Battling Workforce Burnout. <https://business.udemy.com/resources/leaders-guide-battling-workforce-burnout/>
³ Aflac. (2023). 2022-2023 Aflac Workforces Report. <https://www.aflac.com/business/resources/aflac-workforces-report/default.aspx>
⁴ Leiter, M. P., & Maslach, C. (2003). Areas of worklife: A structured approach to organizational predictors of job burnout. In Emotional and physiological processes and positive intervention strategies (pp. 91-134). Emerald Group Publishing Limited.

Additionally, parents of children under the age of 18 are more likely to report feeling burned out often or always compared to non-parents (27% vs. 23%) – especially younger parents (those in Gen Z or Millennials) compared to Gen X or Baby Boomer parents (28% vs. 25%). Perhaps due to the intensity of their roles, essential/frontline workers are also more likely than their counterparts to feel burned out, at least sometimes, in their professional role (84% vs. 78%). Many of these same groups are also more likely to report experiencing all of the MBI indicators of burnout at least sometimes including LGBTQIA+ workers (23% vs. 17%), parents (20% vs. 16%) – especially younger parents (24% vs. 14%) – younger generational groups (17% Gen Z, 23% Millennials, 15% Gen X vs. 10% Baby Boomers), and essential/frontline workers (21% vs. 12%).

Some particularly problematic causes of burnout appear to be lack of reward/recognition, with nearly two thirds (65%) saying they at least sometimes feel a lack of recognition, and three in five (60%) saying they at least sometimes feel that they do not have a say in their work responsibilities. A similar proportion say they at least sometimes have an unmanageable workload (59%).

TOP CAUSES OF WORKPLACE BURNOUT



Importantly, subgroups of the employee population face unique challenges related to their personal situations:

- LGBTQIA+ workers** and **younger parents** seem to be more likely to at least sometimes struggle with relationship-related elements of their work environment, such as having a poor relationship with their colleagues or manager (61% LGBTQIA+ vs. 51% non; 56% younger parents vs. 48% older parents).



Perhaps most strikingly, **essential/frontline workers** are more likely to say they at least sometimes feel each of these burnout symptoms than their counterparts – indicating that this group in particular is facing a unique amount of challenges leading to their burnout.

- Those who may be earlier in their career such as those with **lower income** or those at **lower title levels** are more likely to experience challenges related to recognition and agency in their work responsibilities. Lower income workers making <\$50K are more likely to at least sometimes feel they do not receive reward or recognition for their work (71% vs. 65% \$50K-<\$100K, 64% \$100K+) and those in entry level positions are at least directionally more likely to not feel that they have a say in their work responsibilities (65% vs. 58% director/manager/supervisor, 56% VP, 57% Owner/President/C-suite). In fact, Baby Boomers, who are more likely to have higher income, are less likely to experience each MBI sign of burnout than younger generations.

In addition to workplace-related causes of burnout, many employees are concurrently juggling many other stressors that may be contributing to their workplace burnout – most commonly financial stress (38%), mental health concerns (27%), or physical health concerns (20%).

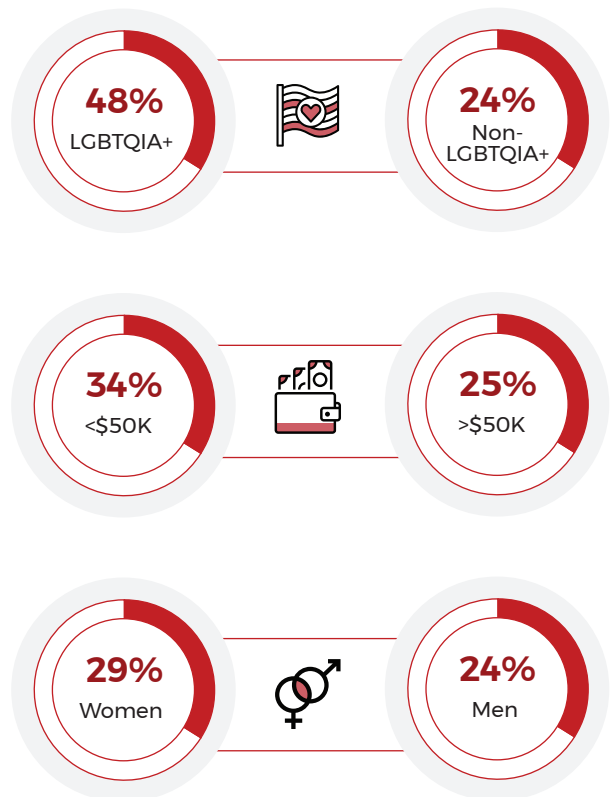
Unsurprisingly, certain groups such as LGBTQIA+ workers (76% vs. 66%), parents (73% vs. 63%), those with lower household income (75% <\$50K vs. 65% \$50K+), Gen Z workers (80% vs. 72% Millennials vs. 63% Gen X vs. 49% Baby Boomers) and essential workers (71% vs. 60%) are more likely to report experiencing any external contributors to burnout, and their specific challenges are unique to their life situation.

Financial stress is a particular challenge for certain groups – especially those earlier in their career who likely have less financial stability such as those with lower household income (51% <\$50K vs. 36% \$50K+), younger workers (50% Gen Z vs. 41% Millennials vs. 36% Gen X vs. 24% Baby Boomers), and those in entry level positions (42% vs. 28%-35% of those in higher level roles). Women (41% vs. 36% of men), LGBTQIA+ workers (49% vs. 38%), and essential/frontline workers (42% vs. 34%) are also more likely to admit to financial stress contributing to their burnout.

Perhaps because of this heightened financial stress, many of these same groups are also more likely to cite health concerns – especially related to mental health. Groups more likely to cite mental health concerns include those of lower income levels (34% <\$50K vs. 25% \$50K+), Gen Z workers (47% vs. 9%-31% of other generational groups), women (29% vs. 24%), and LGBTQIA+ workers (48% vs. 24%).

Parents also (30% vs. 25%) – especially younger parents (32% vs. 24%) – report mental health concerns exacerbating their workplace burnout. These workers in particular have many competing responsibilities to cope with that only continue to contribute to their burnout such as, of course, parental obligations (28% vs. 6% of non-parents), and caregiving responsibilities (17% vs. 8%).

% WHO SAY MENTAL HEALTH CONCERNS CONTRIBUTE TO THEIR WORKPLACE BURNOUT



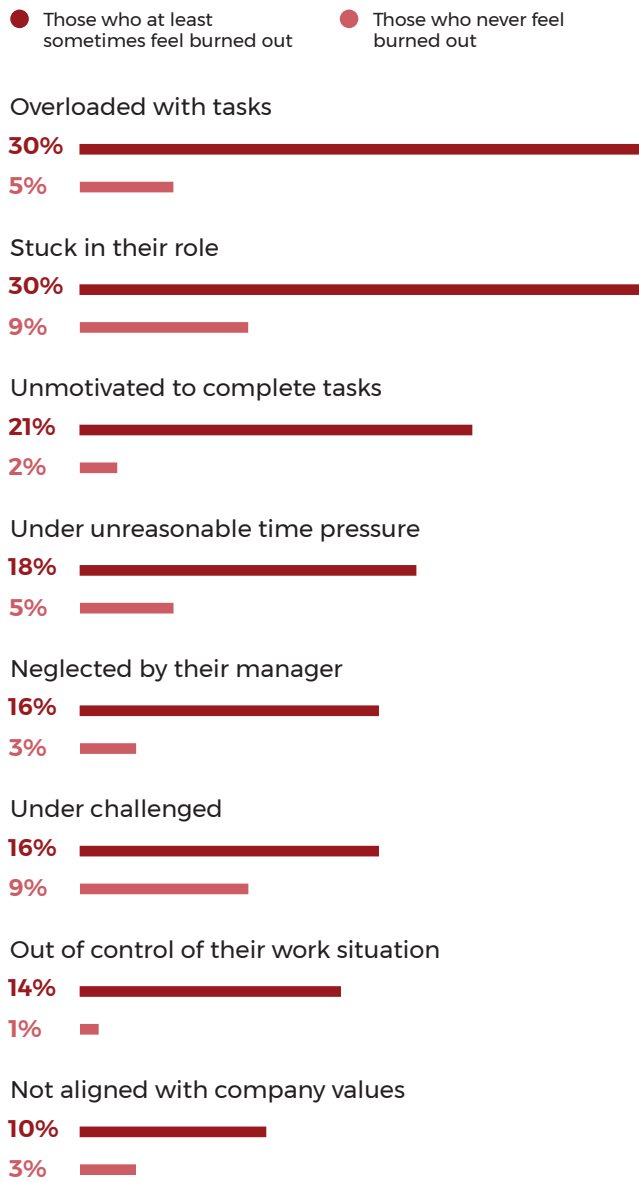
Financial stress is felt more acutely among younger workers, women, LGBTQIA, and essential or frontline workers



This burnout seems to be taking a toll, with those who self-report that they feel burned out at least some of the time being more likely to report the following feelings about their current professional role than those who never feel burned out.

The prevalence of burnout and the factors that contribute to employees' poor well-being, especially prevalent among certain subgroups, suggests a clear cry to employers for help in promoting a more positive workplace culture. The following sections will more deeply explore employees' perspectives on their employer's programs, practices, and policies (or lack thereof) aimed at reducing burnout in the workplace to determine whether more (and different) programs would be beneficial.

REPORTED NEGATIVE EXPERIENCES



Recommended Employer Policies

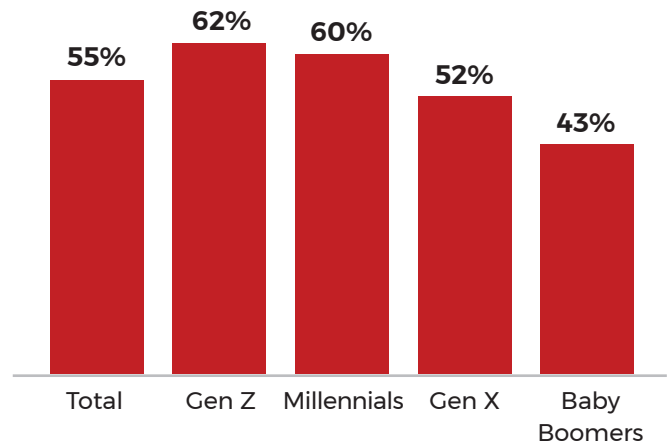
Assess skill and Task Alignment

Proactively assessing whether or not employees' skill sets align with their job tasks on an annual basis can help alleviate burnout by reducing the need for employees to admit to needing additional training or feeling that they need to hide their abilities from their manager - especially among more junior employees who may be more hesitant to speak up.

A particular area that seems to be contributing to workplace burnout in employees' current roles is stress caused by a mismatch between their skill sets and their job tasks. Over half of employees (55%) feel that sometimes they are asked to do things at work that they have not been trained to do - especially younger workers. Despite this, perhaps out of fear of the impact it would have on their performance evaluation, over a quarter (30%) don't feel that they can be honest with their manager about their skill set, and a similar proportion (26%) are afraid to tell their manager that they may need additional training in certain areas of their job - once again, these fears are particularly prevalent among Gen Z workers, with 40% and 42% agreeing with each of these statements respectively.

Employees' hesitation to speak up about additional needed areas of training places even greater importance on employer policies to proactively assess the match between employees' skill sets and their job tasks. Yet, only a third of employees (36%) say that their employer has conducted such an assessment during a performance review in the past 12 months, with two in five (41%) even reporting that their employer has never done this.

% OF WORKERS WHO HAVE BEEN ASKED TO DO SOMETHING THEY HAVE NOT BEEN TRAINED TO DO



2 in 5



Say their employer has never assessed the match between their skill set and their job tasks in the past 12 months

In fact, those who are most senior in their careers such as owners, presidents and c-suite members are significantly more likely than those at lower title levels to have had this type of assessment in the past 12 months (54% vs. 31%-39% of lower titles), and similarly, as income increases, so does the likelihood of workers having an employer who has conducted such an assessment in the past 12 months (37% \$50K+ vs. 31% <\$50K). This suggests that those at lower title levels who may, in fact, be more hesitant to speak up about their skill set mismatch are the ones who are less likely to be having these annual assessments.

Yet, the benefits of conducting these assessments are clear, with three in five employees who have had an assessment of this nature (60%) saying that their employer has established a clear plan with them for how to bring their skill set and job tasks into alignment, with another fifth of employees (17%) saying that the assessment confirmed that their skill set and job tasks are already in alignment. Employers should take into consideration the importance of ensuring that not just their senior leadership has the skill set to succeed in their positions, but also pay attention to more junior employees who may feel a greater disconnect between their abilities and their required job tasks. This may help to boost retention, as those whose employer included an assessment of the match between their skill set and their job tasks in their performance review in the last 12 months are significantly less likely to be open to a new job (62% vs. 69%) or to be actively looking for a new job (14% vs. 18%).

HOW POLICIES CAN HELP

Workers whose employer has included an assessment of the match between their skill set and their job tasks in their performance review in the past 12 months are...

Well-being



Twice as likely to cite that their workplace well-being has improved in the past 12 months than those who did not have such an assessment in the past 12 months or are not sure if their employer has done so (50% vs 25%)

Burnout



Less likely to report feeling always or often burned out than those who did not have such an assessment in the past 12 months or are not sure if their employer has done so (19% vs 27%)



Establish Clear Roles

Lack of clear role definition can lead to burnout as employees struggle to determine which responsibilities are theirs to manage, and many end up overextending as they take on additional responsibilities that may not fall within their job description. This can cause heightened stress among those who are already bearing significant workplace and personal challenges, such as parents and essential/frontline workers, and can lead to resentment towards other employees who are viewed as not contributing enough. It is critical for employers to establish policies to clarify roles and responsibilities so each employee understands their required job tasks, and also to maintain a clear line of sight into each employee's workload through regular check-ins to avoid certain employees shouldering more than their fair share of tasks.

Employees agree that clear role definition is critical to establishing a productive working environment (86%), with over half (56%) admitting to feeling stressed when they're unclear if they're responsible for making certain decisions at work – especially those who feel burned out at least some of the time (63% vs. 29% of those who never experience burnout) as well as women (60% vs. 53%), LGBTQIA+ workers (63% vs. 56%), and younger parents (59% vs. 51%).

This lack of clear role definition has a ripple effect on employees' workloads, with over half (56%) saying that when expectations aren't clear, they often end up doing other colleagues' jobs for them. This is especially true for groups who are already bearing greater workplace and external challenges than other employees including young parents (63% vs. 50%) and essential/frontline workers (60% vs. 49%). Unsurprisingly, this can lead to feelings of resentment, with over half of employees (54%) agreeing that some of their colleagues are not doing their fair share – younger parents (58% vs. 49%) and essential/frontline workers (59% vs. 47%) are especially likely to agree.

86%

Agree that clear role definition is critical to establishing a productive working environment

Unfortunately, only half of employees (54%) say that their employer has clearly communicated to them the project-related decisions they are responsible for in their role and what decisions others are responsible for in the past 12 months, with over a quarter (28%) feeling that they do not have clear communication from their manager about their work priorities. Employers should prioritize clarifying workplace roles and responsibilities to ensure that each employee is shouldering their fair share of workplace tasks – especially for employees who are already facing more challenges than others. In fact, employees who report that their employer has not taken these measures in the past 12 months are more likely to say they are open to a new job (71% vs. 63%) or are already actively looking (18% vs. 15%), suggesting that some employees may even be willing to leave if their role is not clarified.

HOW POLICIES CAN HELP

Workers who say their employer has clearly communicated to them the project-related decisions they are responsible for in their role and what decisions others are responsible for in the past 12 months are...

Well-being

More likely to report an improved workplace well-being in the past 12 months versus those whose employer did not do so in the past 12 months or are not sure if their employer has done so (43% vs 23%)



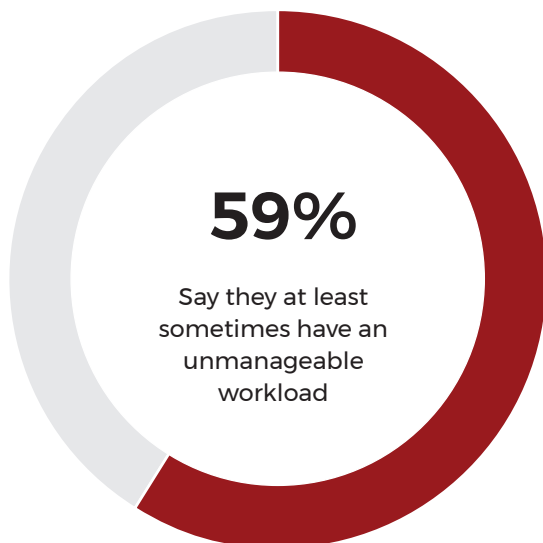
Burnout

Less likely than those whose employer did not do so in the past 12 months or are not sure if their employer has done so to report always or often feeling burned out (19% vs 32%)



Regularly Assess Workloads

Given this lack of clear role definition leading to employees overextending themselves, it is no surprise that nearly three in five US employees (59%) say that they at least sometimes feel that they have an unmanageable workload – especially essential/frontline workers (61% vs. 55%) – with one in five (19%) saying they feel this way often or always. In fact, three in ten US employees (29%) say their employer has not assessed their workload at all in the past 12 months. Workload assessments administered during regular check-ins, annual performance reviews, when employees proactively bring up workload, or at other times performed at least on an annual basis are proven to improve employee well-being and reduce burnout, so it is critical for employers to prioritize maintaining a clear line of sight into their employees' day-to-day tasks and intervening when workloads start to become unmanageable.



61%
Of essential and frontline workers

55%
Of non-essential and frontline workers

HOW POLICIES CAN HELP

Workers who say their employer has assessed their workload in the past 12 months are past 12 months are...

Well-being



More likely than those whose employer did not to cite an improved workplace well-being in the past 12 months (38% vs. 23%)

Burnout



Less likely to cite feeling burned out always or often than those whose employer did not (23% vs. 29%)



Discourage Use of Technology After Hours

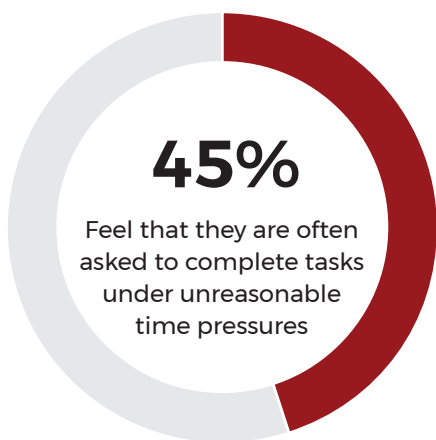
Many employees feel on their own when it comes to managing their work/life balance - with many admitting to working long hours and allowing interruptions of their PTO in an effort to positively impact their performance reviews. Yet, even when employers enact written policies to discourage after-hours work-related technology use, these policies may not always be enough on their own to improve well-being and reduce burnout without additional reinforcement.

The prevalent lack of clarity on workplace responsibilities leading to unmanageable workloads seems to be linked to unhealthy boundaries being set between work and personal time. More than two in five employees (45%) feel that they are often asked to complete tasks under unreasonable time pressures. In fact, half of those who at least sometimes experience burnout (50%) agree with this.

Those who may be earlier in their career such as Gen Z workers (54% vs. 47% Millennials, 42% Gen X, 34% Baby Boomers), and those with lower income (48% <\$50K vs. 44% \$50K+) as well as workers who may be already under a time crunch due to many other competing personal and workplace responsibilities such as parents (49% vs. 42%) - especially younger parents (52% vs. 43%) - and essential/frontline workers (48% vs. 40%) are most likely to cite unreasonable time pressures for completing workplace responsibilities.

Perhaps due to this time crunch, two-thirds of employees (65%) admit to using work-related technology after work hours (e.g., checking email, logging onto the server) for an average of 8.2 hours a week. This is true especially for parents (73% vs. 60% non-parents), who have more competing priorities likely taking time away from focusing solely on work tasks. One motivator for these extra work hours seems to be a positive performance review, with 44% of workers feeling that working longer hours improves their performance evaluation. Again, parents (51% vs. 41%) are more likely to agree, along with men (50% vs. 38% of women), Black workers (53% vs. 45% Hispanic, 43% Asian, 43% White), younger workers (55% Gen Z, 51% Millennials, vs. 37% Gen X, 34% Baby Boomers) and LGBTQIA+ workers (51% vs. 44% non).

But is this tradeoff worth it? Likely not, since over half (54%) feel that working longer hours makes them less productive the next day at work. Younger workers seem to recognize this disconnect: while they are more likely to agree that working longer hours improves their performance evaluation (55% Gen Z, 51% Millennials vs. 37% Gen X & 34% Baby Boomers), they also are more likely to say working longer hours makes them less productive the next day (59% Gen Z, 59% Millennials vs. 50% Gen X, 44% Baby Boomers).



54%
Gen Z

34%
Baby Boomers



Even when it comes to PTO, many employees do not seem to be receiving the uninterrupted rest and relaxation necessary to work productively. While over two-thirds (69%) feel that they have adequate time off from work to relax and recover, more than half (52%) report that even when they are on vacation/PTO, there is an expectation that they are reachable, with over a quarter (31%) saying that their manager at least sometimes tries to contact them while they are on vacation/PTO.

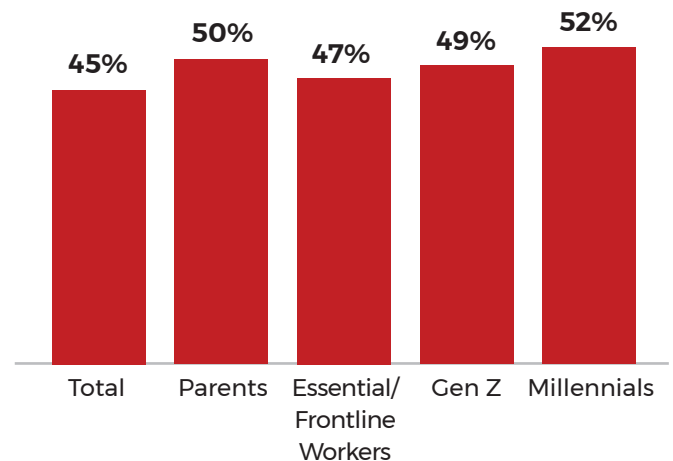
It seems that many workers who may be most in need of time off and a break from work due to being more likely to typically overextend themselves with after-hours work, such as parents, are the same ones that are more likely to feel an expectation to be reachable on PTO (59% vs. 47% of non-parents) – so it's no wonder that burnout is particularly prevalent among those groups! Interestingly, Millennials (58%) are the most likely generation to feel that they must be reachable on PTO (vs. 51% Gen Z, 48% Gen X, 44% Baby Boomers), perhaps because this group is more likely to be at mid-level management positions that can be critical to keep workflow moving. Those in Director/management/supervisor positions (59%) are also more likely than those in entry level positions (45%) to agree with this statement, which seems to reinforce this hypothesis.

It's no surprise that many of these same groups also are more likely to feel on their own to manage their work/life balance. Across all employees, two in five (45%) feel that they're the only ones trying to set boundaries between work and their personal life – with parents (50% vs. 41%), essential/frontline workers (47% vs. 41%), and younger workers (49% Gen Z, 52% Millennials vs. 39% Gen X, 33% Baby Boomers) being particularly likely to agree. In fact, while two thirds (65%) feel that their personal manager models healthy time management, and a similar proportion (58%) agrees that their employer does all they can to prevent employees from working after hours, this does not seem to be backed by formal workplace policy – as only a quarter of employees (24%) say that their employer has a written policy discouraging work-related use of technology after work hours, among whom 39% report that this policy was enacted less than a year ago.

More than half report that even when they are on vacation/PTO, there is an expectation that they are reachable



% OF WORKERS WHO FEEL THEY ARE THE ONLY ONES TRYING TO SET BOUNDARIES BETWEEN WORK AND PERSONAL LIFE

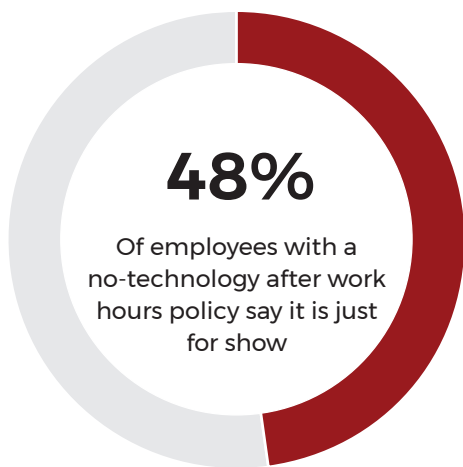


Notably, even for those who have a written policy, the effectiveness seems to be somewhat conditional on employers' encouragement of employee use of the policy, with nearly half of employees whose employer has such a policy (48%) saying that it is just for show. Those who seem to struggle most with work/life boundaries like parents (59% vs. 40%) and younger workers (57% Gen Z, 56% Millennials, vs. 34% Gen X, 34% Baby Boomers) are especially likely to feel that the policy is only for show. Surprisingly, even those in leadership positions such as owners/presidents/c-suite members (68%) are more likely than those in lower title levels to feel that their company's policy regarding after-hours tech use is for show - suggesting that for many employers, their policies are not being met with genuine implementation.

Unfortunately, this belief seems to be reinforced by behavioral reports - workers who say their employer has a written policy discouraging the use of technology outside of work hours report higher average hours a week using work-related technology (10 hours vs. 7.6 hours among those without such a policy).

Further, while the enactment of this policy in the past 12 months does seem to improve workplace well-being (61% vs. 31%), *it does not significantly reduce burnout*, suggesting that simply enacting a written policy is not actually effective in reducing the actual use of work technology outside of working hours unless supplemented by additional measures. Employers should take particular note of this, since, without the complementary policy enactments to help manage workload/clarify roles, asking employees to avoid technology use after hours is futile.

On a positive note, a good proportion of those whose company has such a policy (and used work-related technology after hours before the policy) (67%) say that the policy has had at least some impact on their personal use of work-related technology after work hours, suggesting that when these policies are properly promoted and reinforced by employers, they can have a positive impact on employees' work/life balance management.



59%
Of parents

40%
Of non-parents

HOW POLICIES CAN HELP

Workers who say their employer has enacted a written policy discouraging work-related use of technology after work hours in the past 12 months are...

Well-being



More likely to cite an improved workplace well-being in the past 12 months than those whose employers have never enacted such a policy, are not sure if their employer has done so, or whose employers enacted this type of policy more than a year ago (61% vs. 31%)

Burnout



Enacting a written policy discouraging work-related use of technology after work hours in the past 12 months has not had a significant impact on reducing burnout among employees, suggesting that this policy must also be reinforced with other measures to help manage employees' time

Promote Peer Support Groups

Aside from day-to-day workload management and role clarity, employers should do all they can to promote opportunities for their employees to connect with those who share common experiences in the workplace through employee resource (or affinity) groups, as many feel isolated in their personal life experiences. In addition to offering these opportunities for connection, it is important that employers also help employees find time to prioritize these opportunities and offer supplemental benefits to provide supports for employees who may face unique challenges.

Nearly two in five employees (38%) feel there is no one at their company who can relate to their personal life experiences, with certain groups in particular being more likely to strongly agree with this such as Black and Hispanic workers (15%, 13% respectively vs. 9% White), parents (13% vs. 9% non-parents) – especially younger parents (15% vs. 8% older parents) – LGBTQIA+ workers (15% vs. 10%), lower income workers (14% <\$50K vs. 10% \$50K+), Gen Z (17% vs. 11% Millennials, 9% Gen X, 6% Baby Boomers) and essential/frontline workers (12% vs. 8% non-essential/frontline workers). It's no surprise, therefore, that a similar proportion (41%) wish they had more support at work regarding their personal responsibilities outside of work.

In addition to certain groups feeling isolated in their personal life experiences, two thirds of employees broadly (67%) value opportunities to connect with colleagues outside of strictly work-related interactions – especially parents (72% vs. 64%), who may not have opportunities to often connect with other coworkers due to their competing priorities, as well as younger workers (72% Gen Z, 71% Millennials vs. 63% Gen X, 63% Baby Boomers) who may have more free time and look to the workplace as a social outlet or as an avenue for networking as they establish themselves in their careers.

Yet, it seems that employers may not be leveraging opportunities to provide their employees with personal supports that extend beyond their direct professional roles – only one in three employees (36%) say that their employer has ever promoted peer support groups (known as employee resource groups or affinity groups), while roughly half (46%) say their employer has not done so, and one in five (19%) are not sure. While many of the groups mentioned prior who are particularly in need of these connection opportunities are more likely to say that their employer has promoted these groups in the past 12 months, around half of Black (43%) and Hispanic (46%) employees and lower income workers (51% <\$50K vs. 45% \$50K+) say that their employer has never promoted such groups.

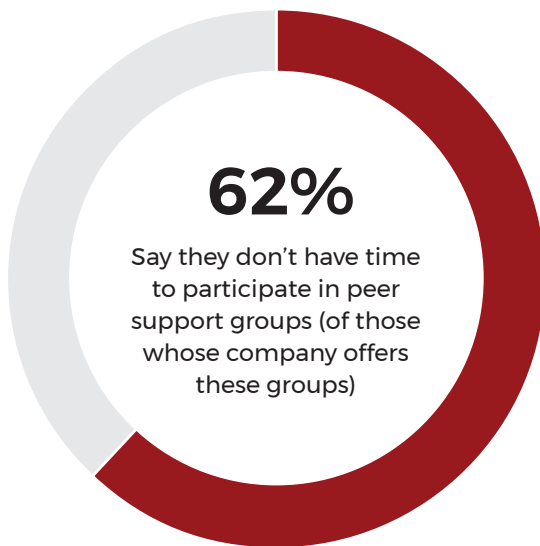
Further, women (21% vs. 17% men), lower income workers (24% <\$50K vs. 17% \$50K+), and entry level workers (22% vs. 5%-13% higher level workers) are particularly likely to say they are not sure whether or not their employer promotes resource or affinity groups. This may explain why, even among employees whose company has promoted these types of groups, only half of employees (52%) seem to be taking advantage – most commonly groups for women (26%) or racial diversity groups (21%).

46%

Say that their employer has not promoted Employee Resource Groups

51% Of lower income | **45%** Of higher income

While lack of awareness may be a barrier for some, for others, time constraints may be the issue, as over half of those not participating in offered peer support groups (62%) say they don't have time to participate in such groups, and even around half of those who are a part of the groups (44%) feel guilty taking time away from their work responsibilities to participate – especially parents (50% vs. 37%) and essential/frontline workers (47% vs. 37%).



Yet, the benefits of these groups are clear, with three-quarters of employees who are personally members of peer support groups (75%) saying that being a part of these groups helps them to feel more accepted in their workplace, and among those whose company has promoted such groups in the past 12 months, those who have participated are more likely to say that their workplace well-being has improved in the past 12 months compared with those who have not (56% vs 29%). Even parents whose employers do promote these groups are more likely than their non-parent counterparts to cite personally participating in nearly all tested types of groups including groups for women (30% vs. 22%), racial diversity (24% vs. 18%), parents (26% v. 9%), or caregivers (21% vs. 9%), despite previously reported heightened guilt about taking time away.

This suggests that, despite any guilt they may feel, parents still view these groups as beneficial enough to prioritize.

The takeaway for employers is that forming these groups is essential to improving employee well-being in the workplace. However, creation of the groups must be supplemented by efforts both to promote participation and encourage employees to prioritize taking part – even over other work tasks – to give them the freedom to connect with their peers in these supportive spaces, *as promotion of these groups alone does not prove to significantly reduce employee burnout.* For employers who may already have some of these more traditional groups formed, employees in the survey suggested expanding their portfolio to incorporate other non-standard groups such as those to support mental health or creating sub-groups within existing communities for employee segments who may be in need of more specific supports, such as creating sub-groups for mothers and/or single mothers within an existing parent support group.

HOW POLICIES CAN HELP

Workers who say their employer has promoted peer support groups in the past year are...

Well-being

More likely to say their workplace well-being has improved versus those whose employer promoted support groups more than a year ago, never, or are not sure when their employer has done so (45% vs 30%).



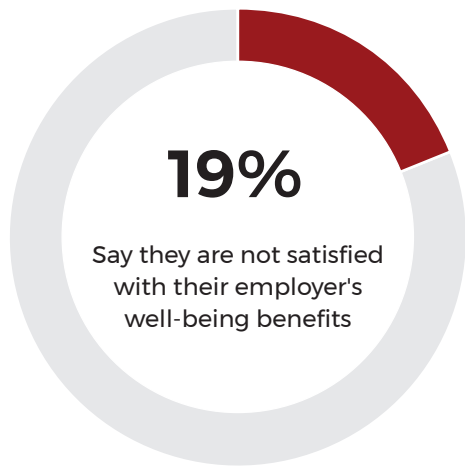
Burnout

Simply promoting peer support groups in the past 12 months has not had a significant impact on reducing burnout among employees, suggesting that promotion of these groups must be supplemented by employers helping their workers find time to participate in order to be effective.



In addition to providing employees with the opportunity to connect with those who have similar personal experiences to them, employers should also consider expanding their offered benefits beyond those that may now be considered “table stakes.” While most employers seem to offer at least some benefits to help support employees’ overall well-being, even among those whose company offers such benefits, around a quarter of employees (23%) say they are not familiar with them, and slightly fewer (19%) say they are not satisfied with these offered benefits. Women (25% vs. 21%), Gen Z workers (31% vs. 21% Millennials, 23% Gen X, 20% Baby Boomers), Hispanic workers (32% vs. 17%-22% of workers in other race/ethnicity groups), and those of lower income (33% <\$50K vs. 21% \$50K+) are particularly likely to say they are unfamiliar with their employers’ offered benefits to support overall well-being and, in turn, many of these same groups such as women (21% vs. 18%) and those with lower income (25% vs. 18%) are also more likely to report lower satisfaction with their company’s offered benefits, suggesting that these groups in particular could benefit from additional education on benefits available to them, which may boost their satisfaction.

In terms of specific benefits, the most commonly offered are paid vacation (67%), paid sick leave (57%), and a flexible work environment (37%). Yet, only three in ten employees report that their employers offer mental health benefits (31%), and even fewer say they offer specific benefits to help support working parents such as paid parental leave (30%) or childcare benefits (e.g., on site childcare, FSA for childcare expenses) (14%). Further, only 10% say their employer offers caregiver assistance. Perhaps unsurprisingly, as household income increases, so does the likelihood that employees’ companies offer a wider variety of benefits. Employers should consider offering a more robust set of benefits to provide a more well-rounded set of supports for all employees. In particular, employees suggest additional benefits such as paid gym memberships, better mental health benefits, better healthcare benefits, and more paid time off (PTO).

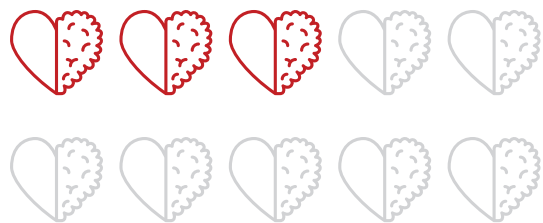


25%
Of lower income

18%
Of higher income

ONLY

3 in 10



Employees say that their employer offers mental health benefits

Design Job Roles with Employee Input

In order to keep employees engaged, it is essential that they feel involved in defining what their current role entails so they feel some agency in their work life. In particular, employers should ensure that employees feel recognized for their workplace contributions (a top symptom of burnout), are receiving a sufficient amount of feedback, and feel involved in defining various elements of their day-to-day tasks.

It is critical to allow employees input on their job design, as those who are allowed some agency in this are less likely to exhibit burnout.

There are a few ways that are especially important to ensure employees feel involved when it comes to what their role entails. As noted previously, the most commonly experienced symptom of burnout is employees feeling that they are not receiving reward or recognition for work (65% experience at least sometimes). This lack of recognition employees receive for their efforts is only contributing to frustrations already held about the lack of clarity in their role, and long hours worked to try to impress company leadership – with 44% feeling that working longer hours improves their performance evaluation. Therefore, it's no surprise that when all of employee's efforts do not yield the recognition they feel they deserve, this lack of recognition is felt most strongly above all other symptoms of burnout.

HOW POLICIES CAN HELP

Workers who say their employer has allowed them input on their job design in some way in the past year are...

Well-being

More likely to say their workplace well-being has improved compared with those whose employer did not (40% vs 15%).



Burnout

Less likely to always or often feel burned out in their role compared with those whose employer did not (21% vs 37%).

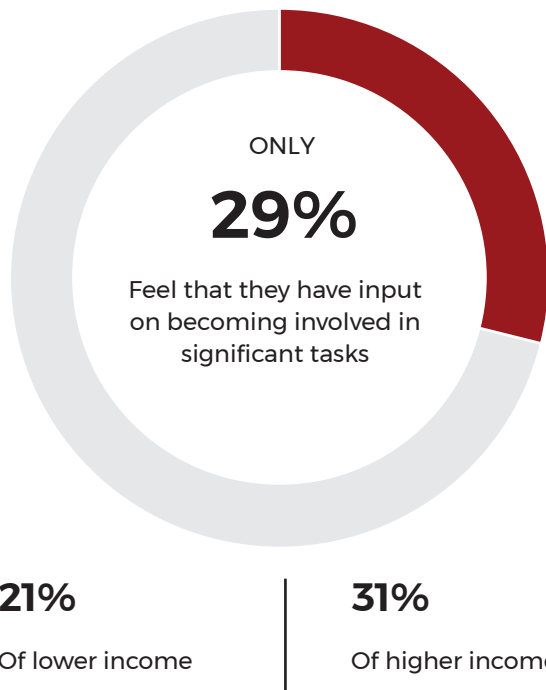


Additionally, only a little over a quarter (29%) feel that they have input on becoming involved in tasks that they feel are significantly impactful. Such tasks are likely to have higher visibility, perhaps leading to broader recognition, so many may feel that their job responsibilities are such that receiving recognition is unlikely, which may be another de-motivating factor. Workers with lower titles (Entry Level, 26%, vs. Director/Manager/Supervisor, 35%, owner/president/c-suite, 43%) and lower income (<\$50K 21%, \$50K+ 31%) in particular are less likely to say that their employer allowed them input on their involvement in significant tasks. It is important for employers to help motivate entry and mid-level workers by allowing them opportunities to be a part of high visibility projects so they feel proud of their work and motivated to contribute.

Further, only a little under a quarter of employees (24%) feel they have input on the amount of feedback they receive, which likely leaves many wondering if they are putting their efforts in the right places or if it is even being noticed. Once again, those with lower household income (<\$50K, 19% vs. \$50K+ 25%) are less likely to feel they have input in this area.

In terms of other aspects of job design, less than half of employees say they have provided input on the tasks or projects they are working on (46%), or how much they are able to work independently or with others (32%) – both less likely among those with <\$50K in household income. Even allowing employees to have a say in these day-to-day aspects of what their job entails can help employees feel empowered and engaged in their roles, which in turn, may alleviate burnout.

Managers should prioritize taking the time to acknowledge the hard work that their reports are putting in to serve their team, especially in the presence of other signs of employee burnout, provide opportunities to work on significant tasks that will have a greater impact and recognition, and should provide feedback frequently so employees feel confident that their work is being noticed and that they have a roadmap for future growth.



Establish a Training Path

It is critical to ensure that employees feel supported in learning new skills to help keep them engaged and interested in their work – otherwise, they are likely to feel bored or may not feel that they have time to learn new things given their already heavy workloads.

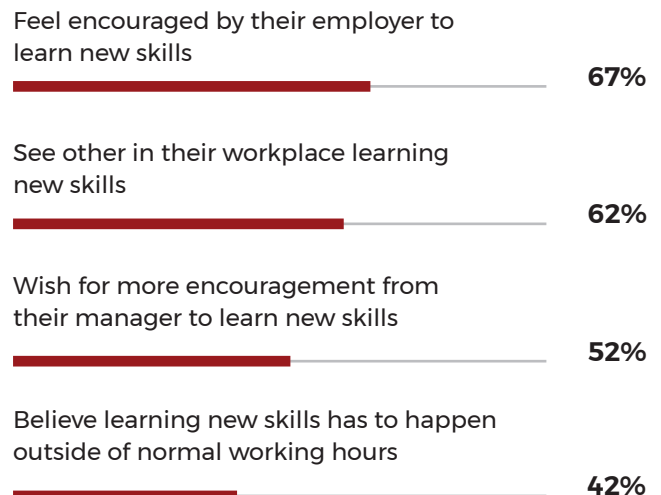
In addition to ensuring that employees are supported in their current role, it is also important for employers to consider keeping their employees engaged and excited about the future of their careers by encouraging them to continue learning new skill sets. Only 35% say that their employer has allowed them to provide input in the past year on the skills they are learning. Despite half of employees (51%) saying that they feel bored at work if they are not learning something new, almost a quarter (24%) say that they are not learning any new skills in their role.

Unsurprisingly perhaps, those who are younger (87% Gen Z vs. 80% Millennials vs. 71% Gen X vs. 64% Baby Boomers) are more likely to be learning new skills and are also more likely to say they feel bored at work if they are not learning something new (57% Gen Z, 55% Millennials vs. 49% Gen X, 41% Baby Boomers). Employers should consider finding further skill development opportunities for those who may be more seasoned in their careers and in need of opportunities to continue to learn. Other groups less likely to be learning new skills are women (73% vs. 78%) and those with lower income (69% <\$50K vs. 77% \$50K+).

While two-thirds (67%) feel encouraged by their employer to learn new skills, and slightly fewer (62%) say that they see others in their workplace learning new skills in their roles, likely because of their intense workloads, two in five (42%) feel that skills development has to happen outside of normal working hours. Perhaps because of this, half (52%) wish for more encouragement from their manager to learn new skills at work.

Interestingly, while younger workers are more likely to be learning new skills, they are also more likely to feel that learning new skills has to happen after work hours (51% Gen Z, 49% Millennials vs. 37% Gen X, 29% Baby Boomers) and to wish for more support from their manager (61% Gen Z, 58% Millennials vs. 47% Gen X, 40% Baby Boomers), so while they are eager to learn, managers should help to adjust their workloads so they are able to prioritize skill development during the course of business hours.

ATTITUDES ABOUT LEARNING NEW SKILLS



The good news is that over three in five employees (62%) seem to already be setting goals around learning new skills with their manager, and over half (55%) say that their employer has a written policy for employee skills development and training - with around a third (36%) saying this policy was enacted in the past 12 months. Younger workers (60% Gen Z, 58% Millennials vs. 51% Gen X, 50% Baby Boomers) and parents (62% vs. 50%) are more likely to have an employer who has enacted a written skill development policy (within the past year or longer ago). While positive, this still leaves 2 in 5 employees (38%) lacking in these skill development conversations with their managers, and one third (32%) without a written skills development policy - specifically, those of lower income (50% vs. 56%), and women (51% vs. 58%) are less likely to have this policy. In order to keep employees engaged, thus improving overall well-being and reducing burnout, employers should consider putting extra effort into ensuring they feel supported in their own professional development and continuing education.

Over half (55%) say that their employer has a written policy for employee skills development and training



HOW POLICIES CAN HELP

Workers who say their employer has enacted a written policy for employee skills development and training in the past 12 months are...

Well-being



More likely to say that their workplace well-being has improved in the past 12 months than those whose employer enacted this policy more than a year ago, have never enacted such a policy, or are not sure if their employer has done so (47% vs 27%)

Burnout



Less likely to always or often feel burned out than those whose employer enacted this policy more than a year ago, have never enacted such a policy, or are not sure if their employer has done so (21% vs 26%)

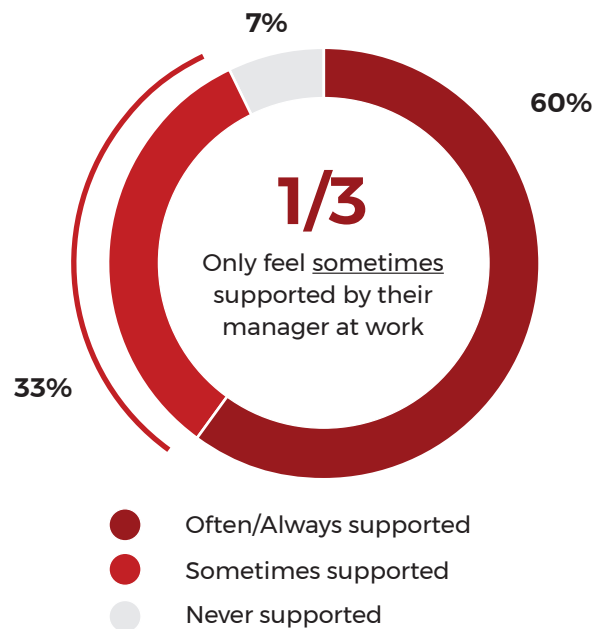


Assess Perceived Support to Lead a Healthy Life

The underlying desire of employers to improve their employees' overall well-being both within and outside of the work environment is something that employees can sense. It is not enough for employers to enact policies that will impact their employees' day-to-day work life and growth opportunities – they must state their dedication to helping employees thrive holistically and put in place regular assessments to ensure employees feel supported to lead a healthy life.

Just over half of US employees (60%) feel always or often supported by their manager at work, but a third (33%) only feel supported sometimes. This may be because a similar proportion (34%) say that their employer has not assessed whether they feel supported in their workplace to lead a healthy life in the past 12 months – lower income workers (41% vs. 32%) and women (37% vs. 31%) are among those who are more likely to have not had such an assessment. The complimentary two thirds of respondents (66%) say their employer has done this in the past 12 months through methods such as regular feedback/discussion with their manager (36%), feedback or discussion during their performance review (32%), employee perception surveys (26%), anonymous feedback methods (18%), or some other way (<0.5%). Such assessments are proven to both lift employee workplace well-being and reduce employee burnout, and in turn, improve retention, with workers who say their employer has assessed whether they feel supported in their workplace to lead a healthy life being less likely to be actively looking for a new job (15% vs 19%).

FEEL SUPPORTED AT WORK



HOW POLICIES CAN HELP

Workers who say their employer has assessed whether they feel supported in their workplace to lead a healthy life in the past 12 months are...

Well-being

More likely than those whose employer did not to say their workplace well-being has improved in the past 12 months (41% vs. 21%)



Burnout

Less likely than those whose employer did not to say they always or often feel burned out in their role (22% vs. 30%)



Promote Employee Overall Well-Being

Additionally, only a third of employees (36%) say that their employer has shared a written policy to promote employee well-being in the past 12 months, yet this form of policy also is shown to boost workplace well-being and reduce burnout. Again, lower income workers (26% vs. 38%) and women (32% vs. 39%) are less likely to have an employer who has enacted such a policy in the last year. This indicates that even employers stating their dedication to focusing on improving the well-being of their employees can have a positive impact on workplace culture. Employees must feel that their employer has real dedication to supporting them holistically and cares about them as unique individuals beyond helping to facilitate productive workplace activity.

HOW POLICIES CAN HELP

Workers who say their employer has shared a written policy to promote employee well-being in the past 12 months are...

Well-being

More likely to say their workplace well-being has improved in the past 12 months than those whose employer enacted this policy more than a year ago, have never enacted such a policy, or are not sure if their employer has done so (48% vs. 26%)



Burnout

Less likely to say they always or often feel burned out in their role than those whose employer enacted this policy more than a year ago, have never enacted such a policy, or are not sure if their employer has done so (21% vs. 27%)



Employees who have reported that their workplace well-being has improved in the past 12 months anecdotally cite more flexible work options, improved relationships with colleagues and managers, more benefits, and better work/life balance.



Thanks to the personal courses offered by the company, I have had better communication with colleagues [so] it is more pleasant to work.



My company gave me more opportunities to work and more control over how to do the work.



The company recognized my work.

These responses indicate that the areas explored in this research are recognized by employees individually and have tangible impacts on their workplace well-being. Employees also suggest that their employer could better help to support their overall well-being by offering better pay, more time off or break time, appreciating work and offering more positive feedback, and giving more training or cross-training – factors which employers should consider to meet employee needs.

36%

Say that their employer has shared a written policy to promote employee well-being in the past 12 months.



Employer Implications

Today's employees face a workplace environment that includes a variety of stressors that only contribute to the personal challenges they already face as they navigate the variety of roles they play. When employees lack support in their current role and struggle to envision the future of their careers through a lack of continued learning, burnout sets in and can have crippling effects on workplace performance. Employers should take note of this and enact the policies needed to ensure that the workplace culture they establish is a supportive one that provides the resources employees need to thrive.

But what can employers specifically do to promote a more positive work environment?

- 1** At a day-to-day level, employers should strive to establish open lines of communication with their employees around **role and skill alignment** so that employees are properly trained and supported.
- 2** Employees struggling to differentiate themselves in a competitive work environment may be reluctant to push back on their workload, but this only creates a culture of burnout and resentment towards other colleagues who do not appear to be doing their fair share. Employers should enact **policies to ensure that roles and expectations are clear and fair**.
- 3** Managers should also have a **clear line of sight into each employee's workload through regular check-ins** so they can fairly delegate tasks and help employees prioritize where to focus their efforts.
- 4** Blurred lines between work and the personal realm cause employees to feel that they are the only ones struggling to maintain a work/life boundary. Many feel that they are rewarded for working longer hours – to the detriment of their productivity. Employers should not only **enact policies that discourage technology use after work hours**, but reinforce these policies with other measures to improve work/life balance so that employees truly have time to recharge and recuperate.
- 5** In addition to work-related support, employers should strive to see their employees as holistic, unique individuals who require community and unique supports to their specific life experience. Employers should enact **policies that promote employee support (resource) groups** and consider rounding out their benefit offerings to serve diverse sub-populations of employees who may require additional supports.
- 6** Employers should put in place policies to **allow employee input into what their job entails** so they feel more engaged at work – especially focusing on recognizing employees' accomplishments, providing frequent feedback opportunities, and allowing employees involvement in defining their day-to-day tasks and their amount of collaboration with other coworkers.
- 7** Looking ahead, it is critical to discuss career development goals with workers to help invigorate employees through learning **new skills and achieving their personal professional goals**.
- 8** At a broad level, employers should implement check-ins to ensure that their **employees feel supported in living out a healthy life** – both within and extending beyond the workplace.
- 9** Finally, employers should clearly state their dedication to focusing on building a positive work culture by enacting a **written policy to promote employee well-being**. This policy underpins all others and signals to employees that the intention of the employer is not only to create a productive work environment, but also to support workers as unique individuals.

The benefits of these employer policies are irrefutable, as they have been proven to have a clear positive impact on employee burnout and workplace well-being. Each policy significantly improves both of these aspects of the employee experience - with the exception of a written policy discouraging the use of technology and the promotion of peer support groups, suggesting that these policies, independent of other measures, may be viewed as only for show and must be supplemented by other reinforcing actions to be effective.

In addition to these clear benefits of such policies on burnout and workplace well-being, the majority of policies (with the exception of a policy discouraging the use of technology outside of work hours), improve the following other aspects of the work environment:

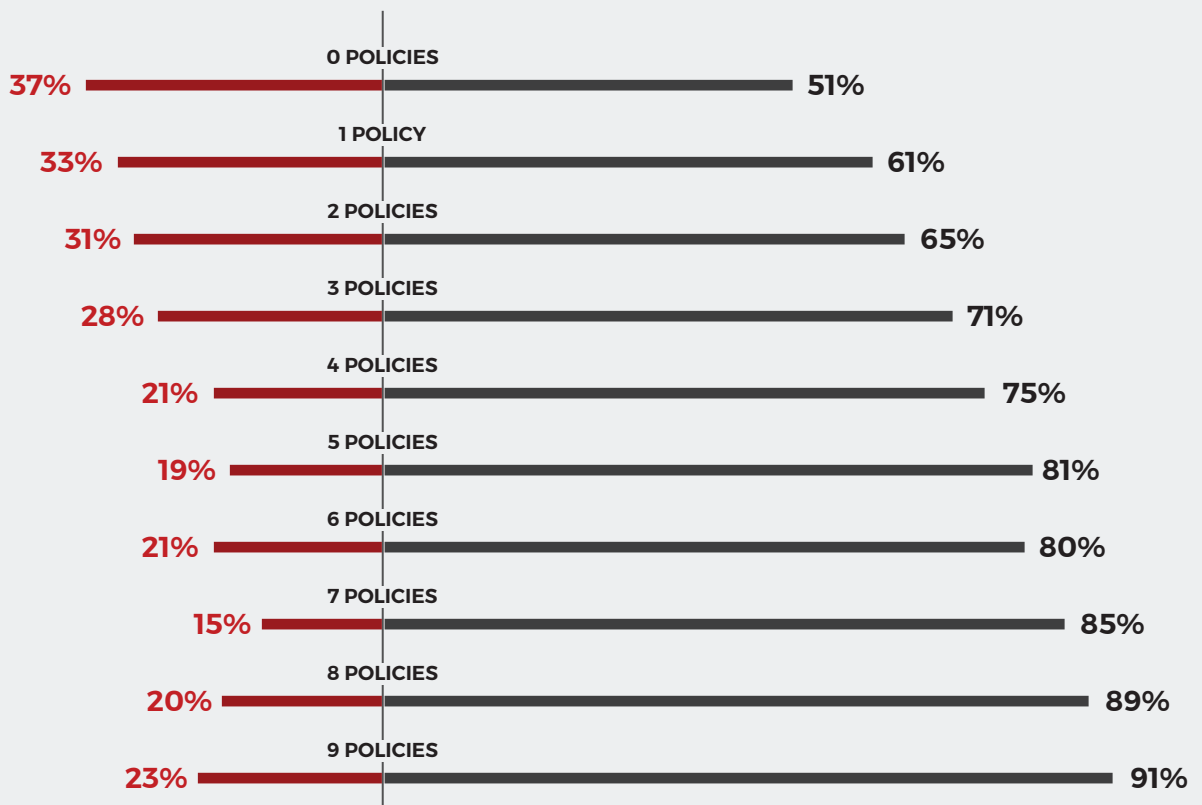
<p>Increase the likelihood of a worker having positive feelings about their professional role and workplace</p>	<p>Positively impact a worker's satisfaction with what their current job entails</p>	<p>Increase workers' sense of support from their manager</p>
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IMPACT OF NUMBER OF POLICIES ON EMPLOYEE BURNOUT AND WORKPLACE WELLBEING



% of employees who are always/often burned out

% of employees who report positive workplace wellbeing



But where should employers start?

Allowing employees input on their job design is the policy that seems to cause the greatest amount of improvement on employee burnout, followed by creating and socializing a clear, written flow for decision rights and responsibilities, including an assessment of the match between employee capabilities and job demands, and assessing whether employees feel supported in the workplace to lead a healthy life, suggesting that these policies may be the best place for employers to start. Importantly, even implementing one of these policies can have a positive impact on employees, and that impact only continues to improve the more policies are enacted:

In addition to these incremental improvements to employee burnout and well-being, there are other positive benefits of enacting at least one of these policies – specifically, employees who report that their employer has at least one of these policies in place are...

- **More likely to be satisfied with their companies' benefits designed to support a worker's overall well-being (73% vs. 22% of those whose employer has none of these policies)**
- **More likely to have positive feelings about their currently professional role (81% vs. 44%)**
- **More likely to be satisfied with what their current job entails (84% vs. 64%)**
- **Twice as likely to report often or always feeling supported by their manager at work (62% vs. 30%)**

The findings from this report highlight the importance of employers evaluating and addressing employee burnout by implementing policies that address the six root causes of burnout (Workload, Control, Reward, Community, Fairness and Values). The good news is that our results show that policy matters and that policies have an incremental positive effect on employee well-being and burnout. While enacting workplace policies can require time and resources to get off the ground, employers should be encouraged by the fact that taking at least one step forward will start to improve employee burnout and workplace well-being.

The burnout prevention policies used in this survey are taken from the American Heart Association's culture of health and well-being assessment, the Workforce Well-being Scorecard™. The Scorecard is a scientifically validated, free survey that measures an employer's culture of health and well-being based on best practices that are associated with improved employee health, productivity, engagement, and satisfaction. Scorecard users get free benchmarking data that allows users to measure their progress against peers.

For more information on using the Scorecard to attract and retain talent, visit: www.heart.org/workforce.