the evolution of work | REPORT 2023

Methodology

Study

In partnership with Angus Reid Group, Staples Professional conducted a survey among Canadian hybrid-working employees and senior decision makers to understand the experiences and perceptions of splitting workdays between the home and office.

Sample

The survey sample consisted of hybrid working employees and senior decision makers (employers) at companies/organizations with 5 employees or more, who have their workforce working hybrid:

Employer sample: n=311
Employee sample: n=1,006

Field Window

August 4th to 15th, 2023.

Current State of Hybrid Working

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Current State of Hybrid W●rking

While most hybrid workers are required to come into the office each week, they are nevertheless highly satisfied with the arrangement – four-in-five are satisfied with the balance of home vs. office days they currently have.

Given the choice, most (62%) would continue working hybrid and only one quarter would opt to go back to a fully remote model.

However, many hybrid workers see an opportunity to fine tune hybrid work to better fit them – while three-in-ten are currently working their ideal number of home vs. office days, an equal proportion want to shift the balance towards more days spent working from home.

Current State of Hybrid Working

Hybrid working employees are highly satisfied with working a mix of days in the office and at home.

Satisfaction with Current Balance of Home & Office Days

81%
Satisfied

Employees

40% Very satisfied	41% Somewhat satisfied	14% Not satisfied	6% Not satisfied at all

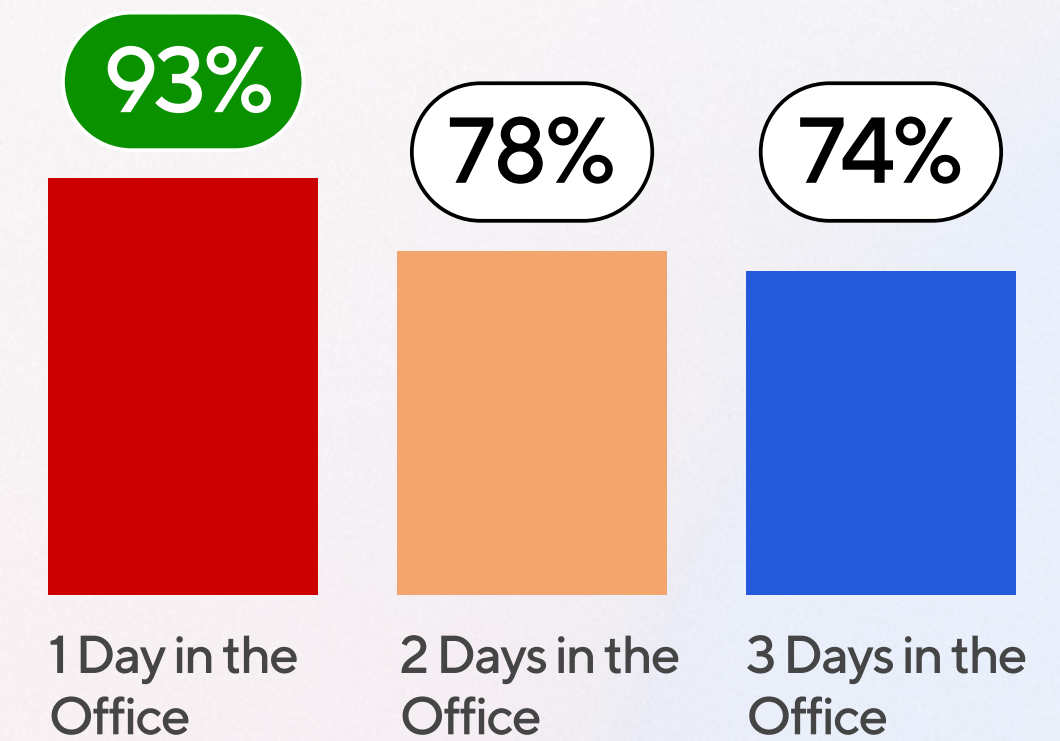## Satisfaction x Number of Office Days

Employees coming into the office 1 day per week are more satisfied with the balance of home vs. office days they work.
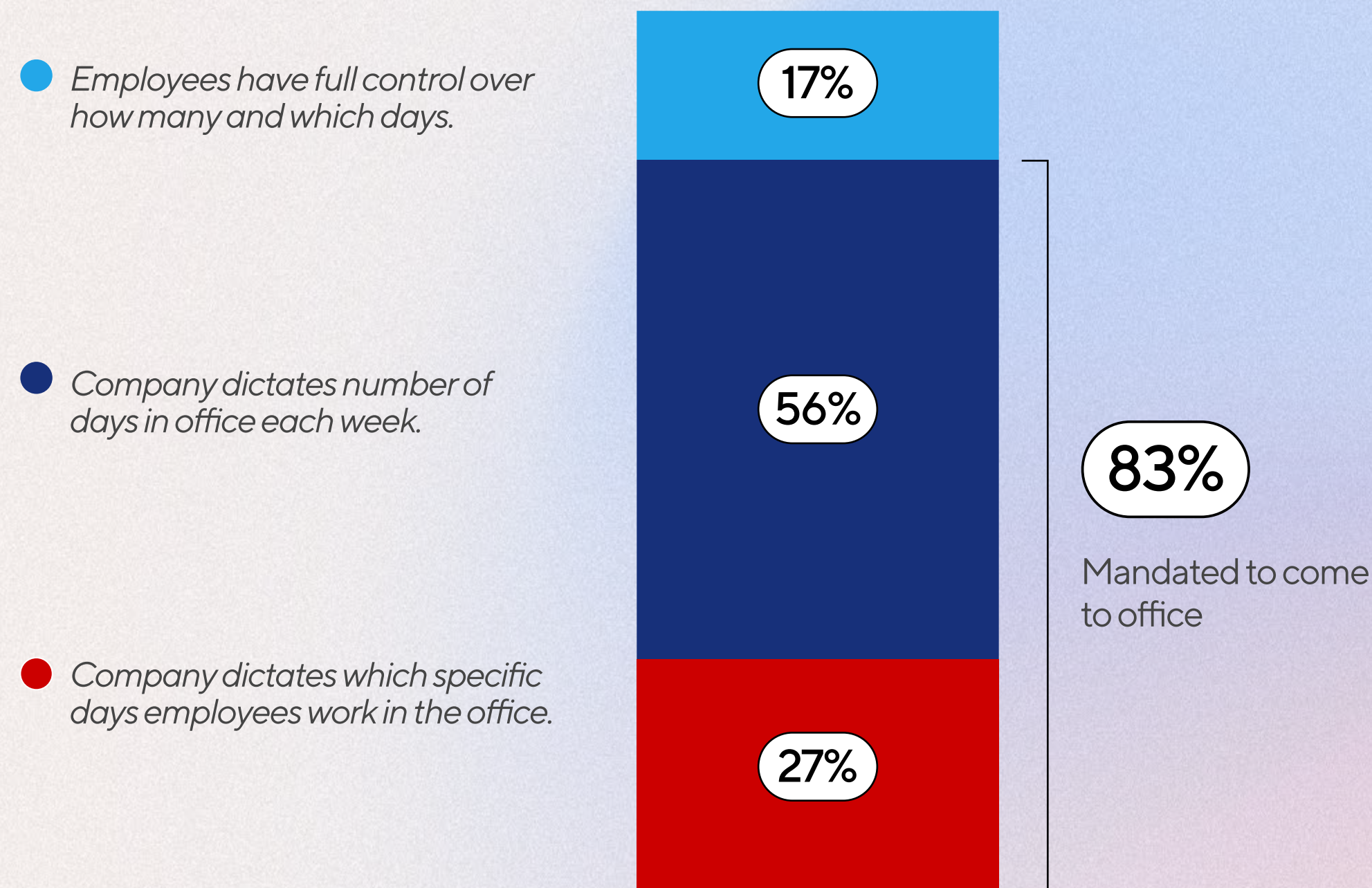
93%	78%	74%
1 Day in the Office	2 Days in the Office	3 Days in the Office

● *Significantly higher/lower at 95% confidence.*

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Current State of Hybrid Working

Most hybrid workers are currently mandated to come into the office for at least a specific number of days. Just under one-in-five have full control over when they come in.

Control Employees Have in Choosing in-Office Days

● *Employees have full control over how many and which days.*

17%

● *Company dictates number of days in office each week.*

56%

83%
Mandated to come to office

● *Company dictates which specific days employees work in the office.*

27%

What Happens When Employees Can Choose?

Employees who have full control over how many and which days they come into the office are both happier while at work and report stronger team spirit among employees at their company.

68%
Describe the team spirit of employees at their company as good (vs. 51% required to come in on specific days).

70%
Say they are happy/very happy on most workdays (vs. 60% required to come in on specific days).

Employees who can choose when they come in are also **less likely to say they are happiest when working from home** (45% vs. 58% of those required to come in), and more likely to say working at home vs. in the office has no impact (30% vs. 20%).

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Base: Employees (n=1,004)
A5B. Which of the following best describes your ability to choose when you work in the office vs. from home / remote?

6

Current State of Hybrid Working

Hybrid employees are mostly informed about when and how often they will be coming into the office through the end of 2023, although there is uncertainty for 2024.

Communication about Hybrid Work Guidelines from Employer
Among Employees

● *Communicated full guidelines.*

● *Communicated some guidelines.*

● *No guidelines.*

For the rest of 2023	For 2024 and beyond
57%	29%
30%	24%
13%	47%
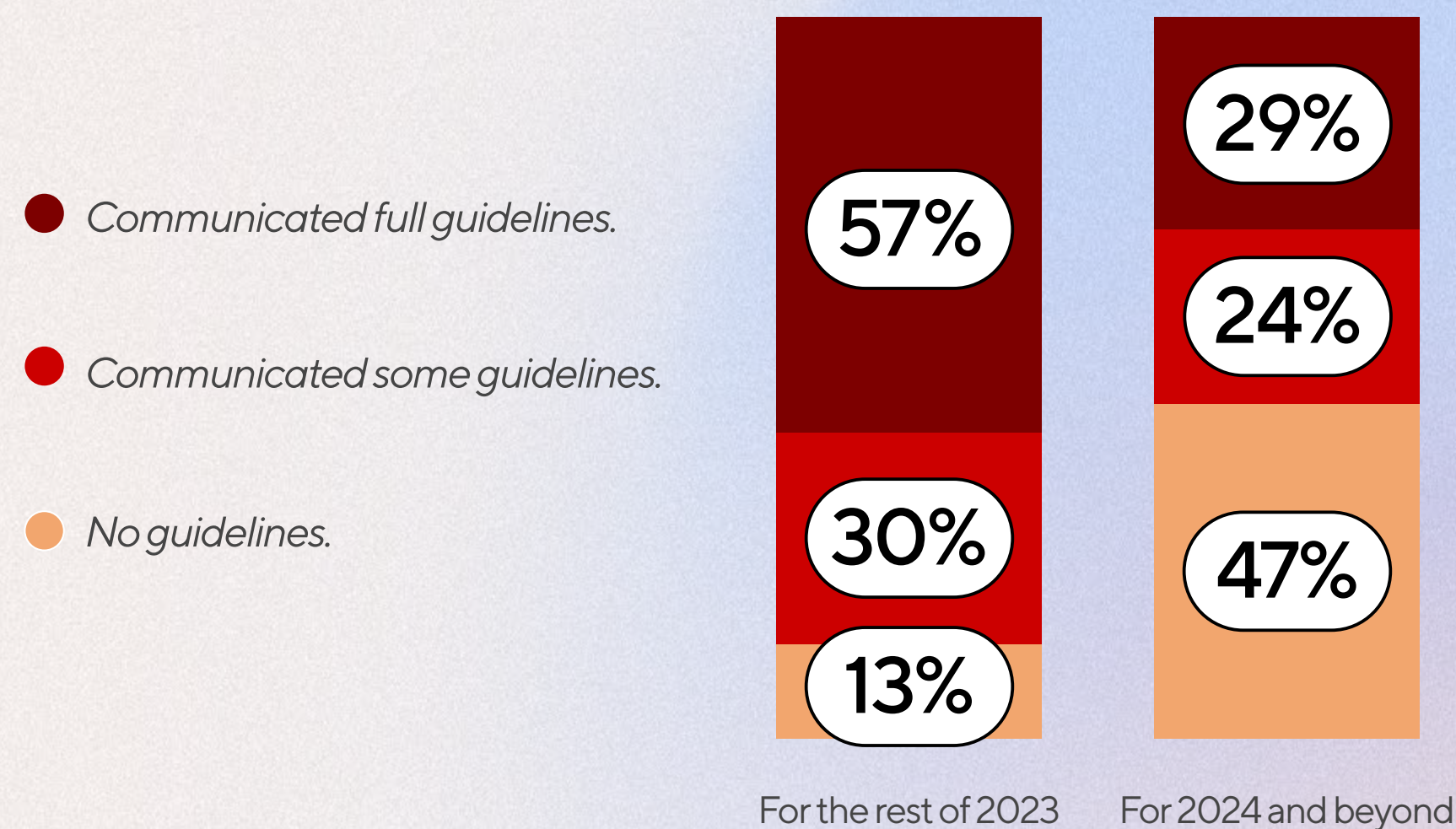
Employers' Perspective

Employers and employees are fully aligned on clarity of guidelines for when and how often employees will come into the office for 2023, but beyond that some employees are missing the memo – employers are more likely than employees to state their company has communicated full hybrid working guidelines for 2024 and later.

● *Communicated full guidelines.*

● *Communicated some guidelines.*

● *No guidelines.*

● *Significantly higher between employees and employers at 95% confidence.*

For the rest of 2023	For 2024 and beyond
56%	39%
30%	27%
14%	34%
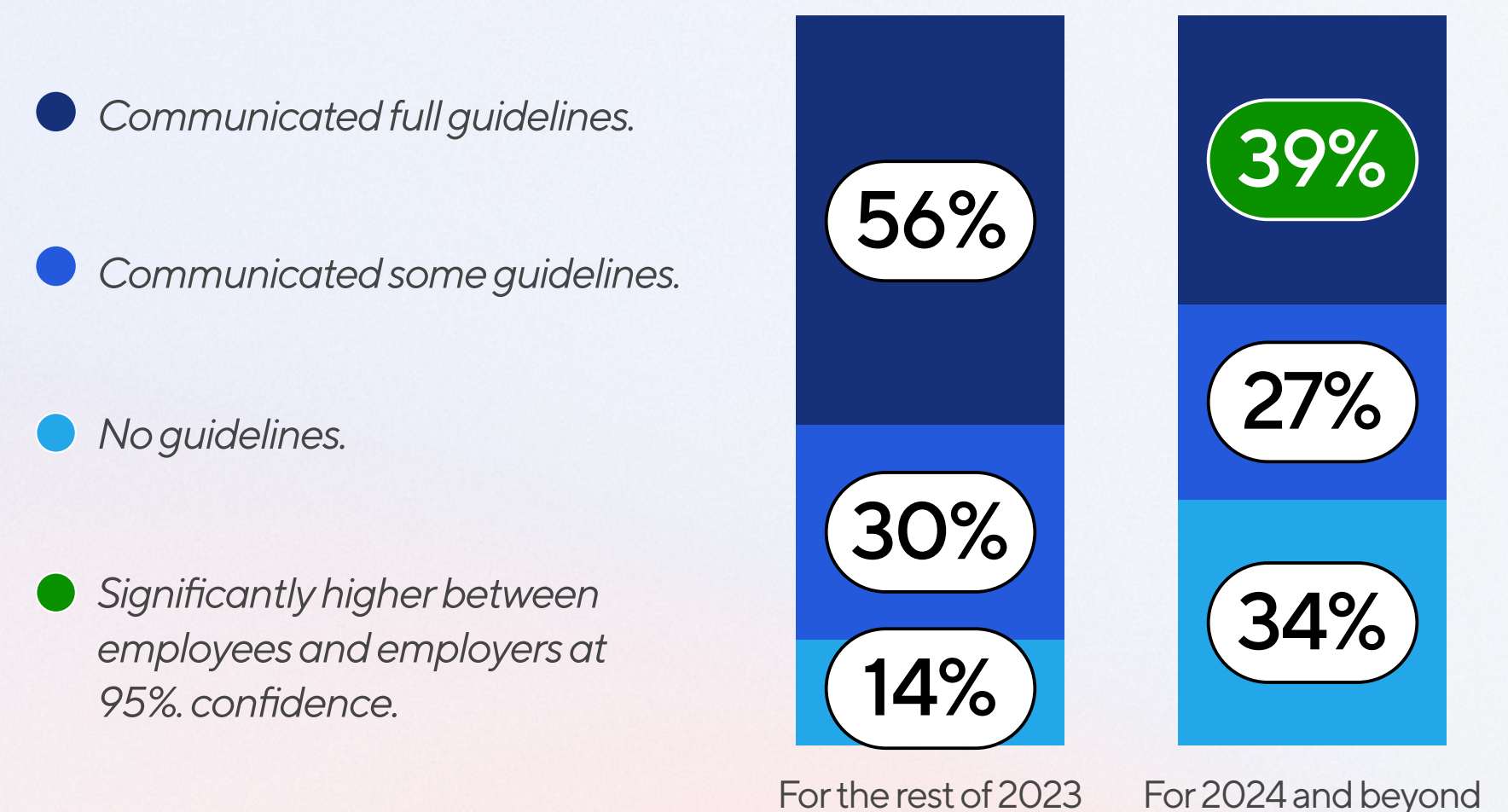
Current State of Hybrid Working

Most (62%) employees currently working hybrid prefer that arrangement over being fully remote or primarily in the office. Only a minority of one quarter would rather switch (back) to fully remote working.

Preferred Balance of At Home vs. In-Office Workdays

FULLY REMOTE
5 days at-home each week
23%

HYBRID
1–3 days in-office each week
62%

PRIMARILY / WHOLLY IN-OFFICE
4–5 days in-office each week
2%

NEED TO CHANGE WEEK-TO-WEEK
12%

Half want to come into the office 1 day per week (27%) or 2 days (25%). Only 9% would prefer to come in 3 days each week.

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Current State of Hybrid Working

While most hybrid workers want both at-home and in-office days each week, only three-in-ten are currently working a balance of home vs. office days that's ideal for them. An additional three-in-ten want to continue working hybrid, but with fewer days at the office.

Preferred Arrangement vs. Current Number of Home vs. Office Days

FULLY REMOTE

23%

HYBRID
Fewer days in the office

28%

CURRENT WORKING
preferred number of days in the oofice

62%

Want to continue working hybrid

HYBRID
More days in the office

30%

PRIMARILY
in the office

4%

2%

NEED TO CHANGE
week-to-week

12%
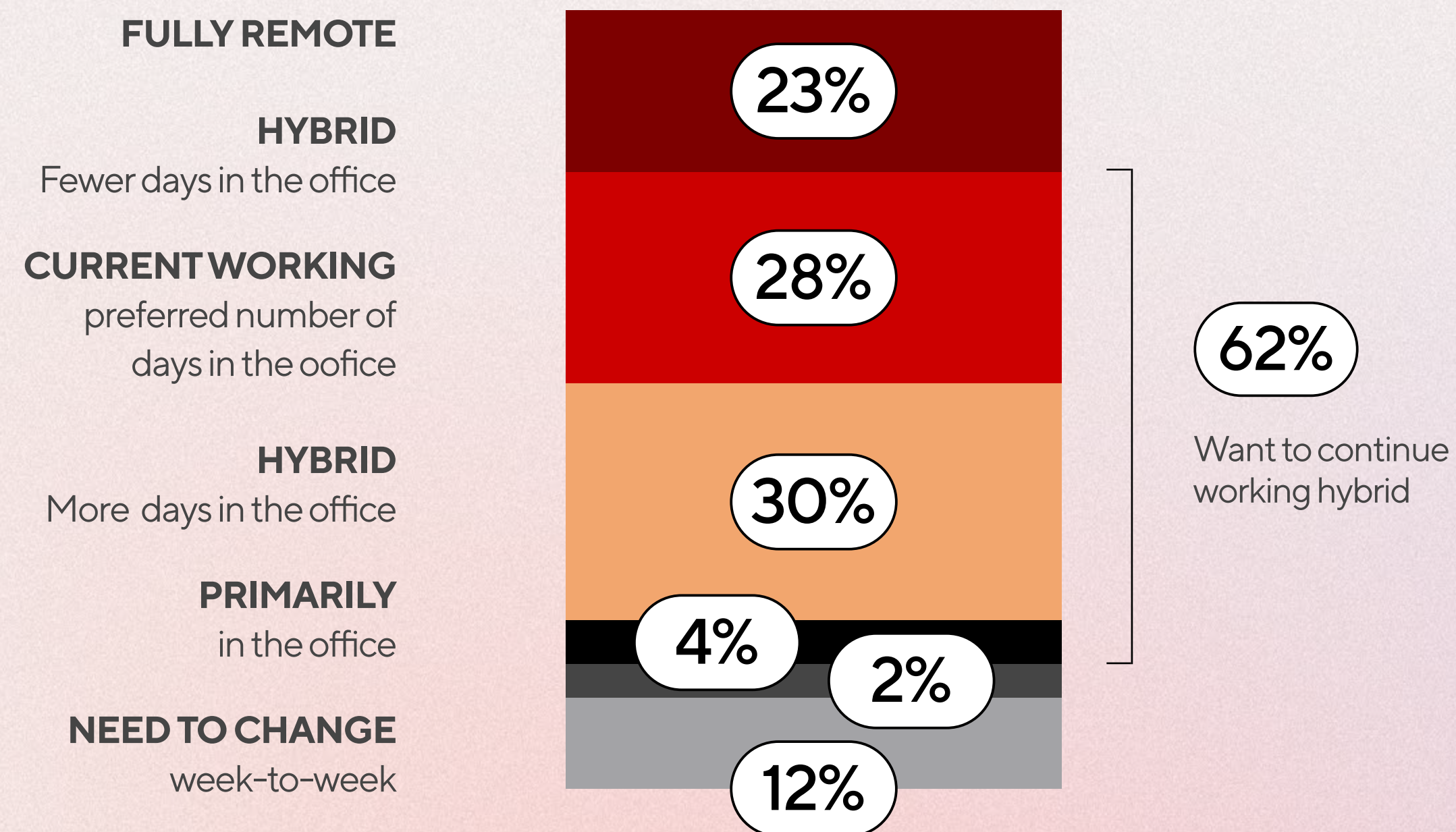
Current State of Hybrid Working

Hybrid workers are well-equipped to work from home – three quarters say their setup for home is good or perfect.

Rating of Current Work-from-Home Setup

Rating	%
PERFECT	30%
GOOD	45%
ADEQUATE	22%
POOR/TERRIBLE	3%

74% Of hybrid workers rate their home working setup as perfect or good.

Younger employees (<30) are less likely to have a perfect/good setup for working from home (63%). This demographic is more likely to be apartment/condo dwellers, or living in shared accommodations that make it harder to set aside a dedicated workspace.
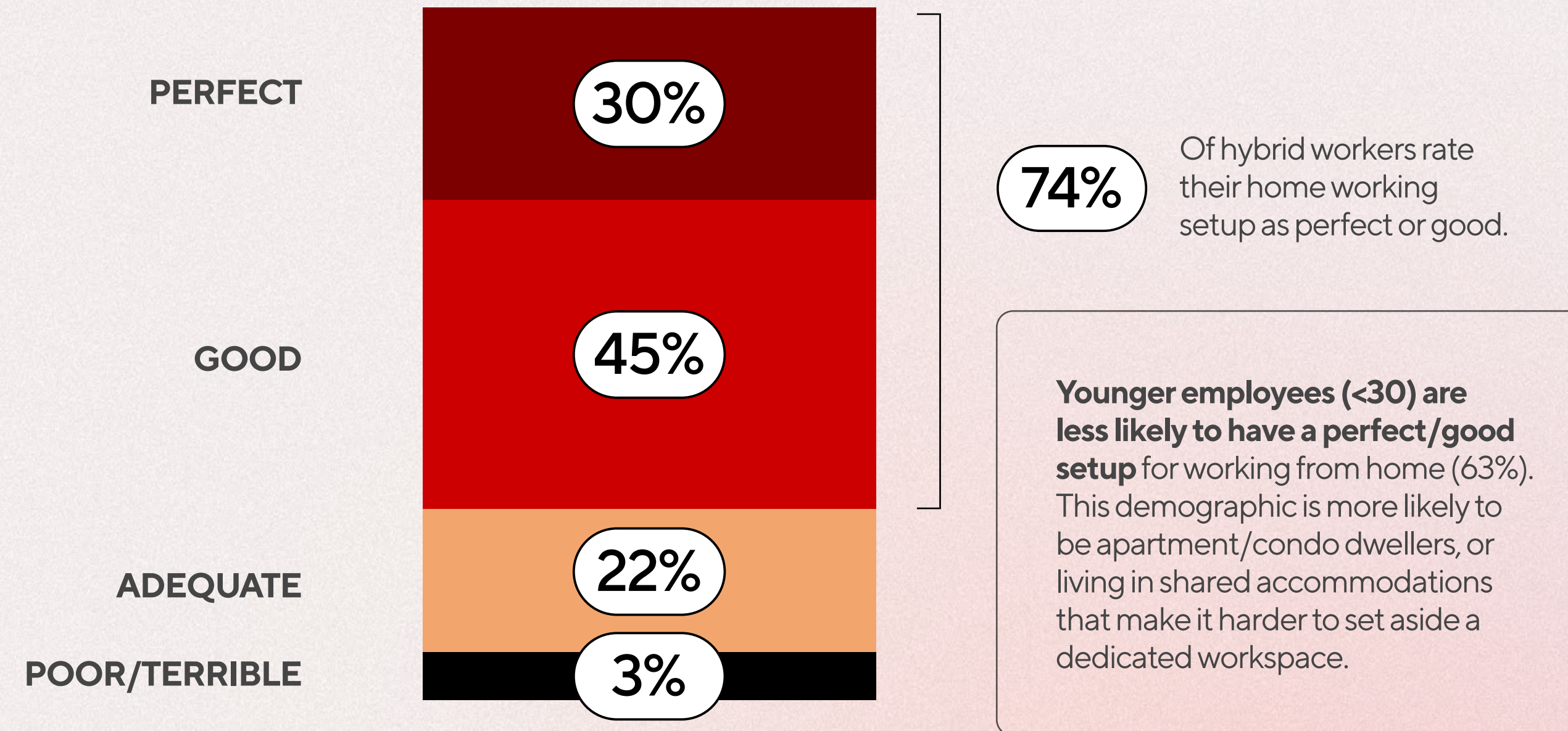
Comparison with hybrid work in 2022:

Hybrid workers in 2023 have better setups for working from home now – 66% rated their setup as perfect/good in 2022 vs. 74% today.

This increase may be attributable to some previously fully remote workers with comprehensive work-at-home setups now returning to the office in hybrid form.

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Hybrid Work & Happiness

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KEY FINDINGS

Hybrid W●rk & Happiness

Hybrid workers see clear advantages to being able to work from home, experiencing better productivity and even higher levels of happiness on their working-at-home days.

However most hybrid workers would not choose to work at home all the time as they have found both working from home and in the office have their own unique advantages to leverage. Having the ability to work from home or in the office enables employees to optimally manage their work-life balance while also feeling connected and building relationships with their colleagues.

Having seen productivity gains working from home, employees see the value of the office as less about working productively and more of an opportunity to connect with colleagues. This social draw for employees to come into the office is not fully appreciated by employers who are nearly twice as likely to say better learning / mentoring are primary benefits to having employees in the office, and underappreciate the value of a change of atmosphere for employees.

Hybrid Work & Happiness

Employees say they are happier on days when they work from home – over half say they are happier on work–at–home days vs. 8% happier when they work in the office.

Happiness During the Workday Depending on Work Location

DO YOU FEEL HAPPIER ON DAYS WHEN YOU...
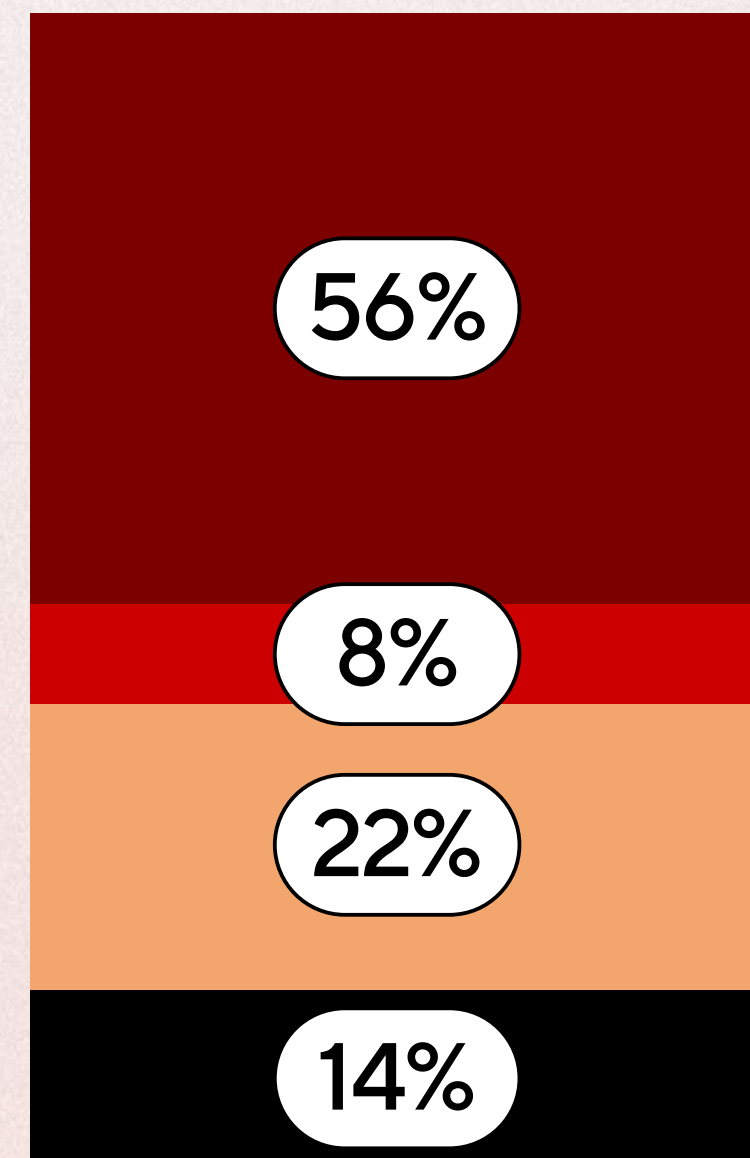
56% — **WORK AT HOME**

8% — **WORK IN THE OFFICE**

22% — **NO IMPACT** of being at home or in the office on how happy I feel

14% — **TOO VARIED** or difficult to say

Employees

> Employers are seeing this – 52% of employers say their employees are happier when they work from home; only 12% say they are happier when they work in the office.

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Hybrid Work & Happiness

Employees report feeling happy for a larger proportion of the day when working from home vs. in the office.

Feelings when Working At Home vs. When in the Office

Average among Employees

43%	**PERCENT OF THE TIME FEELING HAPPY**	**59%**
35%	**PERCENT OF THE TIME FEELING NEUTRAL**	**30%**
22%	**PERCENT OF THE TIME FEELING UNHAPPY**	**12%**

Last day working in the office — *Last day working at home*
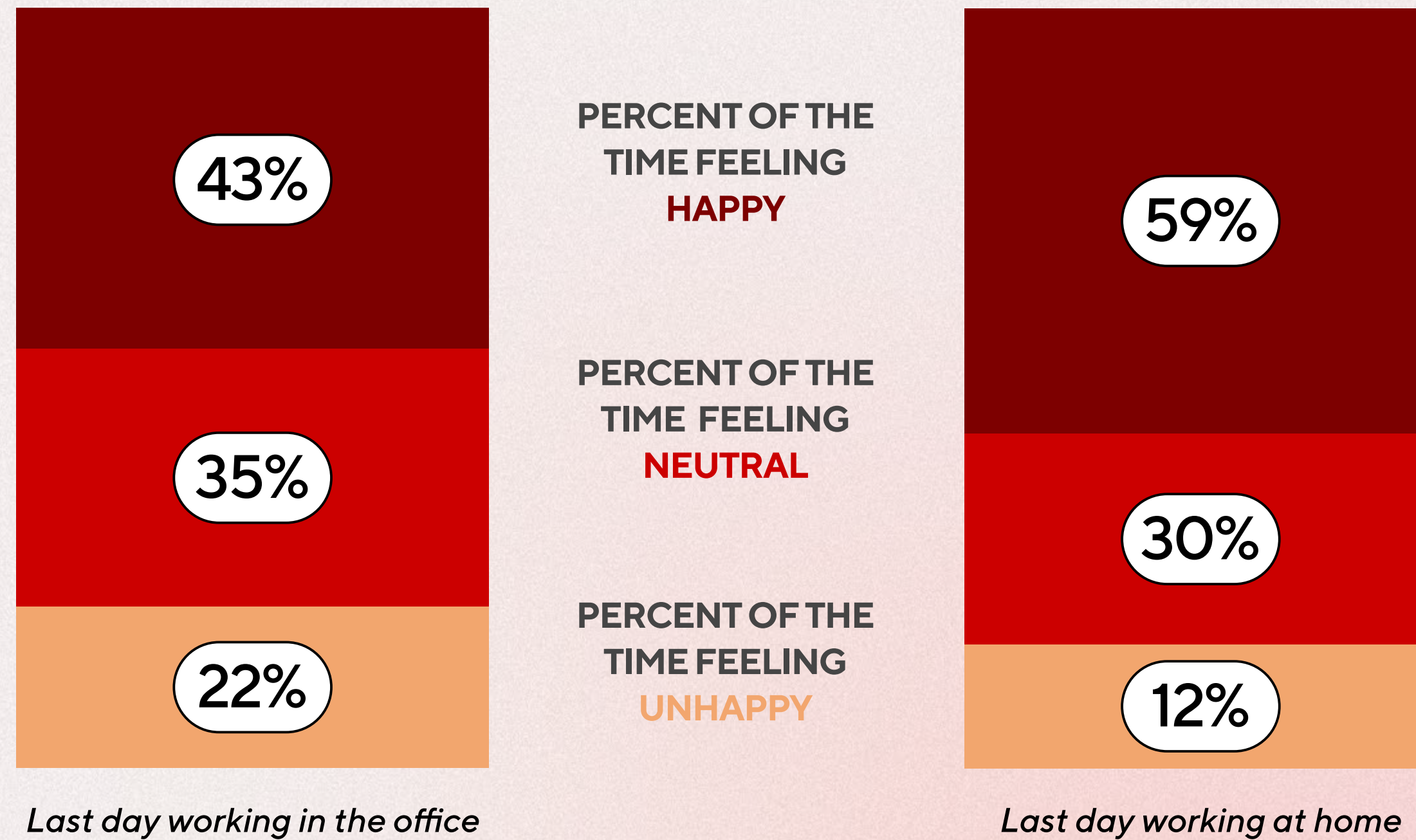
Who's Happiest in the Office?

Employees are happier more of the time in the office if they are:

- In Quebec (58%)
- Newer employees with the company less than 1 year (51%)
- Experiencing low / no burnout (47%)
- Able to choose how many / which days they come into the office (50%)

Base: Employees thinking about last day in the office (n=460) and last day working at home (n=491) B2A. Still thinking on that last day you worked [in the office/at home], approximately what percentage of the time did you feel happy, unhappy or neutral?

Significantly higher between employees and employers at 95% confidence

Hybrid Work & Happiness

Commuting is a major hurdle for employees and avoiding it is the strongest benefit hybrid workers see in working from home. Beyond this, hybrid employees are finding improved ability to focus working from home.

Main Benefits of Working from Home
Ranked Top 3

Benefit	%
Avoid time spent commuting	**78%**
Save money on commuting	**61%**
Able to focus better on my work	**53%**
Enjoy the privacy of working from home	**45%**
Better able to get personal/household tasks done (e.g. chores, childcare, etc.)	**36%**
Change of atmosphere	**13%**

Not needing to commute is the major benefit employees see to working from home.

Better ability to focus is the strongest benefit employees see that improves their ability to work, beyond not needing to commute.

Employees see privacy as a stronger benefit to work from home than employers (36%).

Employees that work from home more often (4 or 3 days per week) are more likely to note their better ability to focus at home (57%) than employees coming into the office 3 days per week (46%).

Employees that come in 3 days per week are more likely to say working from home gives them a change of atmosphere vs. the office (18%).

Significantly higher between employees and employers at 95% confidence

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Hybrid Work & Happiness

The top benefits employees see for coming into the office are not directly work related – employees value the change of pace and ability to work in-person with their coworkers.

Main Benefits of Coming Into the Office
Ranked Top 3
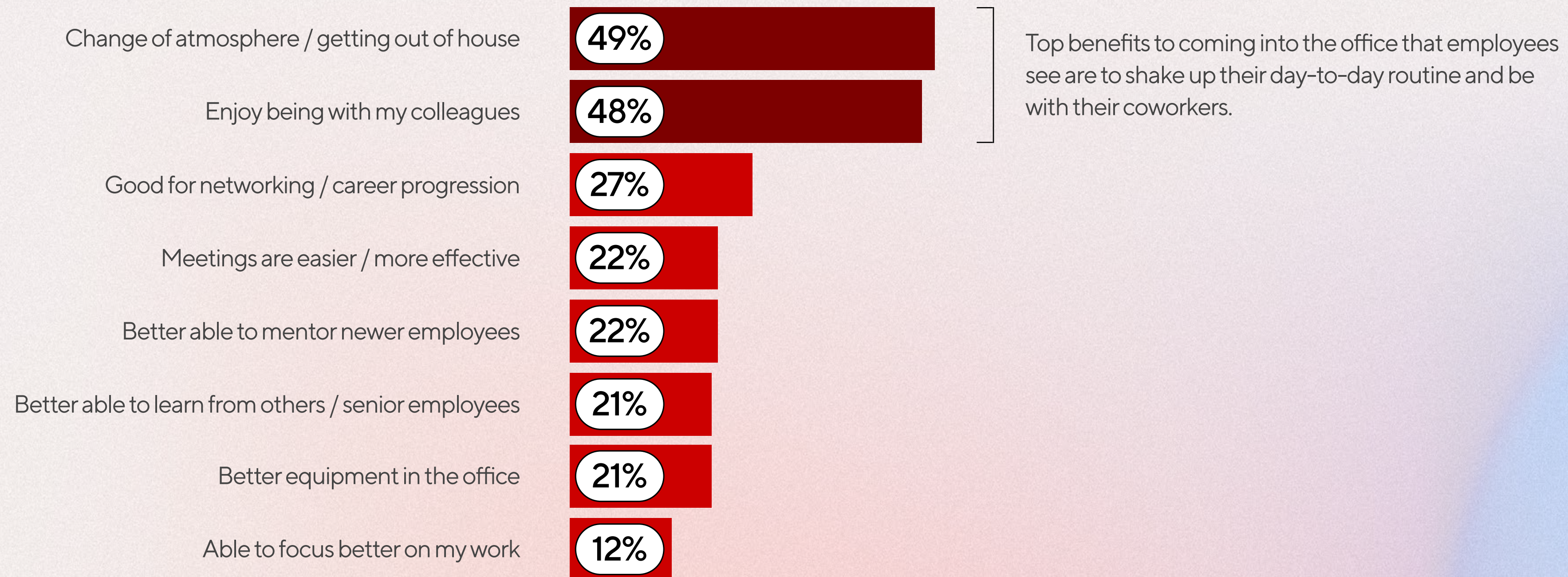
Benefit	Percentage
Change of atmosphere / getting out of house	49%
Enjoy being with my colleagues	48%
Good for networking / career progression	27%
Meetings are easier / more effective	22%
Better able to mentor newer employees	22%
Better able to learn from others / senior employees	21%
Better equipment in the office	21%
Able to focus better on my work	12%

Top benefits to coming into the office that employees see are to shake up their day-to-day routine and be with their coworkers.

Hybrid Work & Happiness

The top benefits employees see for coming into the office are not directly work related – employees value the change of pace and ability to work in-person with their coworkers.

Main Benefits for Employees Coming Into the Office?

Ranked Top 3

Benefit	Employees' Perspective	Employers' Perspective
Change of atmosphere / getting out of house	49%	34%
Enjoy being with my colleagues	48%	45%
Good for networking / career progression	27%	30%
Meetings are easier / more effective	22%	36%
Better able to mentor newer employees	22%	42%
Better able to learn from others / senior employees	21%	41%
Better equipment in the office	21%	17%
Able to focus better on my work	12%	23%

Employees value a simple change of atmosphere more than employers' realize.

Employers see in-person collaboration and learning as stronger benefits for coming into the office than employees do.

Employees' Perspective   **Employers' Perspective**

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Significantly higher between employees and employers at 95% confidence

Hybrid Work & Happiness

Social interactions happen more in the office – employees are making more small talk with colleagues and more likely to laugh at jokes. Meanwhile in–depth problem solving is happening more often on work–at–home days.

Frequent Interactions and Behaviours when Working At Home vs. When in the Office

Have Done at Least Three Times a Day Among Employees

Make small talk with colleagues — In the office 41%, At home 25%
Look at / browse social media — In the office 31%, At home 26%
Check emails during a meeting — In the office 26%, At home 22%
Laugh at a joke from a coworker / client — In the office 25%, At home 18%
Solve a challenging problem — In the office 13%, At home 21%
Take part in brain-storming / suggest ideas with colleagues — In the office 12%, At home 16%
Tune out during a meeting — In the office 12%, At home 8%
Compliment a colleague — In the office 10%, At home 8%
Browse or network about a potential new job — In the office 6%, At home 5%

■ *In the office*
■ *At home*

Hybrid Work & Happiness

Most employees describe themselves as happy on most workdays, regardless of whether they are in the office or at home.

Happiness During the Workday Regardless of Work Location

62% Happy

7%	VERY HAPPY
54%	SOMEWHAT HAPPY
34%	NEUTRAL
4%	UNHAPPY
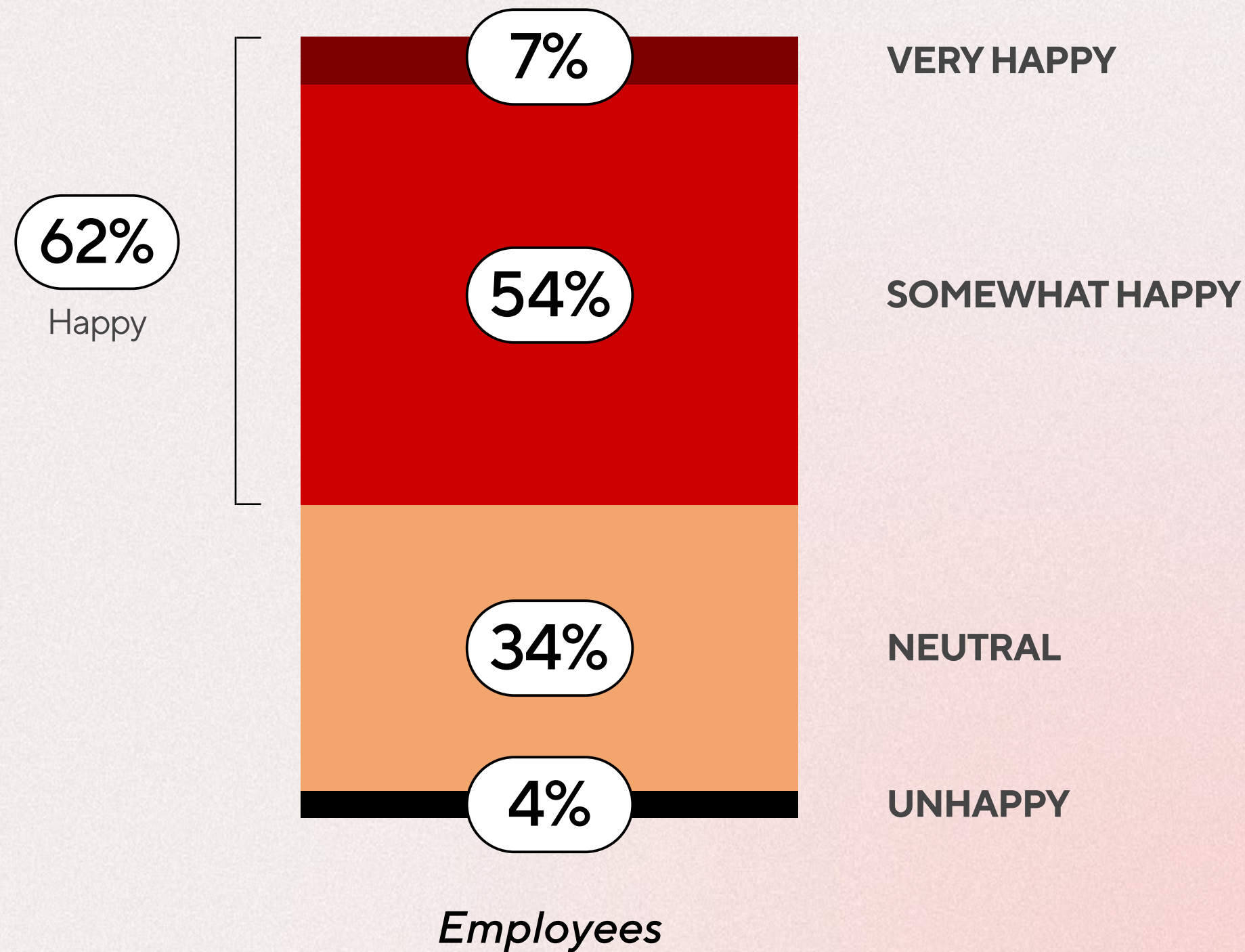
Employees

Happiness x Number of Office Days

Although employees coming into the office only 1 day each week say they are more satisfied with the arrangement than those coming in more often, impact on day-to-day happiness is not severe.

While employees working more days from home are more satisfied with the arrangement, they are not necessarily happier.

64%	63%	57%
1 Day in the office	2 Days in the office	3 Days in the office

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Hybrid Work & Happiness

Majorities of employees note work-life balance and flexibility as having large impacts on their long-term happiness – more so than earning more money and finding purpose in their work.

Impact on Long-term Happiness
(% saying Large Impact on happiness)

	Employees	Employers
Maintaining a good work-life balance	82%	75%
Having flexibility in how I get my work done	74%	68%
Earning more money for myself and my family	63%	59%
Feeling a sense of purpose or meaning in my work	63%	70%
Being an important part of a good team	53%	65%
Having friend(s) at work	37%	41%
Helping others excel in their careers	26%	26%
Being promoted to more senior roles	28%	34%

While employers and employees are generally aligned on the impacts of these factors for long-term happiness, **employers somewhat discount the importance of work-life balance and flexibility,** and overestimate the impact of being a part of a good team and finding purpose in one's work.

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Base: Employees (n=1,004), Employers (n=311)
[Employees] B9. What do you see as the main benefits to coming into the office to work?
[Employers] B9. What do you see as the main benefits to coming into the office to work for your company / organization's employees?

Significantly higher between employees and employers at 95% confidence

Managing Challenges While Working Hybrid

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Managing Challenges While Working Hybrid

While hybrid workers and their employees are on the same page for the types of challenges faced when splitting work weeks between home and office, their views diverge on how these challenges are best managed. Employers lean heavily towards believing bringing employees together in the office as the best way to manage work-related difficulties, while employees have learned that both working from home and in the office have unique advantages.

Employees see importance of being in the office to grow relationships and better coordinate with colleagues, but also find themselves better able to manage their time and stay on top of things when they can work from home.

In addition to removing their commute, employees are finding enhanced productivity doing focused work at home, and plan and allocate their week's tasks between the home and the office to be most productive.

Understanding that working at home and in the office both have advantages for different parts of their jobs has created a strong appreciation for flexibility among hybrid working employees. Nearly all hybrid working employees say it's reasonable for them to choose when they get their work done, either at home or in the office, and also note this flexibility for when they work as one of the top things that would improve their experience coming into the office.

Managing Challenges While Working Hybrid

Staying motivated and managing their work–life balance are core challenges for hybrid workers.

Top 10 Challenges Employees Face
Among Employees

Challenge	%
Staying motivated	43%
Needing to commute	41% ↑ vs. 2022
Excessive job demands / difficulty managing work–life balance	39%
Ability to advance in my organization / general career progression	38%
Lack of direction/communication from management	36%
Keeping my morale up	35%
Feeling connected with my organization	27%
Communicating / coordinating with my colleagues	25%
Training / keeping my skills up to date	25%
Building quality social relationships with people at work	25% ↓ vs. 2022
Effectively managing / supervising employees	21%
Staying on top of industry trends	19%
Lack of equipment / technology to do my job properly	18%
Lack of software to do my job properly	17%

Comparison with hybrid work in 2022:

Primary challenges for hybrid workers in 2023 have not changed substantially over the past year. While concerns about motivation and managing the demands of one's job have not improved; they have also not worsened.

While commuting is a larger challenge now in 2023, more time spent working in a hybrid model is leading to better relationships, with fewer hybrid workers struggling to develop social relationships at work as a challenge.

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Base: Employees (n=1,004)
B6. What are the biggest challenges you are currently facing at your job?

↑↓ *Significantly higher / lower than 2022 at 95% confidence.*

23

Managing Challenges While Working Hybrid

Employers strongly appreciate work–life balance struggles for their hybrid employees – six-in-ten say employees are facing this challenge.

Top 10 Challenges Employees Face
Employers' Perspective

Challenge	%
Excessive job demands / difficulty managing work-life balance	58%
Staying motivated	43%
Feeling connected with the organization	43%
Ability to advance in organization / general career progression	42%
Keeping morale up	41%
Communicating / coordinating with colleagues	38%
Lack of direction/communication from management	38%
Needing to commute	35%
Training / keeping my skills up to date	33%
Effectively managing / supervising employees	32%
Building quality social relationships with people at work	29%
Staying on top of industry trends	23%
Lack of equipment / technology to do my job properly	23%
Lack of software to do my job properly	22%

What do Employers See Differently?

While challenges employers see their staff facing are generally in line with employees' own perspectives, employers overestimate the prevalence of some challenges.

Employers are more likely to think their employees are facing challenges connecting with the organization and other colleagues.

Significantly higher between employees and employers at 95% confidence

Managing Challenges While Working Hybrid

Employees see clear benefits to days worked at home in keeping up with job demands and improving their morale, and this has an added benefit of helping find time to upskill and keep up with industry trends.

Are Challenges Best Managed Working at Home vs. the Office?

Among Employees

Challenge			
Developing/Building quality social relationships with people at work	16%	19%	65%
Communicating/Coordinationg with colleagues	17%	30%	53%
Feeling connected with organization	13%	39%	48%
Effectively managing/supervising employees	15%	38%	47%
Lack of equipment/technology to do job property	23%	41%	36%
Ability to advance/general career progression	14%	58%	28%
Lack of direction/communication from management	13%	59%	28%
Lack of software to do their job properly	19%	56%	25%
Staying on top of industry trends	32%	49%	19%
Training/keeping skills up to date	36%	44%	20%
Staying motivated	23%	41%	36%
Keeping morale up	14%	58%	28%
Excessive job demands/difficulty managing work-life balance	13%	59%	28%

Challenges related to connection, relationship building and communication are consistently seen to be easier to manage in the office.

Work at home days provide employees with the flexibility they need to meet the demands of their job and improve morale.

Base: Bases vary by statement
B7. For each of these challenges you are currently facing at your job, is the challenge easier for you to manage on days when you are working at home or in the office?

Managing Challenges While Working Hybrid

Employers are more likely to see virtually all challenges better managed in the office – particularly those involving relationships and communication.

Work Challenges Most Easily Managed Working in the Office
% Easier to Manage in the Office

Challenge	Employees	Employers
Building quality social relationships with people at work	65%	81%
Feeling connected with your organization	48%	74%
Effectively managing / supervising employees	47%	73%
Communicating / coordinating with colleagues/employees	53%	65%
Lack of direction/communication from management	28%	53%
Keeping morale up	21%	52%
Ability to advance in the organization / general career progression	28%	52%
Lack of equipment / technology to do their job properly	36%	50%
Lack of software to do their job properly	25%	46%
Staying motivated	31%	46%
Training / keeping skills up to date	20%	45%
Staying on top of industry trends	19%	31%
Excessive job demands / difficulty managing work-life balance	8%	16%

■ *Employees* ■ *Employers*

Employers are more likely to say all challenges are better managed in the office.

What do Employers See Differently?

Employers lean heavily towards believing the office is a better venue for employees to manage problems they face at their work, and are notably more than twice as likely as employees to say working at the office is best to manage morale.

Employers may confuse cohesiveness and personal connections between employees with morale – employees recognize that the office is better for improving relationships, but rely on the flexibility to work from home as needed to keep their morale up.

Managing Challenges While Working Hybrid

While majorities of employers and employees see days worked at home as being optimal for managing work–life balance, employers significantly underestimate how much at–home days can improve employee morale.

Work Challenges Most Easily Managed Working from Home
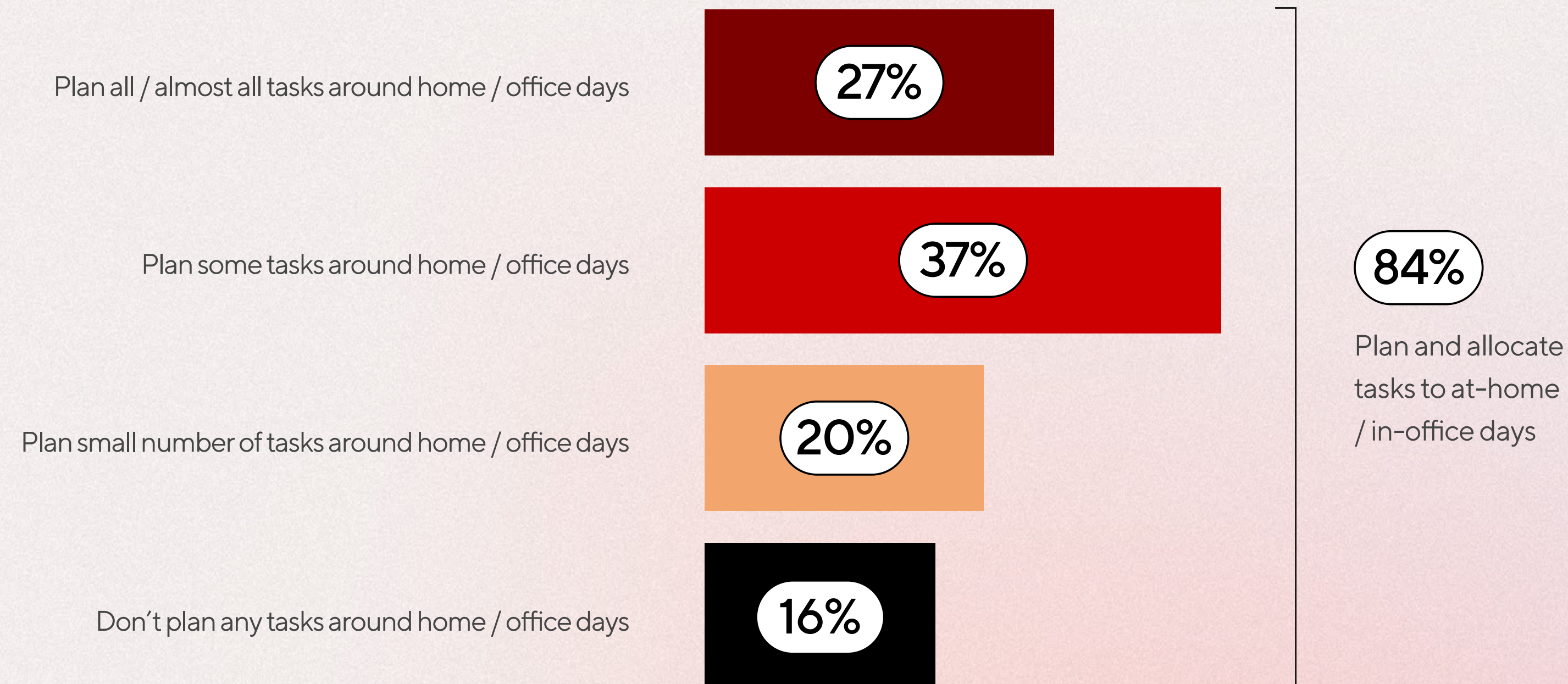
% Easier to Manage at Home

Challenge	Employees	Employers
Excessive job demands / difficulty managing work–life balance	71%	60%
Keeping morale up	55%	24%
Staying motivated	40%	25%
Training / keeping skills up to date	36%	23%
Staying on top of industry trends	32%	25%
Lack of equipment / technology to do their job properly	23%	16%
Lack of software to do their job properly	19%	18%
Communicating / coordinating with colleagues	17%	13%
Developing / Building quality social relationships with people at work	16%	10%
Effectively managing / supervising employees	15%	11%
Ability to advance in the organization / general career progression	14%	11%
Lack of direction / communication from management	13%	13%
Feeling connected with your organization	13%	8%

Employees are **more than twice as likely** to say it's easier to keep their morale up on days when they can work from home.

■ Employees
■ Employers

Managing Challenges While Working Hybrid

Most employees are allocating tasks between their at-home and in-office days, and are more productive for it.

Task Planning When Working At Home vs. In-office
Among Employees

Plan all / almost all tasks around home / office days — **27%**

Plan some tasks around home / office days — **37%**

Plan small number of tasks around home / office days — **20%**

Don't plan any tasks around home / office days — **16%**

84%
Plan and allocate tasks to at-home / in-office days

What's the Impact of Allocating Tasks?

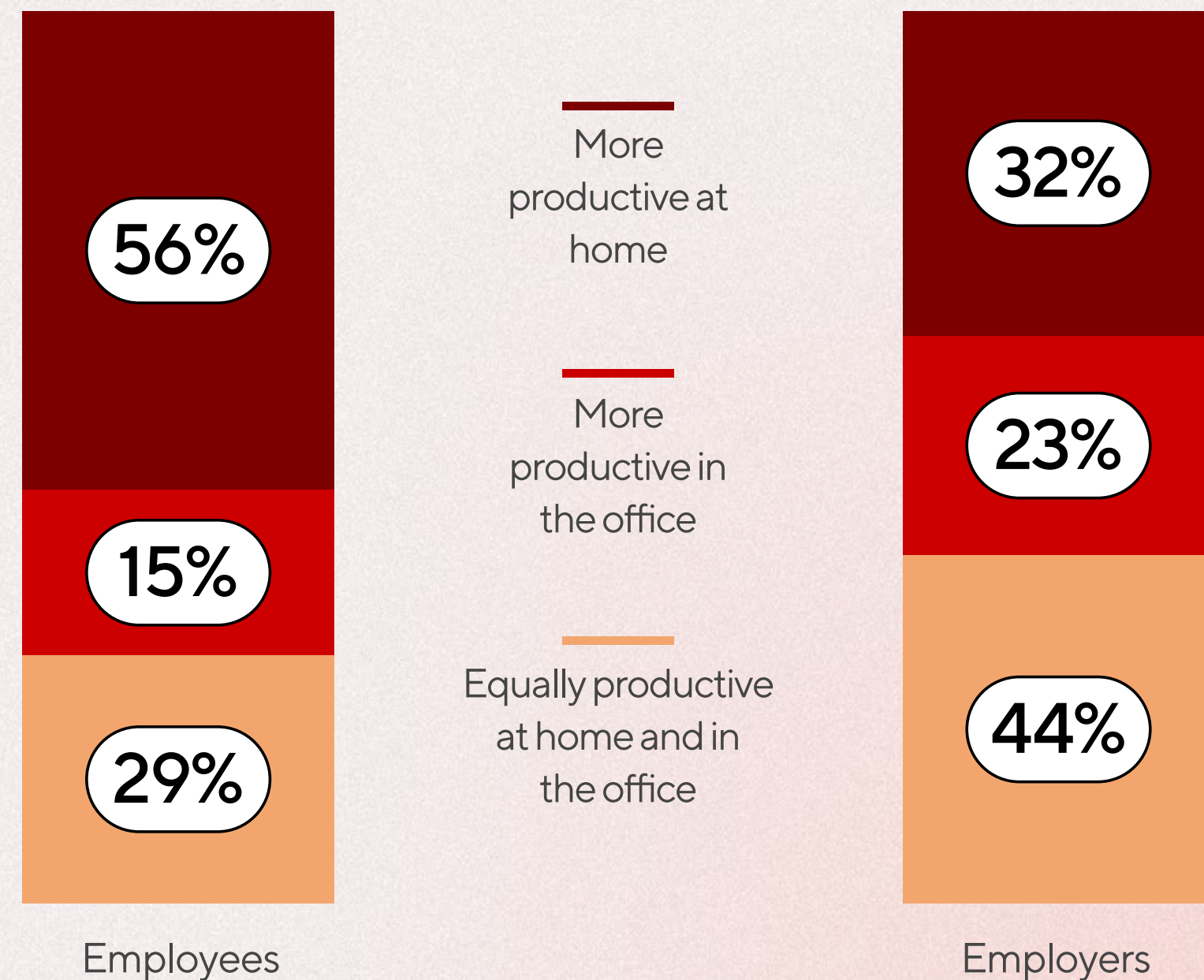**82%**

of employees who allocate tasks to at-home and in-office days say it makes them more productive; 49% say much more productive.

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Managing Challenges While Working Hybrid

Over half of employees say they are more productive at home than in the office, but employers aren't of the same mind.

More Productive at Home or in the Office?

Employees:
- 56% — More productive at home
- 15% — More productive in the office
- 29% — Equally productive at home and in the office

Employers:
- 32% — More productive at home
- 23% — More productive in the office
- 44% — Equally productive at home and in the office

Will in-Office Productivity Increase over Time?

Most employees and employers say no – 82% of employees that find they are more productive at home say their in-office productivity will not increase as they get used to working there more often.

Employers, however, are more optimistic – they are more likely to think employees' productivity at the office will improve as they work there more often.

Will Productivity at the Office Improve?
Among those saying they/employees are more productive at home

82% No, will not improve
Employees

66% No, will not improve
Employers
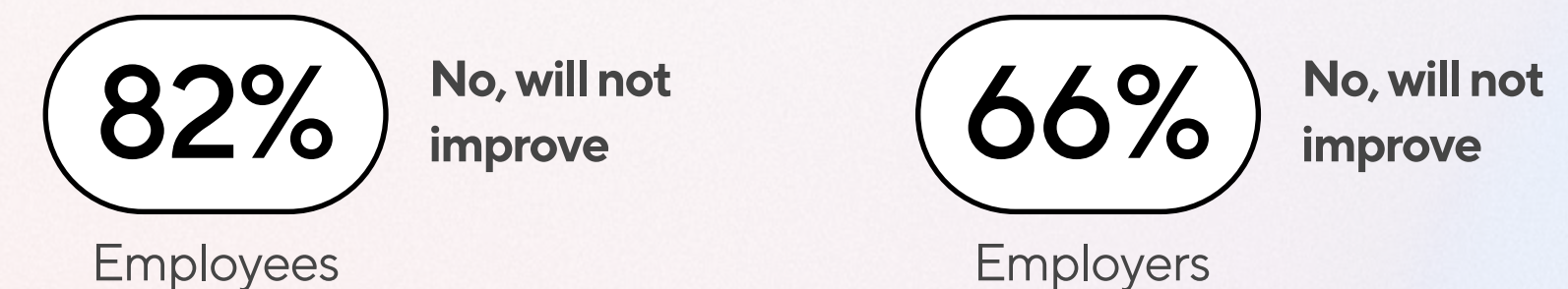
Managing Challenges While Working Hybrid

Hybrid employees strongly appreciate special perks on days they are in the office. Meanwhile the need for flexibility remains and employees will have a better experience if they will be at the office at a time that suits them and have a space for focused work, free of distractions.

Improvements to In-Office Experience
Ranked Top 3 Among Employees

Improvement	%
Special perks (e.g. free lunch, drinks, social hours, etc.)	40%
Being able to choose what hours of the day I come into the office	38% ↑ vs. 2022
Having a dedicated office, free of distractions	35% ↑ vs. 2022
Having more colleagues in the office on the same day(s)	29%
Having a quieter overall office environment	28%
Having dedicated in-office equipment so I don't need to bring equipment with me	21%
Better defined structuring of collaboration time while in office	16%
Better technology in meeting/conference rooms	10%
Better health & safety protocols for COVID-19, the flu or other illnesses	9% ↓ vs. 2022
More collaborative or shared spaces	9%

Comparison with hybrid work in 2022:

Hybrid workers continue to strongly value simple perks like free lunch or a social hour as a show of appreciation when they are in the office.
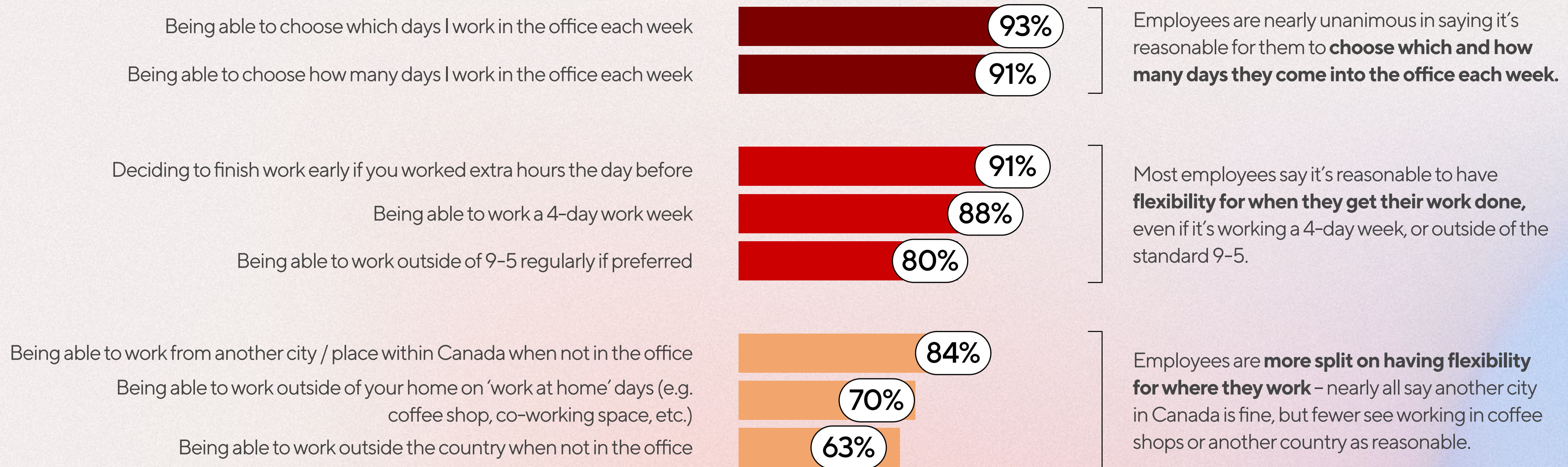
What's changed vs. 2022 as more employees are working hybrid models is employees have more of a desire to choose what days they come in the office, and to have a dedicated workspace free of distractions.

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Managing Challenges While Working Hybrid

Employees resoundingly feel that having flexibility for when they come into the office and when they get their work done are reasonable expectations.

Reasonableness of Work-Related Expectations
% Yes Among Employees

Being able to choose which days I work in the office each week	**93%**
Being able to choose how many days I work in the office each week	**91%**

Employees are nearly unanimous in saying it's reasonable for them to **choose which and how many days they come into the office each week.**

Deciding to finish work early if you worked extra hours the day before	**91%**
Being able to work a 4-day work week	**88%**
Being able to work outside of 9–5 regularly if preferred	**80%**

Most employees say it's reasonable to have **flexibility for when they get their work done,** even if it's working a 4-day week, or outside of the standard 9–5.

Being able to work from another city / place within Canada when not in the office	**84%**
Being able to work outside of your home on 'work at home' days (e.g. coffee shop, co-working space, etc.)	**70%**
Being able to work outside the country when not in the office	**63%**

Employees are **more split on having flexibility for where they work** – nearly all say another city in Canada is fine, but fewer see working in coffee shops or another country as reasonable.
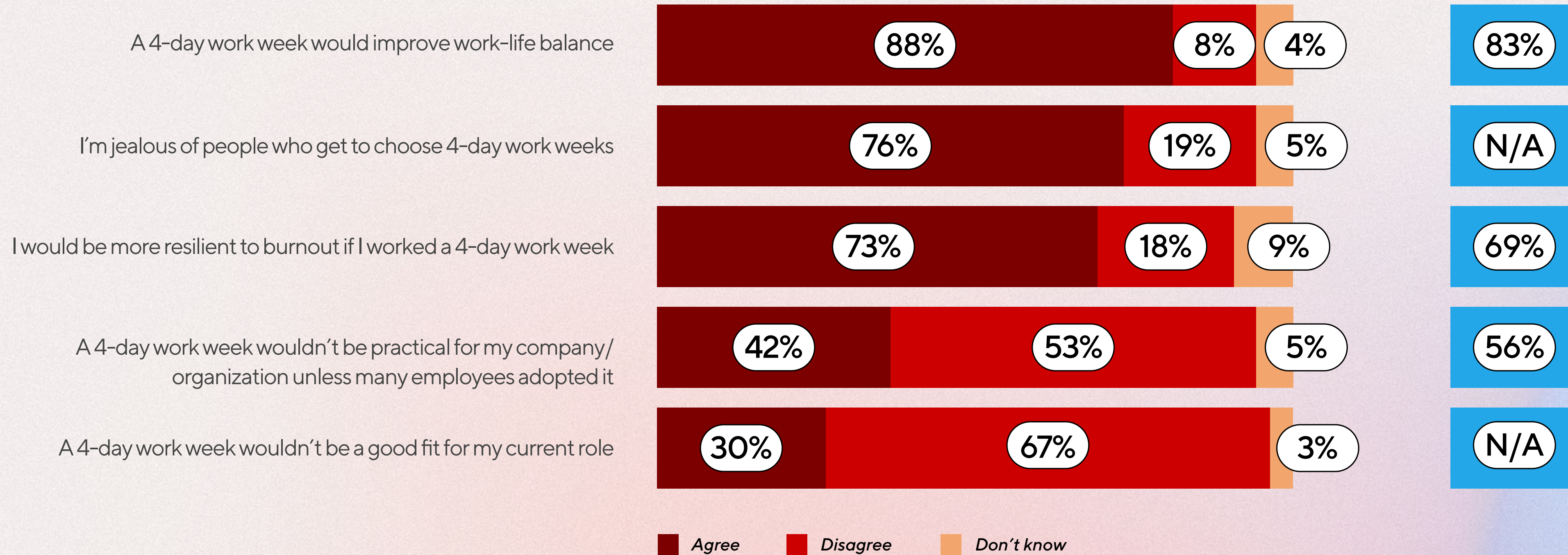
Managing Challenges While Working Hybrid

Employees widely agree that a 4-day work week would improve work-life balance; three quarters say it would make them more resilient to burnout.

Attitudes Towards a 4-Day Work Week
Among Employees

Employers % Agree

Statement	Agree	Disagree	Don't know	Employers % Agree
A 4-day work week would improve work-life balance	88%	8%	4%	83%
I'm jealous of people who get to choose 4-day work weeks	76%	19%	5%	N/A
I would be more resilient to burnout if I worked a 4-day work week	73%	18%	9%	69%
A 4-day work week wouldn't be practical for my company/organization unless many employees adopted it	42%	53%	5%	56%
A 4-day work week wouldn't be a good fit for my current role	30%	67%	3%	N/A

■ Agree   ■ Disagree   ■ Don't know

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Burnout: Experiences & Impacts

Burn●ut: Experiences & Impacts

As employees note excessive job demands and managing work–life balance as a top challenge for them, it is having significant consequences on both their outputs and attitude towards work. Nearly half of employees (47%) report experiencing at least some burn out and these employees are twice as likely to feel drained, work out, and to talk about their jobs negatively. Companies having employees persistently burnout will have employees with less energy and engagement in their work, and who are more likely to churn.

Many employers and employees understand the need for collaboration to tackle burnout with just over half in each camp noting it's both
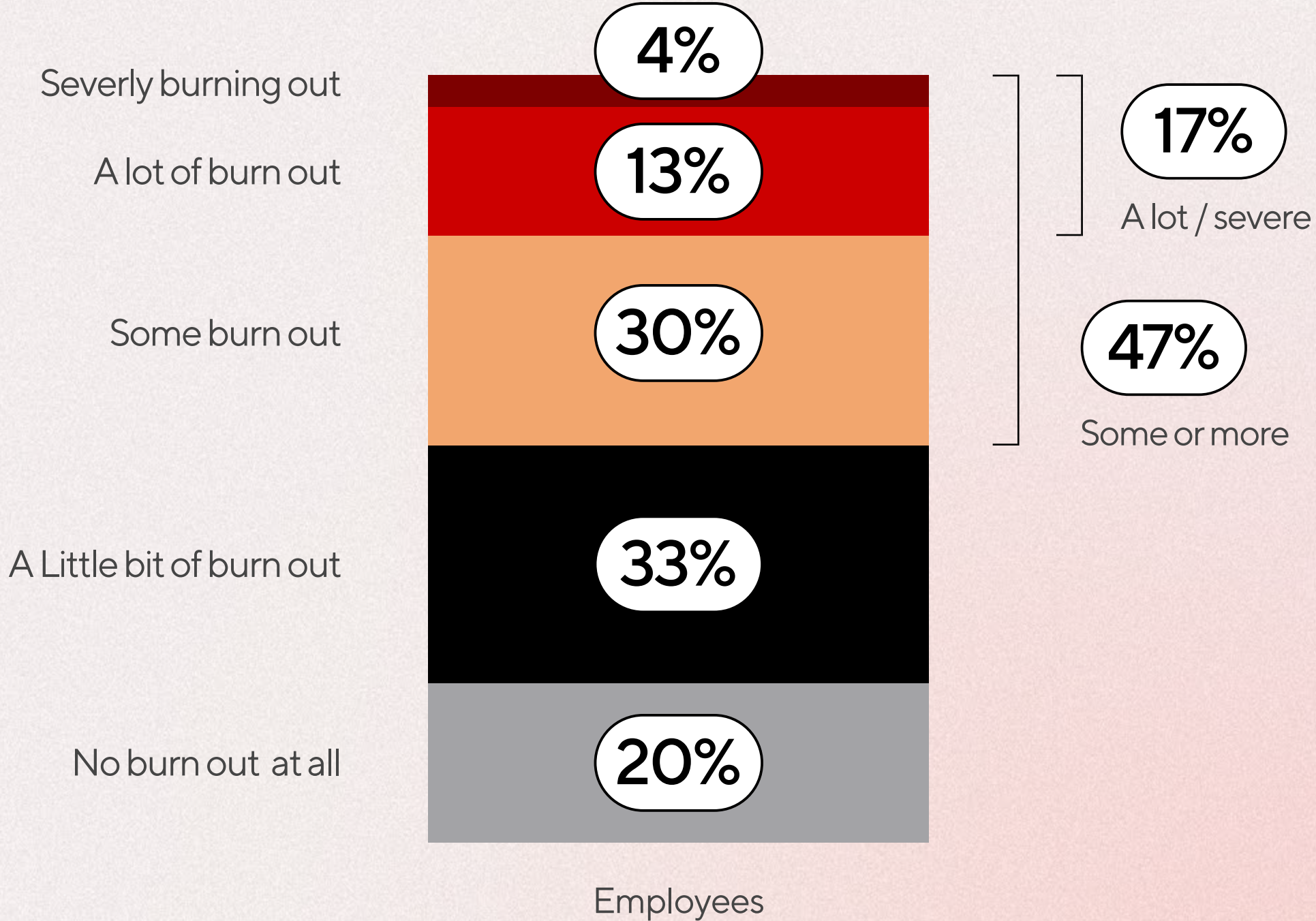
leadership's and employees' responsibility to manage burnout, however both groups also tend to shoulder more responsibility than they need to. Employees are more likely to say it's their responsibility to manage burnout, and employers are more likely to say its managements' responsibility to manage burnout.

These expectations for who's responsible for burnout show a willingness to tackle the issue among both employees and employers that may be missed if both groups are trying to manage it on their own.

Burnout: Experiences & Impacts

Nearly half of employees are noting at least some levels of burnout; 17% say it is high or severe. Meanwhile employers estimate that three–in–ten employees at their company are experiencing significant levels of burnout.

Experiences with Burnout Among Employees

Severly burning out — **4%**

A lot of burn out — **13%**

17%
A lot / severe

Some burn out — **30%**

47%
Some or more

A Little bit of burn out — **33%**

No burn out at all — **20%**

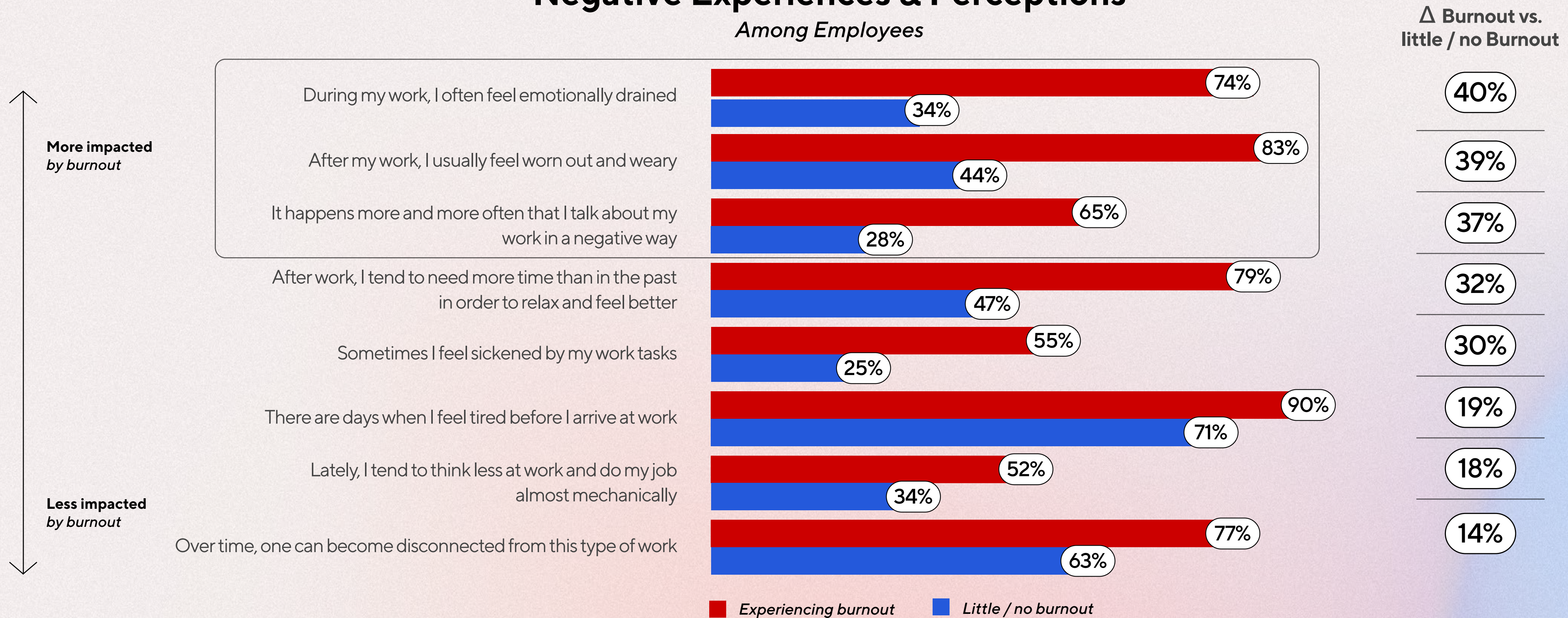Employees

36%
Mean

Employers estimate that approximately 36% of the employees at their company are currently experiencing significant levels of burnout

Longer–tenured employees are reporting higher levels of burnout, with the 3–year mark being where burnout levels increase (52% of employees with 3+ years at their current companies are experiencing burn out vs. 34% of newer employees.

Burnout: Experiences & Impacts

The 47% of employees noting burnout in their jobs are twice as likely to feel emotionally drained, worn out or talk about their work in a negative way.

Negative Experiences & Perceptions
Among Employees

Δ Burnout vs.
little / no Burnout

More impacted
by burnout

Statement	Experiencing burnout	Little / no burnout	Δ
During my work, I often feel emotionally drained	74%	34%	40%
After my work, I usually feel worn out and weary	83%	44%	39%
It happens more and more often that I talk about my work in a negative way	65%	28%	37%
After work, I tend to need more time than in the past in order to relax and feel better	79%	47%	32%
Sometimes I feel sickened by my work tasks	55%	25%	30%
There are days when I feel tired before I arrive at work	90%	71%	19%
Lately, I tend to think less at work and do my job almost mechanically	52%	34%	18%
Over time, one can become disconnected from this type of work	77%	63%	14%

Less impacted
by burnout

■ *Experiencing burnout*   ■ *Little / no burnout*

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Burnout: Experiences & Impacts

Employees experiencing little to no burnout are more energized for both their personal hobbies and job. They are also more engaged with their work.

Positive Experiences & Perceptions
Among Employees

△ Burnout vs. little / no Burnout

More impacted *by burnout*

Statement	Experiencing burnout	Little / no burnout	△
After working, I have enough energy for my leisure activities	45%	74%	–29%
When I work, I usually feel energized	44%	65%	–21%
I feel more and more engaged in my work	37%	56%	–19%
I can tolerate the pressure of my work very well	76%	92%	–16%
I always find new and interesting aspects in my work	62%	77%	–15%
I find my work to be a positive challenge	69%	84%	–15%
Usually, I can manage the amount of my work well	82%	94%	–12%
This is the only type of work that I can imagine myself doing	42%	38%	4%

Less impacted *by burnout*

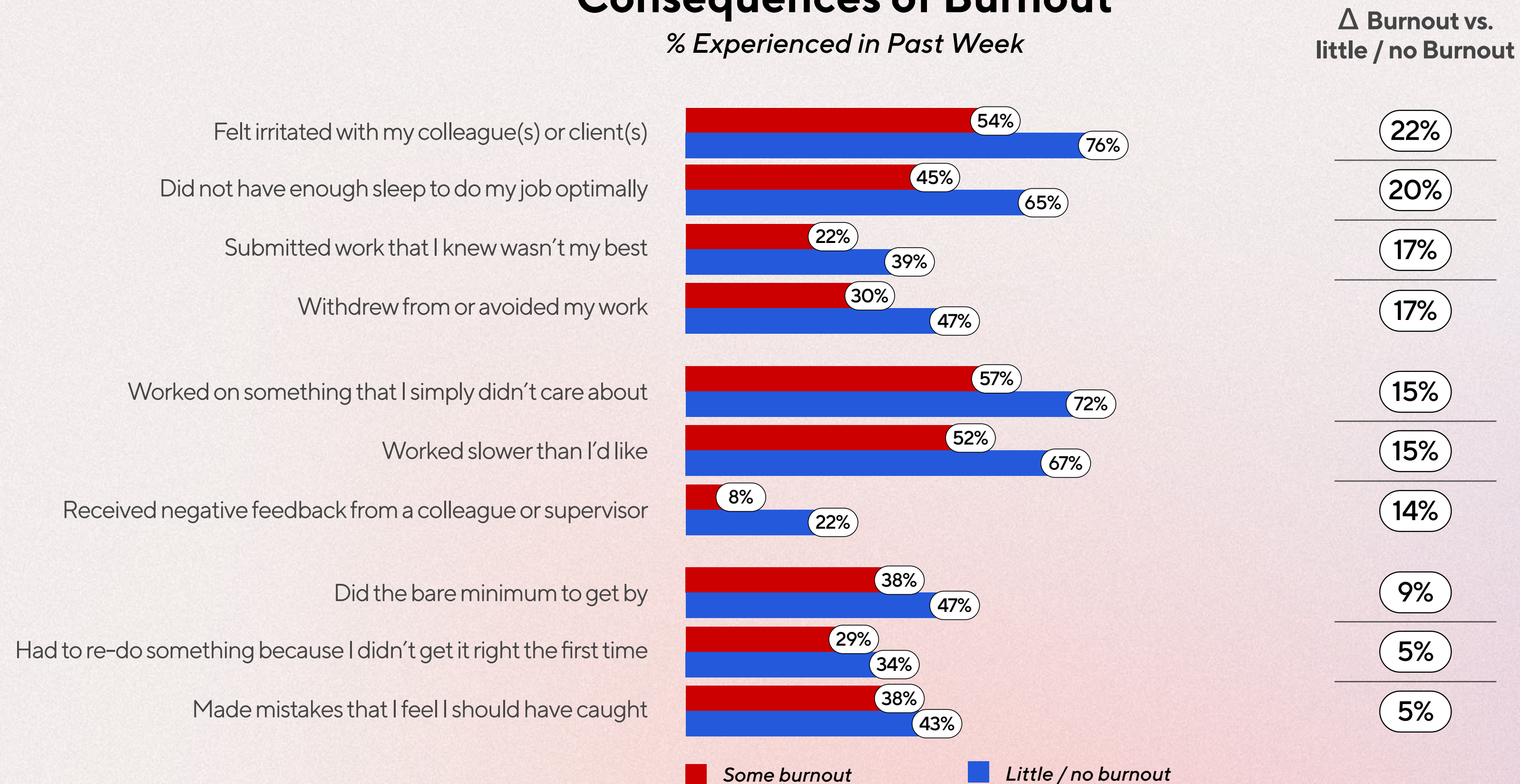■ *Experiencing burnout* ■ *Little / no burnout*

Burnout: Experiences & Impacts

While all employees report some negative experiences or disengagement with their work, those experiencing burnout struggle at significantly higher rates. Having employees burning out harms company culture and productivity as employees become more irritable and less invested in their work.
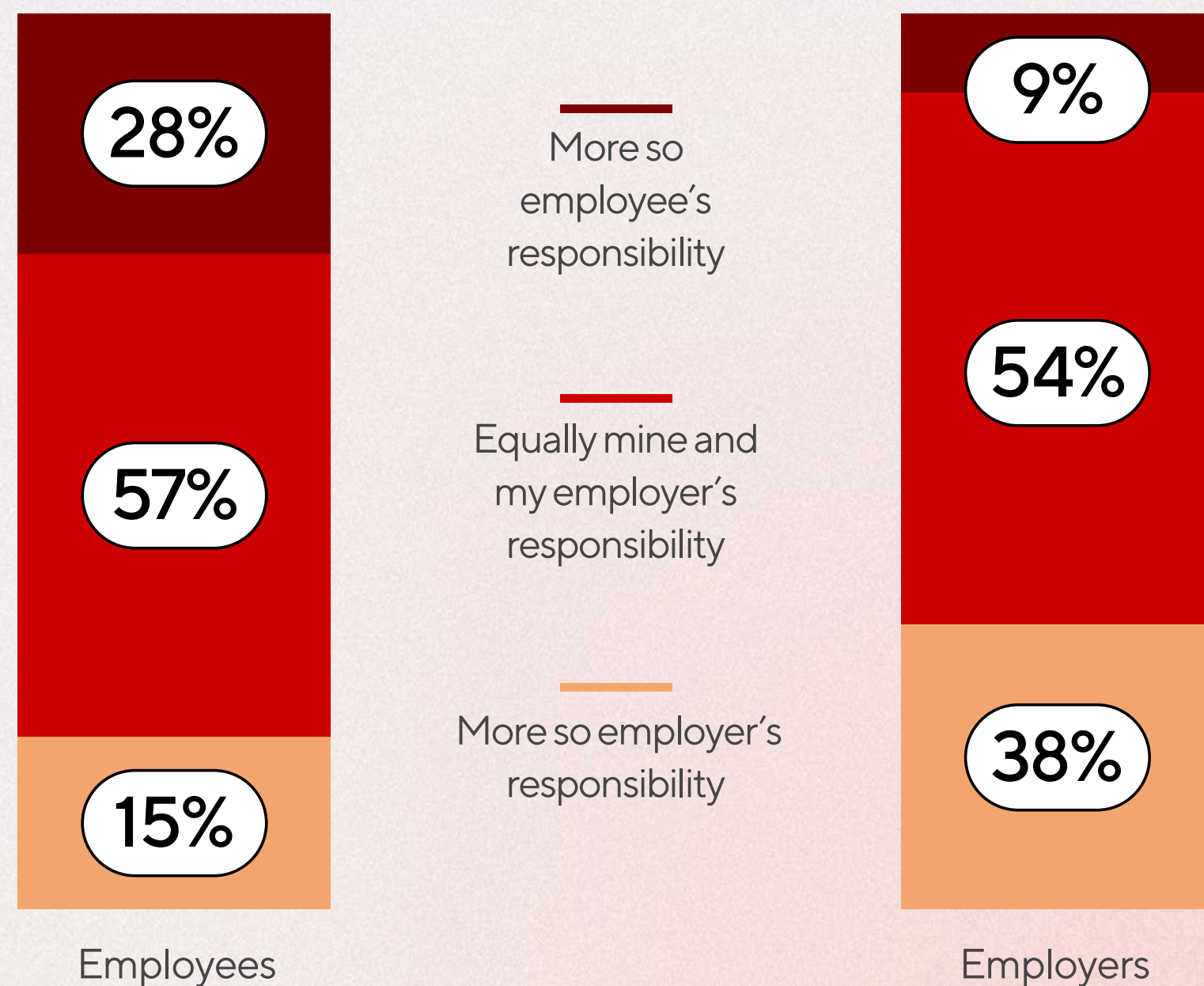
Consequences of Burnout
% Experienced in Past Week

Δ Burnout vs. little / no Burnout

Consequence	Some burnout	Little / no burnout	Δ
Felt irritated with my colleague(s) or client(s)	54%	76%	22%
Did not have enough sleep to do my job optimally	45%	65%	20%
Submitted work that I knew wasn't my best	22%	39%	17%
Withdrew from or avoided my work	30%	47%	17%
Worked on something that I simply didn't care about	57%	72%	15%
Worked slower than I'd like	52%	67%	15%
Received negative feedback from a colleague or supervisor	8%	22%	14%
Did the bare minimum to get by	38%	47%	9%
Had to re-do something because I didn't get it right the first time	29%	34%	5%
Made mistakes that I feel I should have caught	38%	43%	5%

Largest impacts of burnout are seen in negative mood, fatigue and decreased quality or enthusiasm for work.

■ Some burnout ■ Little / no burnout

Burnout: Experiences & Impacts

Many employees and employers alike see shared responsibility for employees and employers in managing burnout. However, while employees are more likely to emphasize their own responsibility, employers likewise are more likely to point to themselves (management) as responsible.

Primary Responsibility for Managing Burnout

Employees
- 28%
- 57%
- 15%

— More so employee's responsibility

— Equally mine and my employer's responsibility

— More so employer's responsibility

Employers
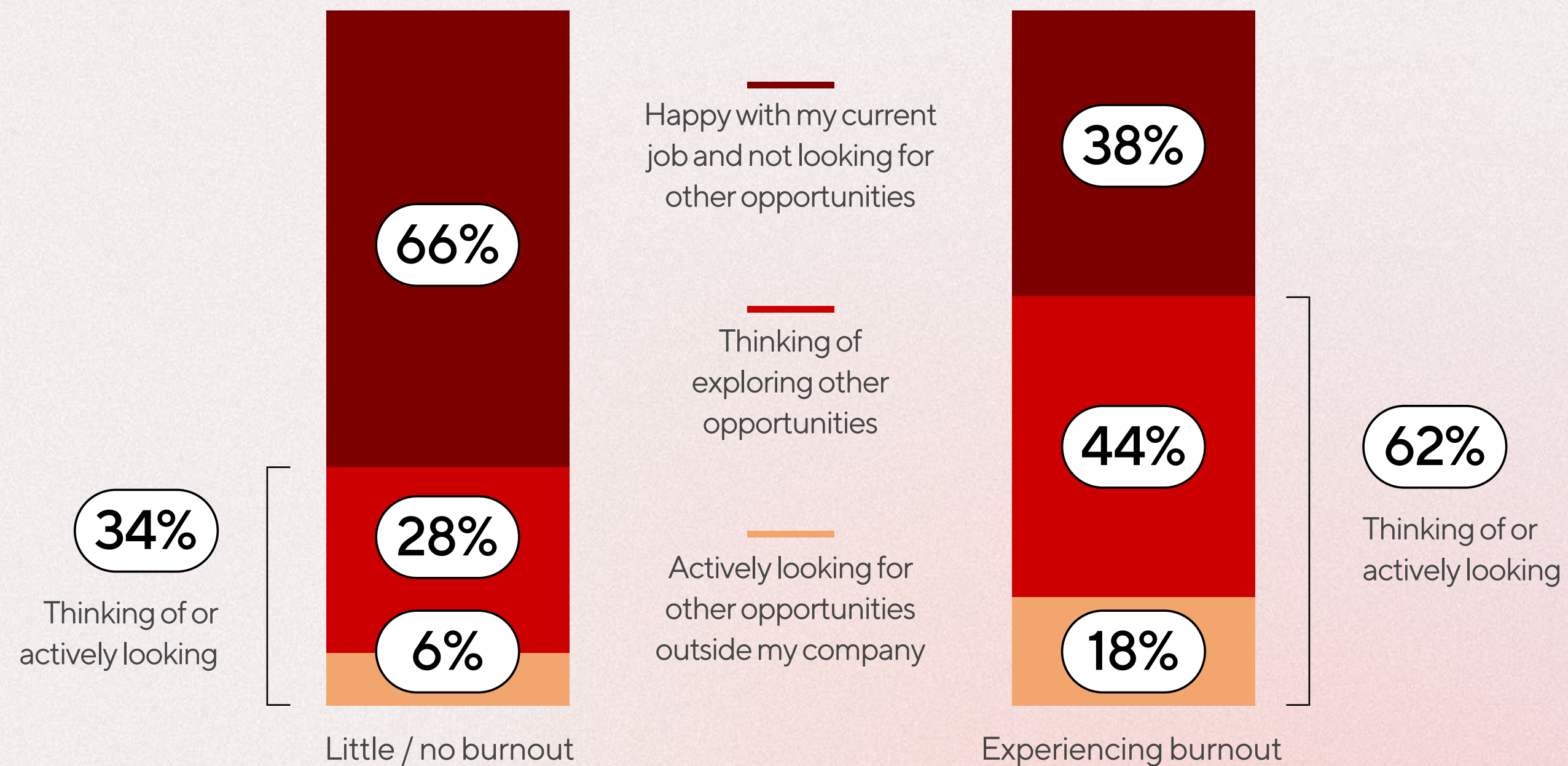- 9%
- 54%
- 38%

Whose Responsibility Is It?

Employees and employers alike tend to shoulder the burden of addressing burnout on themselves.

Despite potentially reducing conversations about burnout, this dynamic shows that both employers and employees are willing to address the problem. Solutions to mitigating burnout are likely best managed collaboratively, and both employees and employers are willing to chip in.

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Base: Employees (n=1,004), Employers (n=311)
D4. To what extent do you see managing burnout as the responsibility of yourself vs. your employer?

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Burnout: Experiences & Impacts

Employees burning out are nearly twice as likely to be considering other jobs; three times as likely to be actively looking.

Seeking New Job Opportunities

Little / no burnout

- 66% — Happy with my current job and not looking for other opportunities
- 28% — Thinking of exploring other opportunities
- 6% — Actively looking for other opportunities outside my company

34% Thinking of or actively looking

Experiencing burnout

- 38%
- 44%
- 18%

62% Thinking of or actively looking

Is Burnout Causing Churn?

50%

Half of employees experiencing burnout and considering new opportunities say burnout is a major or the largest factor behind this, and nearly all (89%) say it is at least somewhat of a factor.

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Base: Employees (n=1,004), Employers (n=311)
D4. To what extent do you see managing burnout as the responsibility of yourself vs. your employer?

40

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REPORT 2023