

# Workplace Well-Being Trends

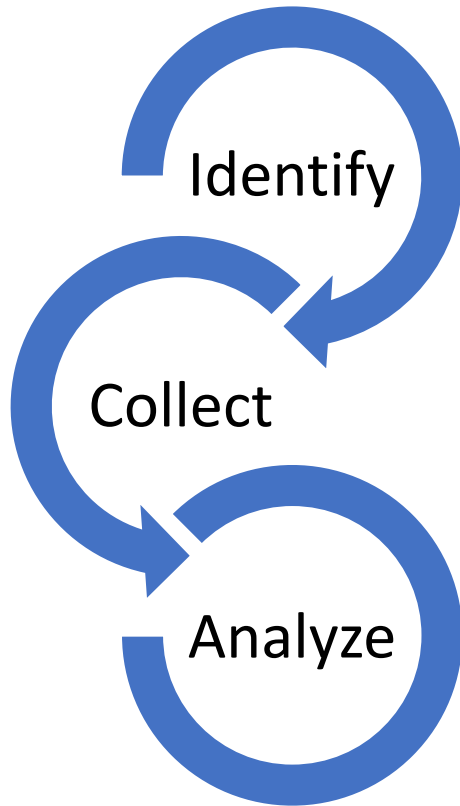
April 2021

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# Methodology



WorldatWork invited its broader membership and customer base to participate in an electronic survey on U.S. workplace well-being programs. A total of 640 responses were received, representing organizations of different sizes across multiple industries.

WorldatWork also obtained feedback from 501 full-time professionals in the U.S. via the MarketCube panel online. The sample was sourced primarily based on gender, geography and age.

Email invitations were sent directly to participants on March 1, 2021 and results were collected over a 15-day period. The survey has a 3% overall margin of error at a confidence level of 95%. Sample sizes vary by question.

Workforce well-being programs support an employee's physical, emotional, or financial health and nurture a positive and productive organizational culture.



Icon indicates the voice of the employee



# Key Findings

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## Rising Demand and Utilization of Well-Being Programs

- The importance of workplace well-being programs is escalating in recent months, not declining with the reduction of COVID cases or vaccine accessibility. HR leaders perceive that demand for well-being programs has increased (61%) as has utilization (63%).
- While 92% of organizations make workplace well-being a priority, not all organizations have a fully developed strategy or portfolio of offerings. 43% of employers are developing or implementing broader strategies; 28% are focused on sustaining current programs and 26% are focused on advancing and innovating.
- 68% of employers include diversity, equity and inclusion (DEI) initiatives included as part of the organization's well-being strategy the impact is real: 60% of employees agree or strongly agree that DEI improves their work experience.

## Well-Being Challenges Best Addressed through Strategy Covering Personal, Work and Family Topics

- 43% of employers cite an increase or significant increase in overall productivity and 53% of employers cite no change in productivity since migrating to remote work. While well-being programs had traditionally been motivated by productivity needs, other factors (engagement and retention) are of higher importance in today's climate.
- Burnout is escalating, and the key reasons relate to job duties, decreased social interactions, relationships with their manager and personal health concerns. These challenges are best addressed through a well-being strategy that covers both personal, work and family support tools.
- More than one-third of employees describe their mental health now as better or much better as compared to pre-pandemic in March 2019. Organizational awareness and support of mental health is escalating, with nearly half of surveyed organizations citing that leadership actively works to demonstrate behaviors best for themselves and their team. 40% of employers offer manager trainings to help identify and support employees experiencing mental health challenges.

## The Value of a Culture of Well-Being

- Employer investments in well-being are not always realized by employees. 92% of organizations make workplace well-being a priority and 98% have programs, but only 70% of employees agree their employer cares about well-being a great or good deal.
- 97% of organizations often or always focus on providing a safe work environment to build or sustain a positive culture. Workplace safety programs are currently offered by 84% of organizations and 75% of employees find these programs to be of high importance.
- An employer's decision to invest in well-being is most influenced by culture/well-being goals (66%), perspectives from executive leadership (61%) and a desire for enhanced workforce productivity/engagement (60%), not necessarily employee demand for an offering. However, the effectiveness of programs is primarily measured through employee utilization of programs and feedback collected through employee/engagement surveys.



# Workplace Well-Being Strategy and Drivers

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# Well-Being Prioritization and Perceived Organization Care

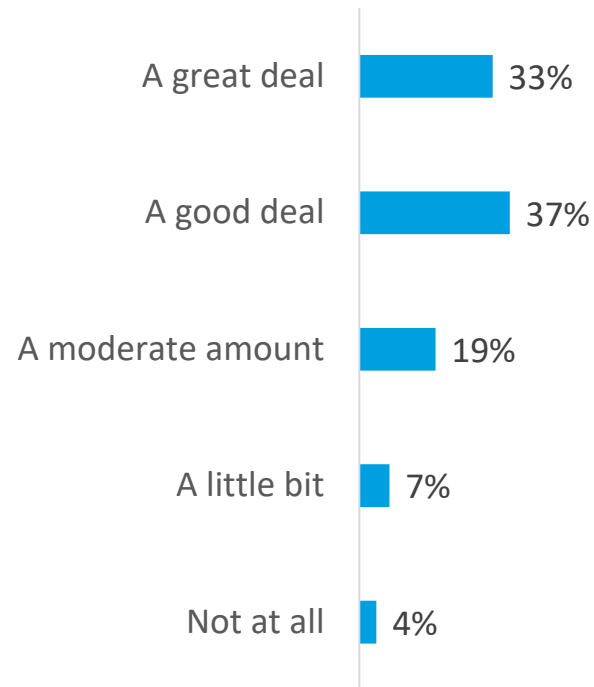
**96%** of organization's offer workforce well-being programs or benefits.

n = 640

**92%** of organization's make workplace well-being a priority.

n = 542

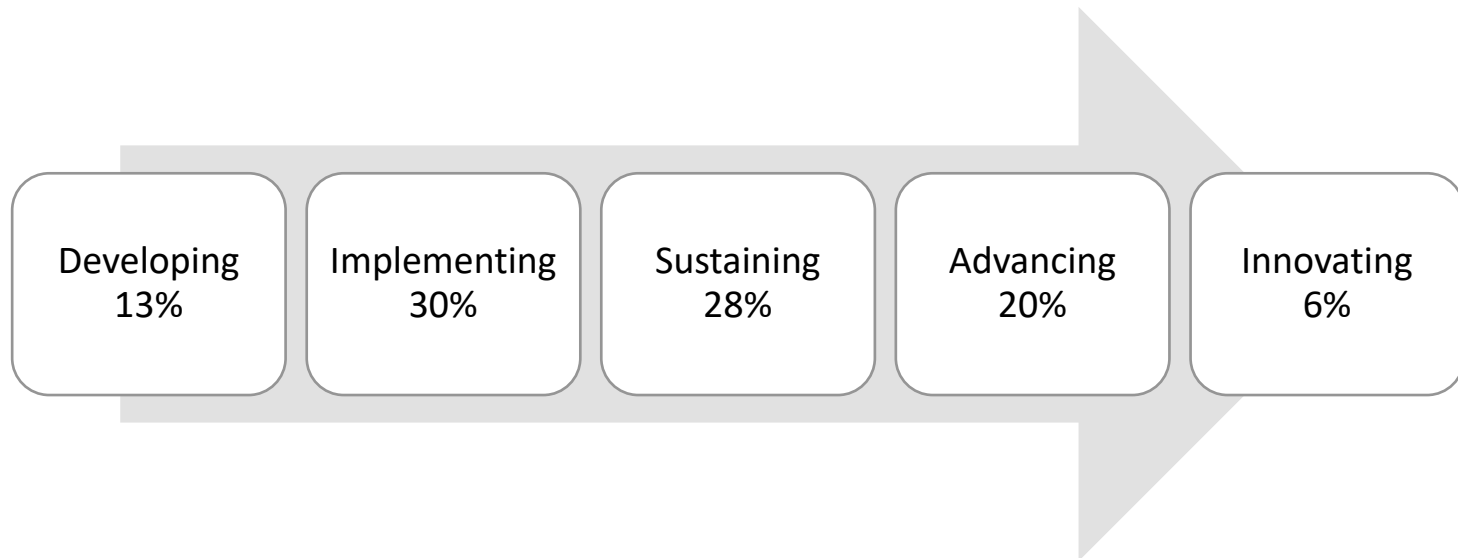
*To what extent does your employer care about your well-being?*



n = 498

# Well-Being Strategy Maturity

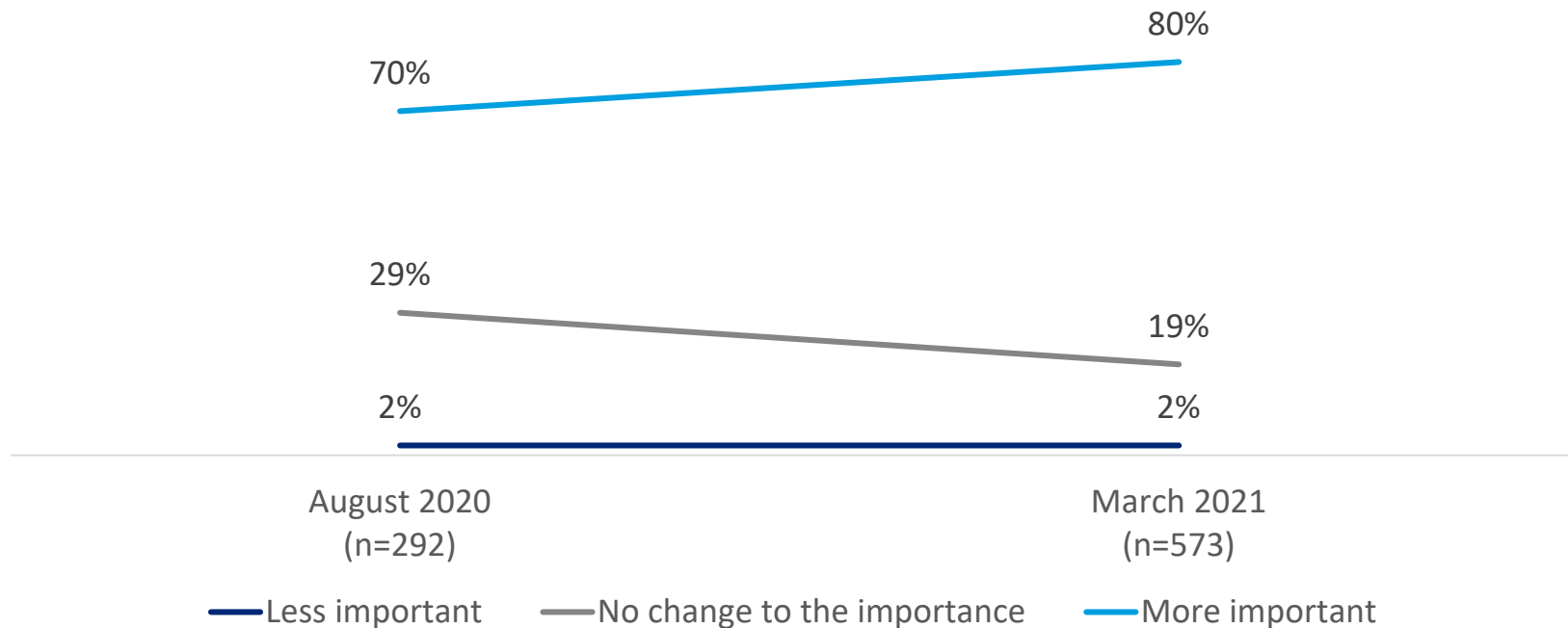
*Please indicate the level of maturity of your organization's employee well-being strategy.*



3% of organization's do not plan to create a well-being strategy. n = 559

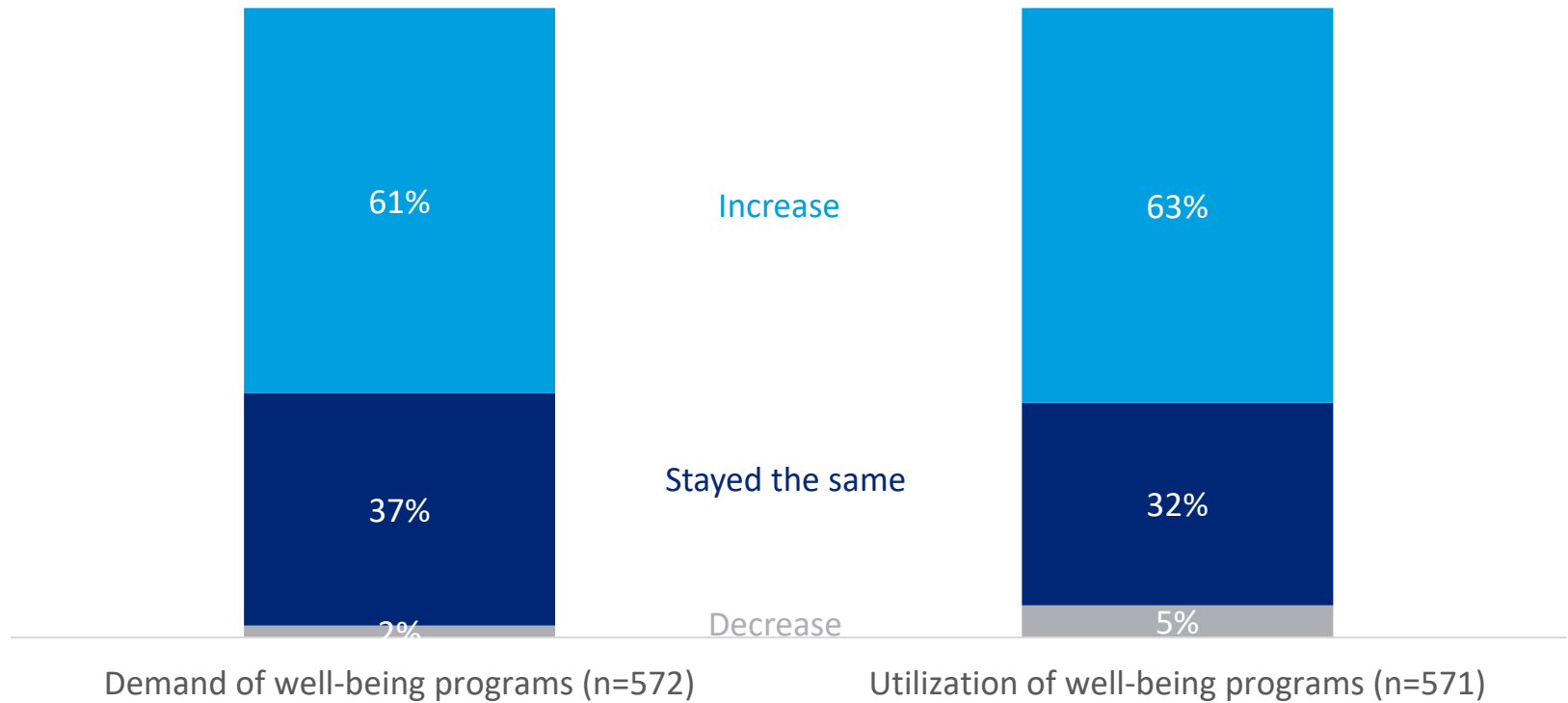
# Change in Well-Being Importance

*Has the importance of well-being programs changed at your organization since the pandemic began?*



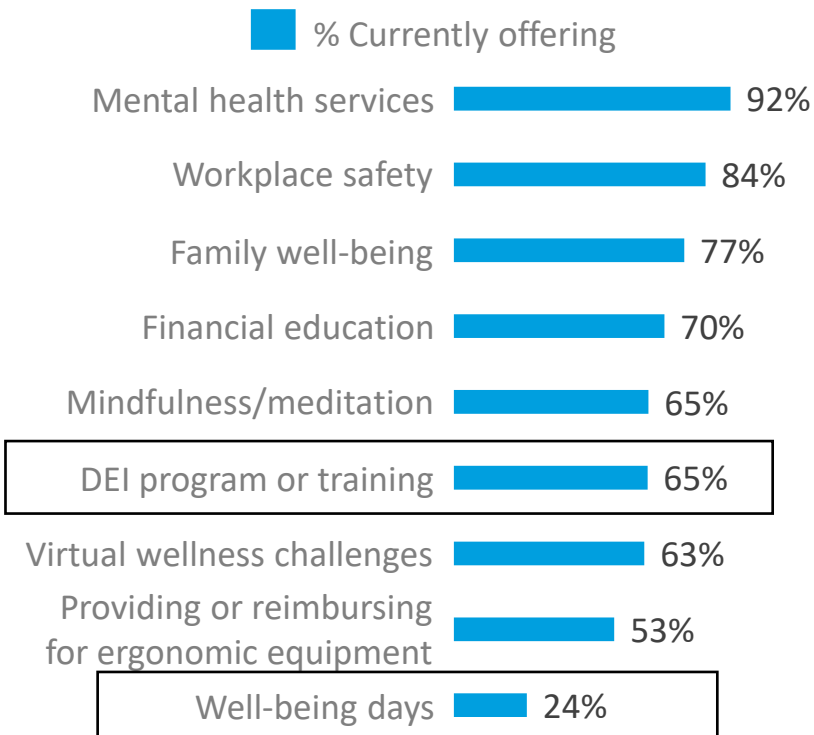
# Well-Being Program Demand vs. Utilization

*In the past 12 months, please state the following for your organization's well-being programs.*



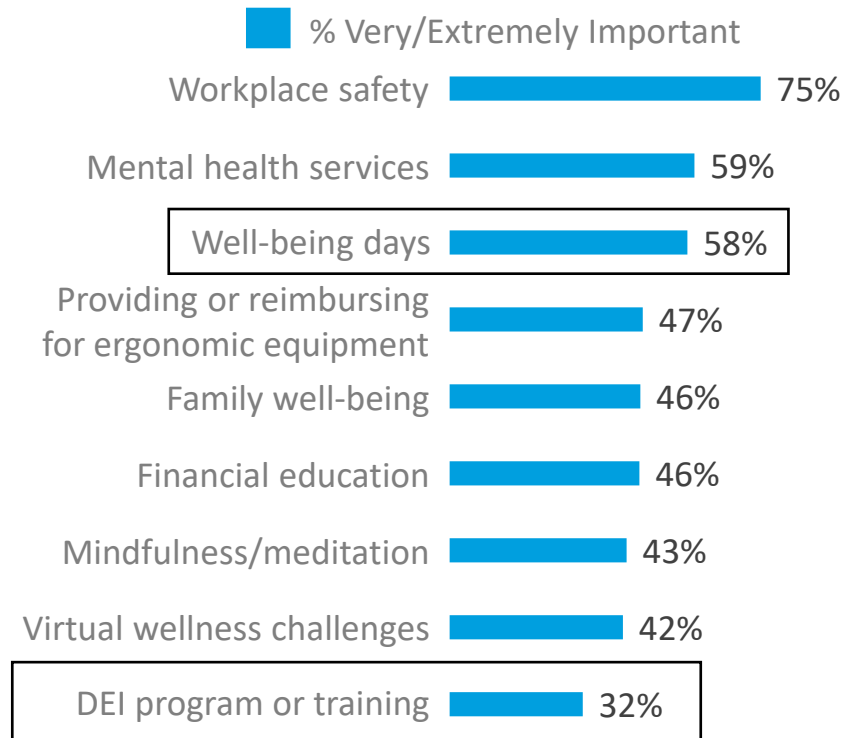
# Program Offerings vs. Importance

Which of the following employee well-being programs are offered or under consideration at your organization?



n = 532

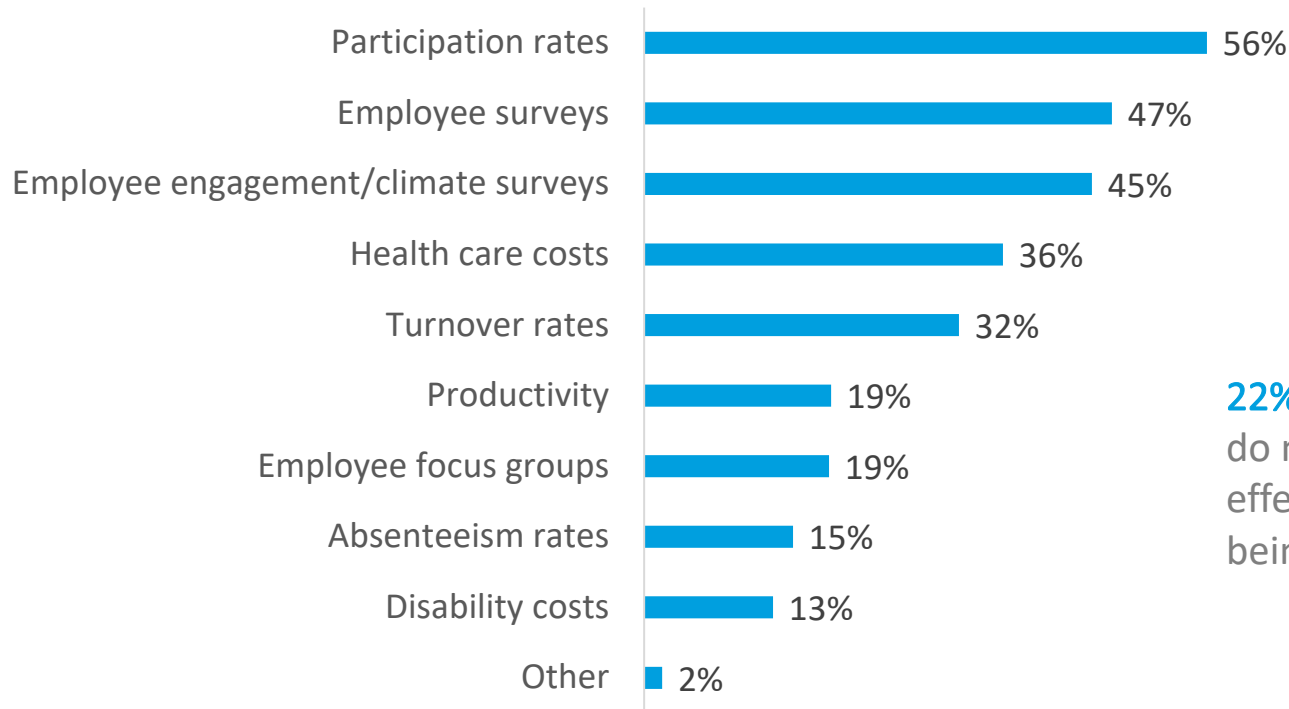
Please indicate the importance of the following workplace well-being programs in supporting your personal and/or family needs.



n = 501

# Measurement of Well-Being

*How do you measure the effectiveness of well-being programs at your organization? Please select all that apply.*



**22%** of organizations do not measure the effectiveness of well-being programs.

n = 504

# Influential Factors

*How influential are each of the following factors on your organization's support of well-being programs?*

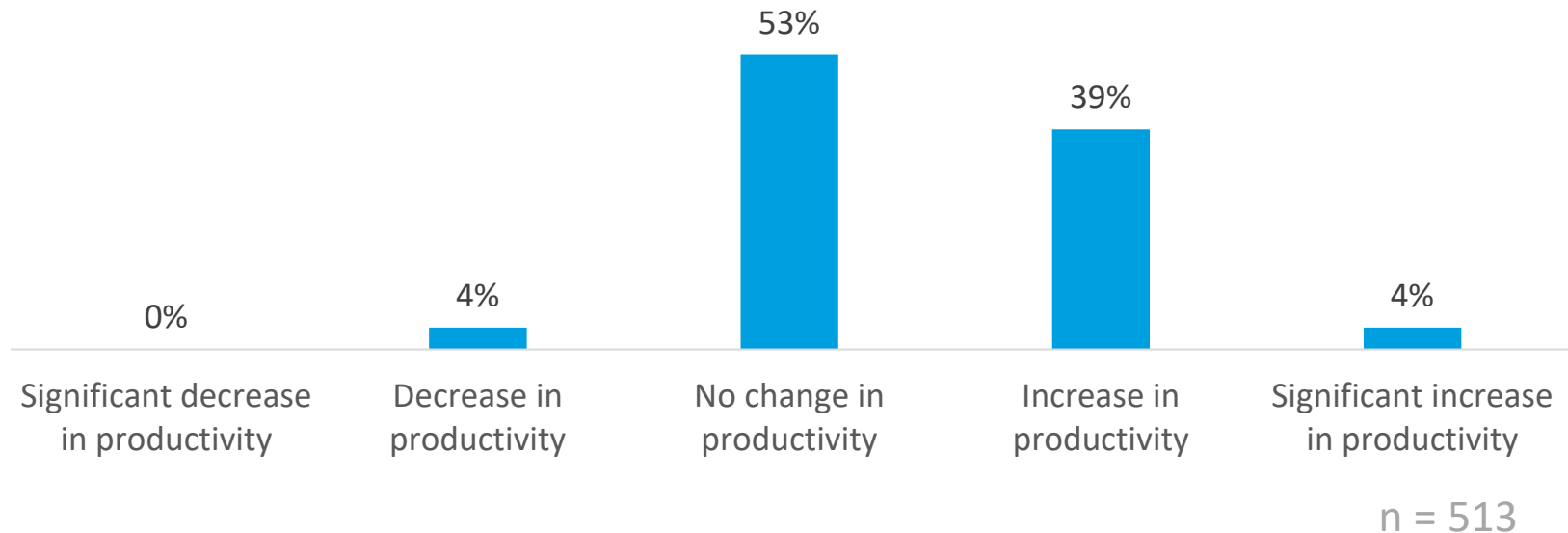


n = 511



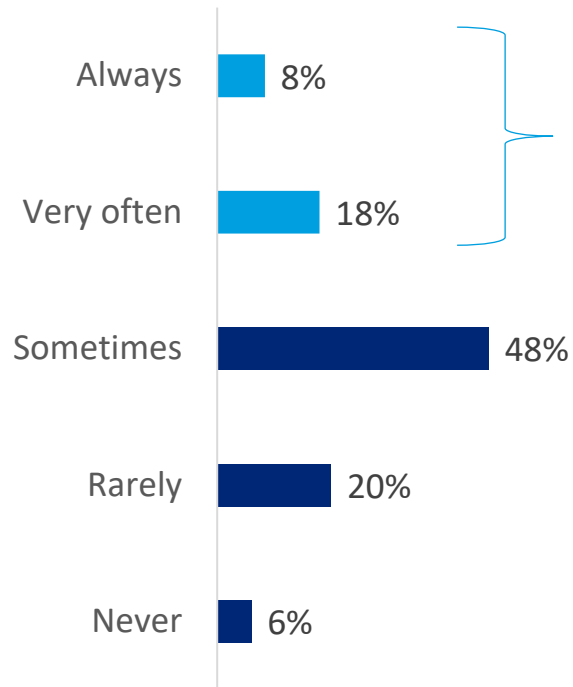
# Remote Work Productivity

*If your organization includes employees working from home due to COVID-19 restrictions, how has overall workforce productivity been impacted?*



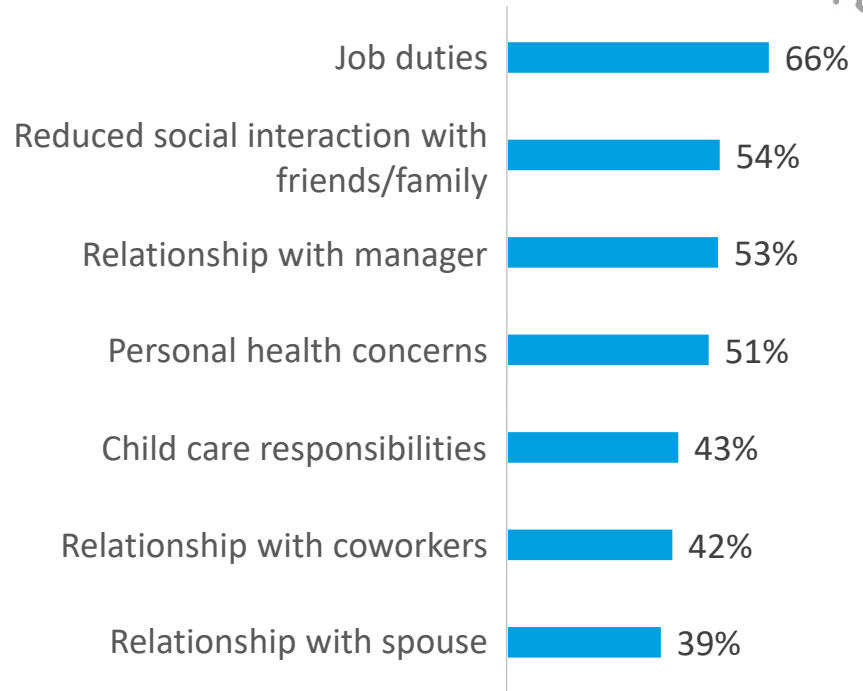
# Employee Burnout

Do you feel burned out at work?



n = 501

To what extent do the following aspects influence your burnout?



% Very/Extremely Influential

n = 128

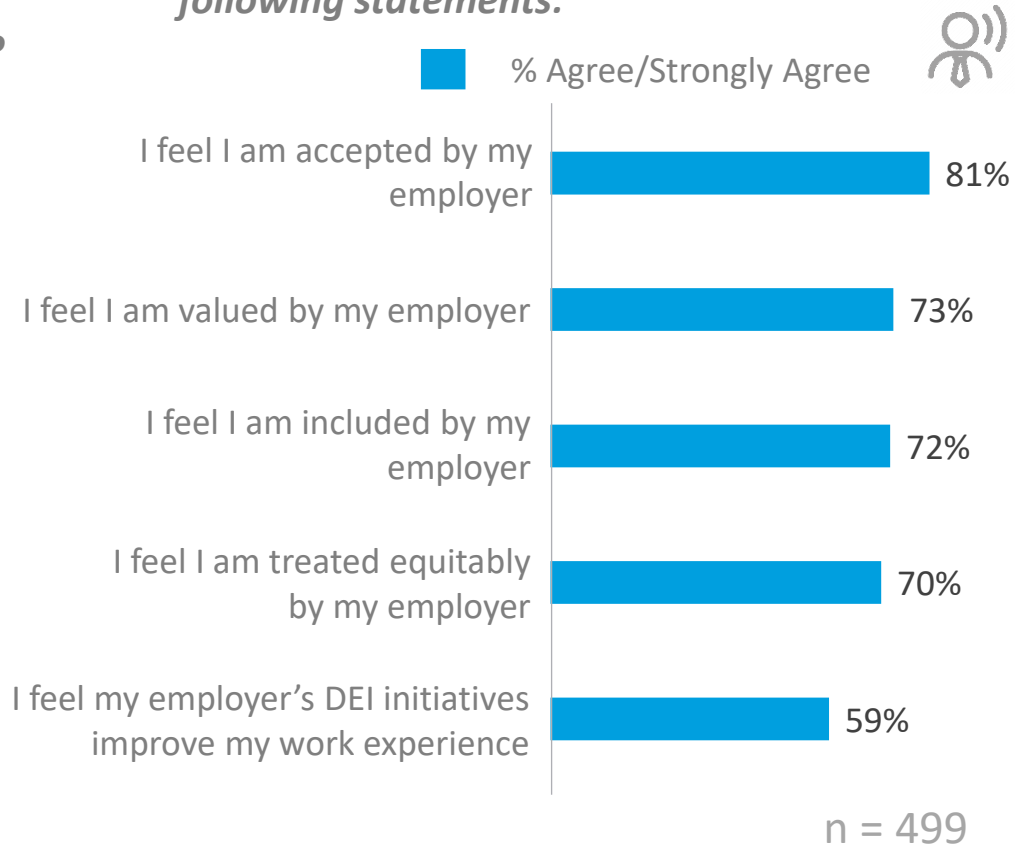
# DEI Initiatives in Well-Being Strategy

*Are diversity, equity and inclusion (DEI) initiatives included as part of your organization's well-being strategy?*

**68%** of organization's include diversity, equity and inclusion (DEI) initiatives as part of their well-being strategy.

n = 477

*Please state your level of agreement with the following statements:*



A network diagram consisting of several interconnected circles (nodes) connected by lines (edges), forming a complex web-like structure. The circles and lines are a lighter shade of blue than the background. The overall shape is roughly rectangular, with nodes arranged in a grid-like pattern but with some irregular connections.

# Culture of Well-Being

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# Work Culture Attributes

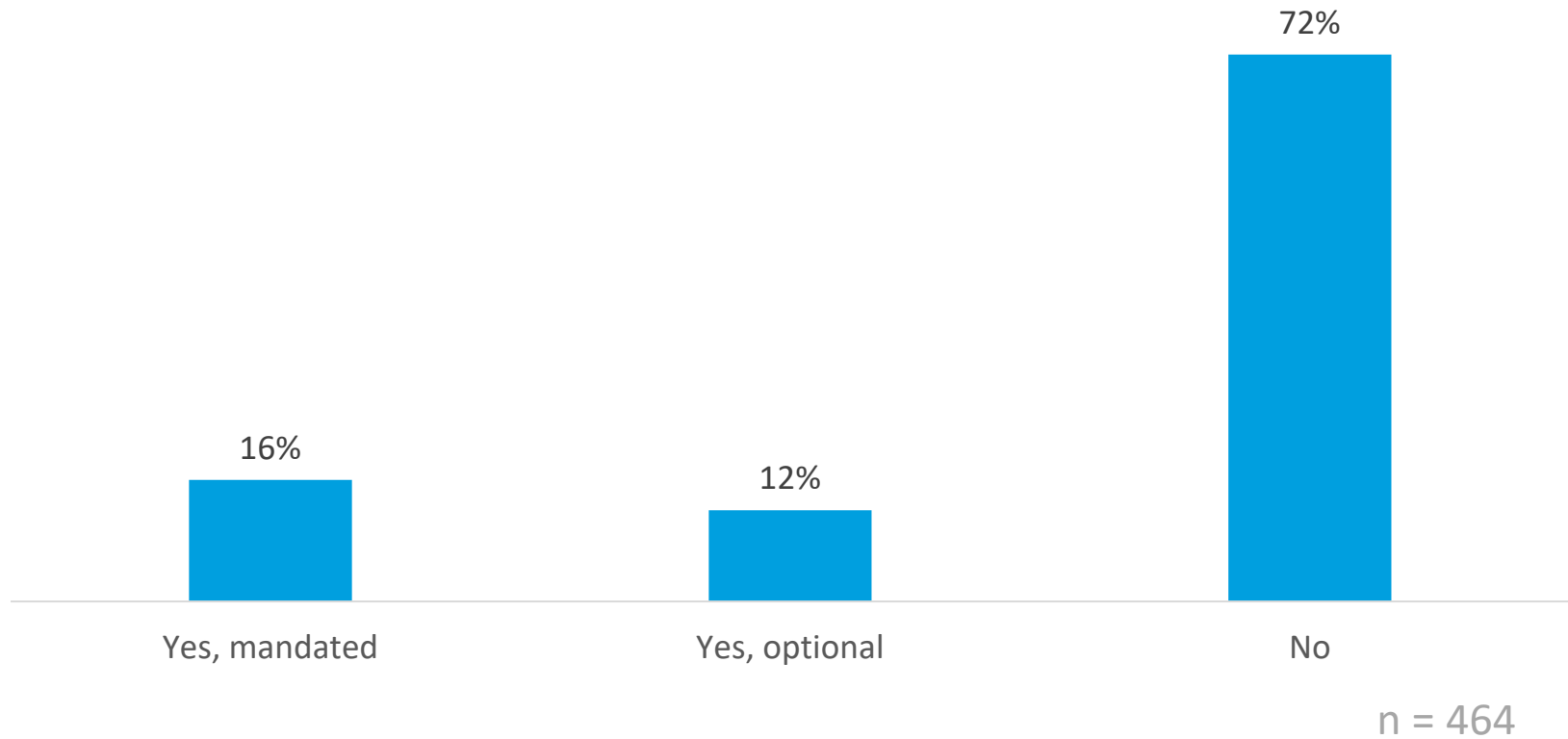
*Please indicate the degree your organization focuses on building or sustaining a positive work culture.*

|  | % Often or Always |
|--|-------------------|
| Provide a safe work environment  | 97%               |
| Provide software for employees to communicate with others during remote work | 92%               |
| Highlight organization's mission and values                                  | 86%               |
| Provide access to systems and resources for employees to do job              | 86%               |
| Alignment of tone and content with culture and values                        | 84%               |
| Nurture culture of collaboration   | 79%               |
| Ensure leadership functions as role model                                    | 76%               |
| Ensure employees have say in organization's policy changes when appropriate  | 75%               |
| Ensure organization is dedicated to DEI initiatives                          | 73%               |
| Solicit suggestions from employees on meeting frequency                      | 58%               |
| Ensure employees understand how their work impacts organizational goals      | 42%               |

n = 506

# Culture Fit/Personality

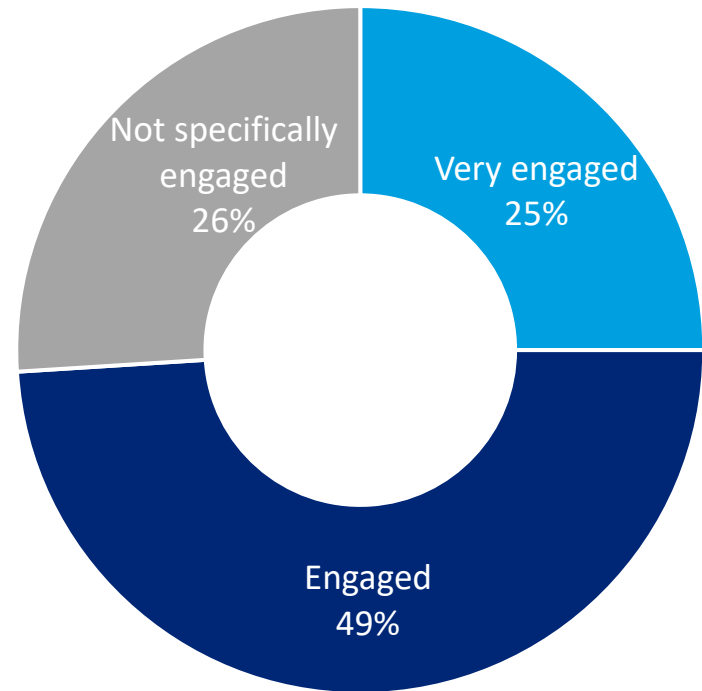
*Prior to employment, does your organization conduct culture fit and/or personality assessments?*



# Leadership Engagement

*How engaged is your organization's leadership in supporting employee well-being?*

- **Very engaged** (e.g. most leaders are role models/champions for the organization's well-being strategy)
- **Engaged** (e.g. most leaders actively work to demonstrate the behaviors that are best for themselves and their team)
- **Not specifically engaged** (e.g. leaders have a same level of awareness or engagement in well-being culture as most employees)

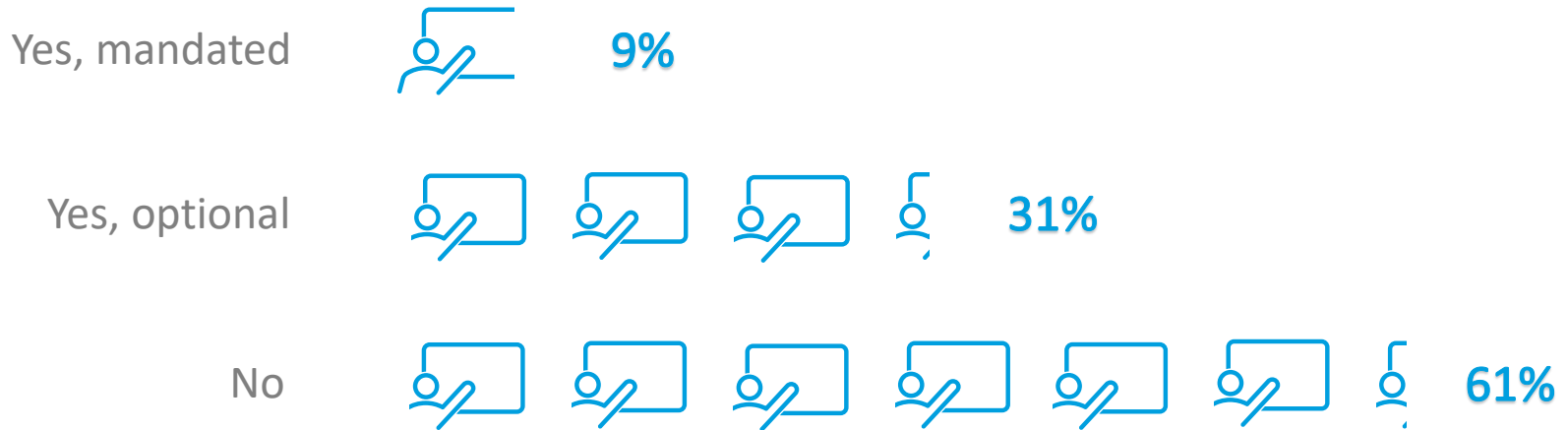


n = 506



# Manager Training for Mental Health

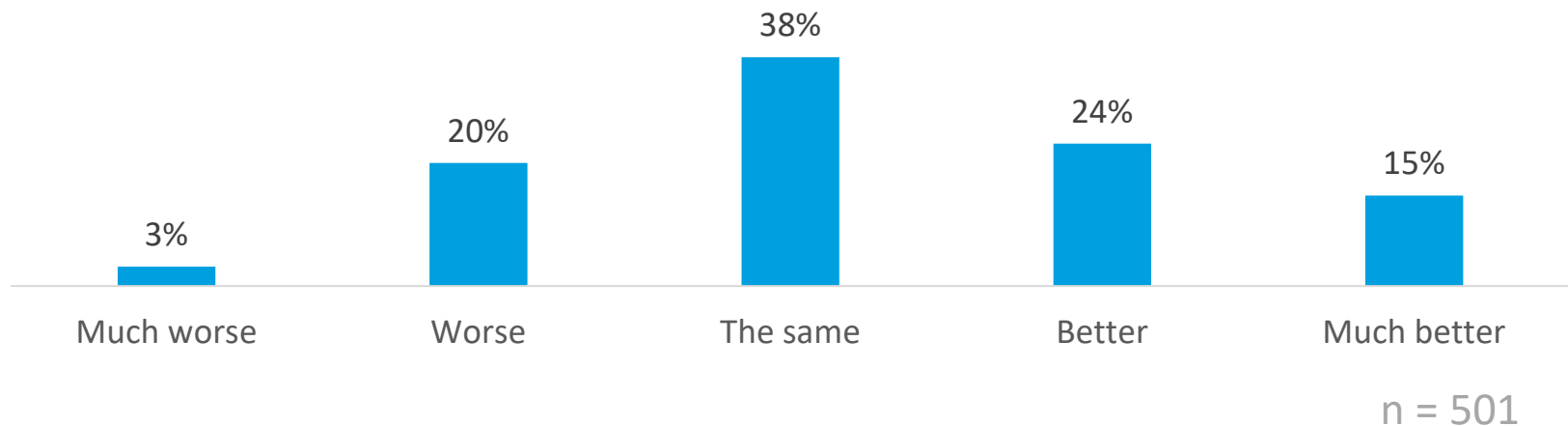
*Does your organization provide manager trainings to help identify and support employees experiencing mental health challenges?*



n = 443

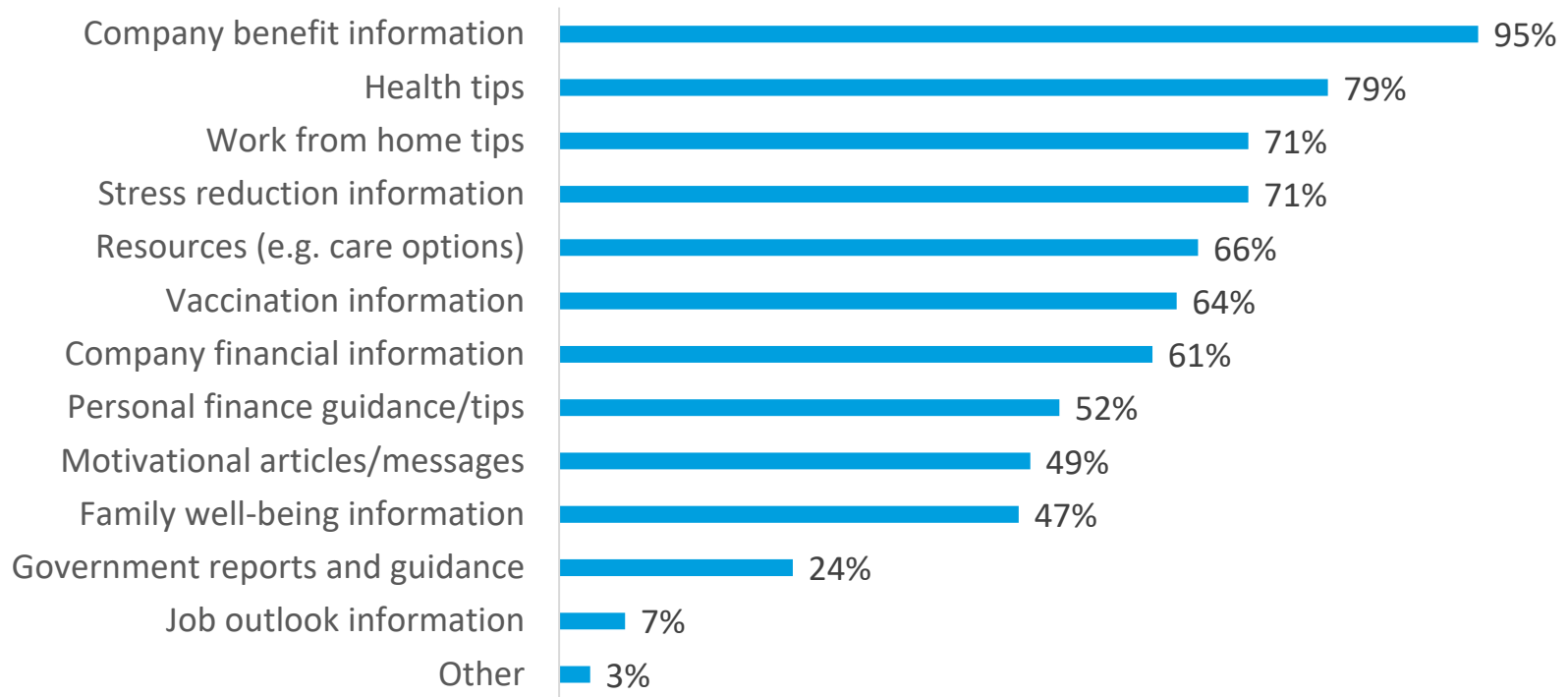
# Employee Mental Health

*Which statement best describes your mental health now compared with your mental health two years ago?*



# Types of Information Shared

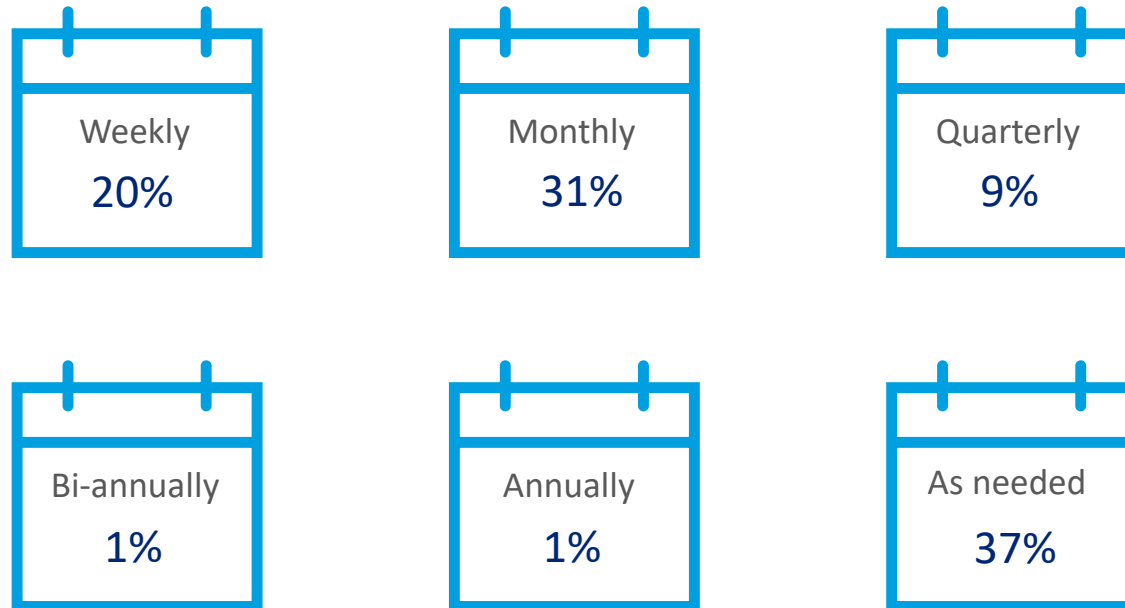
*What type(s) of information is your organization sharing with employees? Please select all that apply.*



n = 498

# Communication Frequency

*How frequently does your organization communicate well-being programs with employees?*



**1%** of organizations do not communicate details of their well-being benefits to employees.

n = 506



# Workplace Well-Being Programs

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# Program Offerings

*Which of the following employee well-being programs are offered or under consideration at your organization?*

|  | Currently offering |   |   |   |   |   |   |   |   |   | Considering |   |   |   |   |   |   |   |   |   |   |     |   |   |   |     |
|--|--------------------|---|---|---|---|---|---|---|---|---|-------------|---|---|---|---|---|---|---|---|---|---|-----|---|---|---|-----|
| Mental health services                           | ✓                  | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓           | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 92% | ✓ | ✓ | ✓ | 6%  |
| Workplace safety                                 | ✓                  | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓           | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 84% | ✓ | ✓ | ✓ | 8%  |
| Family well-being                                | ✓                  | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓           | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 77% | ✓ | ✓ | ✓ | 8%  |
| Financial education                              | ✓                  | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓           | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 70% | ✓ | ✓ | ✓ | 17% |
| Mindfulness/meditation                           | ✓                  | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓           | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 65% | ✓ | ✓ | ✓ | 18% |
| DEI program or training                          | ✓                  | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓           | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 65% | ✓ | ✓ | ✓ | 28% |
| Virtual wellness challenges                      | ✓                  | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓           | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 63% | ✓ | ✓ | ✓ | 23% |
| Providing or reimbursing for ergonomic equipment | ✓                  | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓           | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 53% | ✓ | ✓ | ✓ | 17% |
| Well-being days                                  | ✓                  | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓           | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 24% | ✓ | ✓ | ✓ | 17% |

n = 532

# Financial Relief Programs

*What financial relief programs (beyond mandated leaves or pay policies) is your organization doing to support worker financial well-being, whether actively working or not? Please select all that apply.*

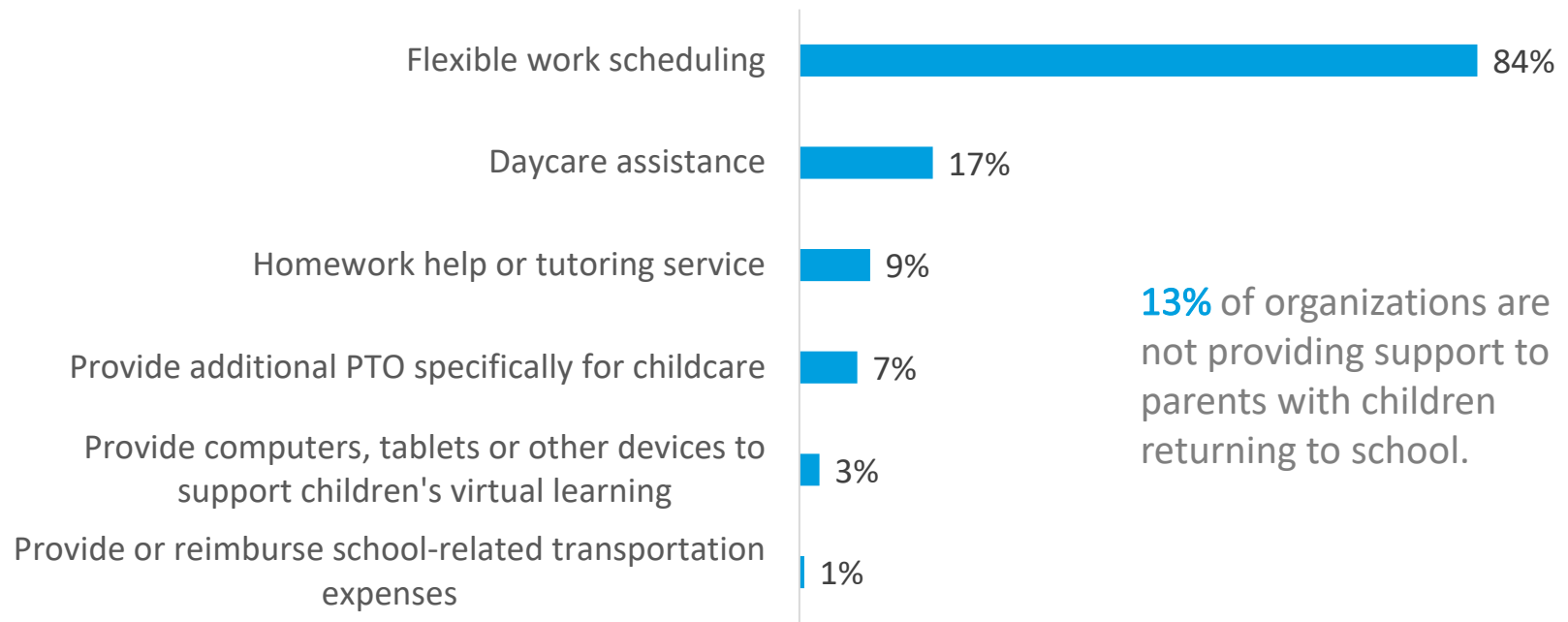
|  | April 2020<br>(n=1,080) | March 2021<br>(n=513) |
|--|-------------------------|-----------------------|
| Free resources (e.g. hand sanitizer)                                 | 17%                     | 51%                   |
| <b>NEW!</b> Recurring technology stipend (e.g. cell phone, internet) |                         | 29%                   |
| Waive or subsidize premiums for benefit programs                     | 7%                      | 17%                   |
| Employee loan programs   | 4%                      | 15%                   |
| Providing free daycare or vouchers                                   | 1%                      | 7%                    |
| Grocer delivery service  | 2%                      | 1%                    |
| Other  | 8%                      | 14%                   |
| We are not implementing additional relief programs                   | 69%                     | 29%                   |

Other included: additional leave; relief fund; and student loan repayments



# Child care and Education Support Programs

*Which of the following is your organization doing to support parents with Child care and education challenges? Please select all that apply.*



**13%** of organizations are not providing support to parents with children returning to school.

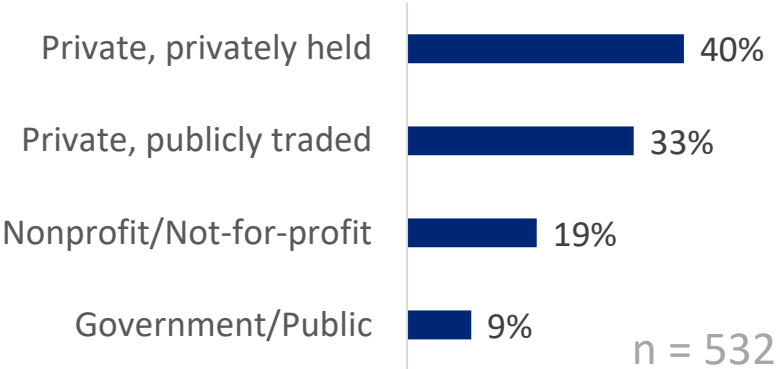
n = 513

# Respondent Profile

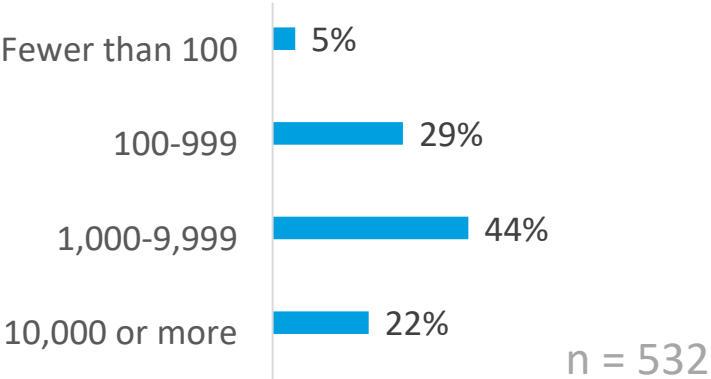
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# Organization Profile

## Sector



## Size



## Industry



Health care/  
pharma  
15%



Manufacturing  
14%



Financial  
services  
10%



IT  
7%



Consulting  
7%

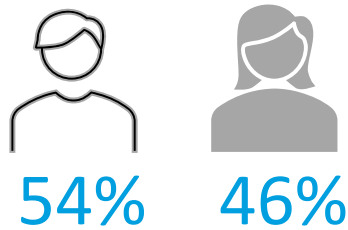


Other  
industries  
65%

n = 532

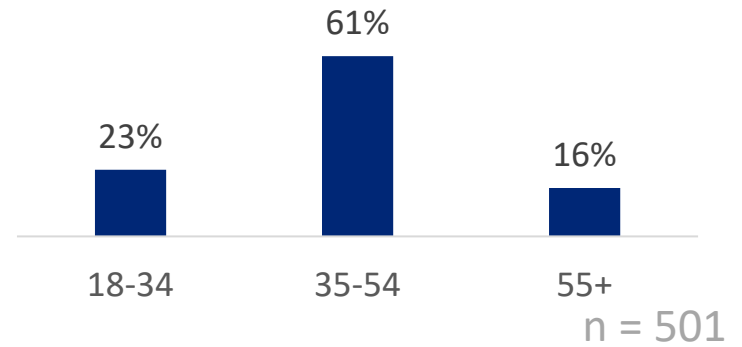
# Employee Profile

## Gender



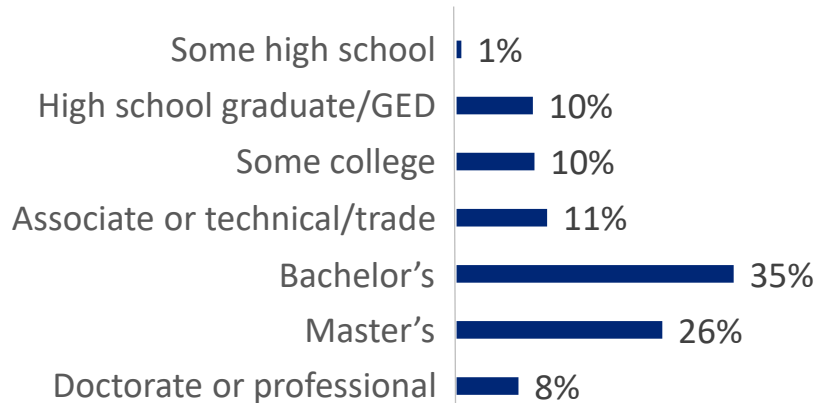
n = 501

## Age



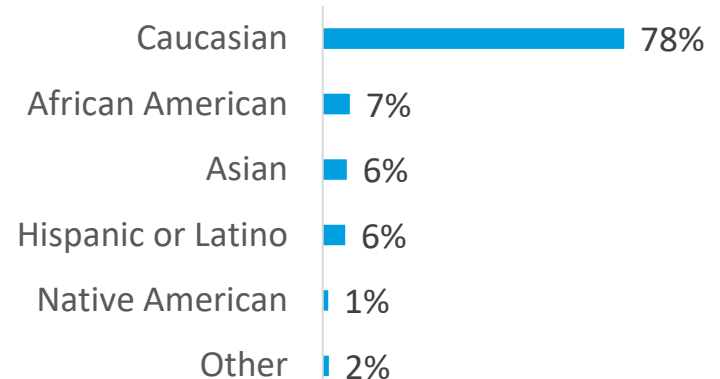
n = 501

## Education



n = 501

## Ethnicity



n = 497

# Topline Results

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# Well-Being Program Prevalence

*Does your organization offer workforce well-being programs or benefits?*

---

|     |     |
|-----|-----|
| Yes | 96% |
| No  | 5%  |

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n = 640

# Well-Being Program Prioritization

*Is workplace well-being a priority for your organization?*

---

|     |     |
|-----|-----|
| Yes | 92% |
| No  | 8%  |

---

n = 542



# Well-Being Program Importance Since Pandemic

*Has the importance of well-being programs changed at your organization since the pandemic began?*

---

|                              |     |
|------------------------------|-----|
| Significantly more important | 32% |
| Somewhat more important      | 48% |
| No change to the importance  | 19% |
| Somewhat less important      | 2%  |
| Significantly less important | 0%  |

n = 573

# Well-Being Program Demand and Utilization

*In the past 12 months, please state the following for your organization's well-being programs.*

|                                    | Decrease | Stayed the same | Increase |
|------------------------------------|----------|-----------------|----------|
| Demand of well-being programs      | 2%       | 37%             | 61%      |
| Utilization of well-being programs | 5%       | 32%             | 63%      |

n = 572

# Well-Being Strategy

*Please indicate the level of maturity of your organization's employee well-being strategy.*

---

|  |     |
|--|-----|
| Developing                                     | 13% |
| Implementing                                   | 30% |
| Sustaining                                     | 28% |
| Advancing                                      | 20% |
| Innovating                                     | 6%  |
| We do not plan to create a well-being strategy | 3%  |

---

n = 559

# DEI Initiatives as Part of Well-Being Strategy

*Are diversity, equity and inclusion (DEI) initiatives included as part of your organization's well-being strategy?*

---

|     |     |
|-----|-----|
| Yes | 68% |
| No  | 32% |

---

n = 477

# Well-Being Program Offerings

*Which of the following employee well-being programs are offered or under consideration at your organization?*

|   | Recently discontinued | Currently offering, no changes | Currently offering, expanding existing program | Considering | Not considering |
|---|-----------------------|--------------------------------|--|-------------|-----------------|
| DEI program or training   | 0%                    | 17%                            | 47%  | 28%         | 8%              |
| Family well-being (e.g. marital and family counseling)            | 0%                    | 60%                            | 17%  | 8%          | 15%             |
| Financial education (e.g. guidance on government relief programs) | 0%                    | 46%                            | 24%  | 17%         | 13%             |
| Mental health services (e.g. on demand access to live counselor)  | 0%                    | 50%                            | 42%  | 6%          | 2%              |
| Mindfulness/meditation  | 0%                    | 37%                            | 28%  | 18%         | 17%             |

n = 532

# Well-Being Program Offerings (cont.)

*Which of the following employee well-being programs are offered or under consideration at your organization?*

|   | Recently discontinued | Currently offering, no changes | Currently offering, expanding existing program | Considering | Not considering |
|---|-----------------------|--------------------------------|--|-------------|-----------------|
| Providing or reimbursing for ergonomic office equipment | 1%                    | 38%                            | 16%  | 17%         | 29%             |
| Well-being days   | 1%                    | 18%                            | 6%   | 17%         | 58%             |
| Workplace safety (e.g. PPE)                             | 0%                    | 52%                            | 32%  | 8%          | 8%              |
| Virtual wellness challenges (e.g. walk-a-thon)          | 1%                    | 33%                            | 31%  | 23%         | 13%             |

n = 532

# Factors Supporting Well-Being Programs

*How influential are each of the following factors on your organization's support of well-being programs?*

|  | Not at all influential | Somewhat influential | Moderately influential | Very influential | Extremely influential |
|--|------------------------|----------------------|------------------------|------------------|-----------------------|
| Administrative burden  | 10%                    | 34%                  | 32%                    | 18%              | 6%                    |
| Ability to scale offerings (to groups with multiple needs efficiently) | 6%                     | 19%                  | 33%                    | 33%              | 10%                   |
| Alignment to culture/well-being goals                                  | 2%                     | 9%                   | 23%                    | 42%              | 24%                   |
| Budget constraints   | 3%                     | 15%                  | 28%                    | 34%              | 20%                   |
| Competitive advantage as employer of choice                            | 6%                     | 21%                  | 34%                    | 28%              | 12%                   |
| Desire for enhanced workforce productivity/engagement                  | 2%                     | 9%                   | 29%                    | 42%              | 17%                   |
| Employee demand/feedback   | 2%                     | 12%                  | 35%                    | 39%              | 13%                   |
| Perspectives from executive leadership                                 | 1%                     | 9%                   | 29%                    | 42%              | 20%                   |

n = 511

# Manager Training for Mental Health

*Does your organization provide manager trainings to help identify and support employees experiencing mental health challenges?*

---

|                                   |     |
|-----------------------------------|-----|
| Yes, these trainings are mandated | 9%  |
| Yes, these trainings are optional | 31% |
| No                                | 61% |

n = 443



# Culture Fit and/or Personality Assessments

*Prior to employment, does your organization conduct culture fit and/or personality assessments?*

---

|                                     |     |
|-------------------------------------|-----|
| Yes, these assessments are mandated | 16% |
| Yes, these assessments are optional | 12% |
| No                                  | 72% |

n = 464

# Financial Relief Programs

*What financial relief programs (beyond mandated leaves or pay policies) is your organization doing to support worker financial well-being, whether actively working or not? Please select all that apply.*

|  |     |
|--|-----|
| Employee loan programs                                   | 15% |
| Free resources (e.g. hand sanitizer)                     | 51% |
| Grocery delivery service                                 | 1%  |
| Providing free daycare or vouchers                       | 6%  |
| Recurring technology stipend (e.g. cell phone, internet) | 29% |
| Waive or subsidize premiums for benefit programs         | 17% |
| Other  | 16% |
| We are not implementing additional relief programs       | 29% |

n = 513

# Remote Work Productivity

*If your organization includes associates working from home due to COVID-19 restrictions, how has overall workforce productivity been impacted?*

---

|                                      |     |
|--------------------------------------|-----|
| Significant increase in productivity | 4%  |
| Increase in productivity             | 39% |
| No change in productivity            | 53% |
| Decrease in productivity             | 4%  |
| Significant decrease in productivity | 0%  |

n = 513

# Child Care and Education Support

*Which of the following is your organization doing to support parents with child care and education challenges? Please select all that apply.*

|  |     |
|--|-----|
| Daycare assistance   | 17% |
| Flexible work scheduling   | 85% |
| Homework help or tutoring service  | 9%  |
| Provide additional PTO specifically for child care                                 | 7%  |
| Provide computers, tablets or other devices to support children's virtual learning | 3%  |
| Provide or reimburse school-related transportation expenses                        | 1%  |
| We are not providing support to parents with children returning to school          | 13% |

n = 513

# Work Culture Attributes

*Please indicate the degree your organization focuses on building or sustaining a positive work culture.*

|   | Never | Rarely | Sometimes | Often | Always |
|---|-------|--------|-----------|-------|--------|
| Alignment of tone and content with culture and values                       | 1%    | 2%     | 13%       | 34%   | 50%    |
| Ensure employees have say in organization's policy changes when appropriate | 3%    | 14%    | 41%       | 34%   | 8%     |
| Ensure employees understand how their work impacts organization goals       | 0%    | 4%     | 21%       | 44%   | 31%    |
| Ensure leadership functions as role model                                   | 1%    | 5%     | 19%       | 35%   | 41%    |
| Ensure organization is dedicated to DEI initiatives                         | 2%    | 5%     | 20%       | 38%   | 35%    |

n = 506

# Work Culture Attributes (cont.)

*Please indicate the degree your organization focuses on building or sustaining a positive work culture.*

|  | Never | Rarely | Sometimes | Often | Always |
|--|-------|--------|-----------|-------|--------|
| Highlight organization's mission and values                                  | 1%    | 2%     | 12%       | 30%   | 56%    |
| Nurture culture of collaboration   | 1%    | 2%     | 18%       | 41%   | 38%    |
| Provide access to systems and resources for employees to do job              | 0%    | 1%     | 13%       | 38%   | 47%    |
| Provide software for employees to communicate with others during remote work | 1%    | 1%     | 7%        | 23%   | 70%    |
| Provide a safe work environment  | 0%    | 0%     | 3%        | 18%   | 79%    |
| Solicit suggestions from employees on meeting frequency                      | 2%    | 12%    | 28%       | 38%   | 20%    |

n = 506

# Leadership Engagement in Employee Well-Being

*How engaged is your organization's leadership in supporting employee well-being?*

|   |     |
|---|-----|
| Not specifically engaged (e.g. leaders have a same level of awareness or engagement in well-being culture as most employees)  | 25% |
| Engaged (e.g. most leaders actively work to demonstrate the behaviors that are best for themselves and their team. They are tuned in to the physical health, financial security, career satisfaction and emotional health of team members and work to promote resources that help improve these things)   | 49% |
| Very engaged (e.g. most leaders are role models/champions for the organization's well-being strategy. In addition to doing all the things "engaged" leaders do, they also actively work to minimize uncertainty, offer helpful feedback, acknowledge accomplishments, create a supportive/ inclusive environment, and prioritize employees as individuals.) | 26% |

n = 506

# Well-Being Program Communication Frequency

*How frequently does your organization communicate well-being programs with employees?*

|  |     |
|--|-----|
| Weekly   | 20% |
| Monthly  | 31% |
| Quarterly  | 9%  |
| Bi-annually  | 1%  |
| Annually   | 1%  |
| We communicate details of our well-being programs to employees as needed | 37% |
| We do not communicate details of our well-being benefits to employees    | 1%  |

n = 506



# Well-Being Information Shared with Employees

*What type(s) of information is your organization sharing with employees? Please select all that apply.*

|                                 |     |
|---------------------------------|-----|
| Company benefit information     | 95% |
| Health tips                     | 79% |
| Stress reduction information    | 71% |
| Work from home tips             | 71% |
| Resources (e.g. care options)   | 66% |
| Vaccination information         | 64% |
| Company financial information   | 61% |
| Personal finance guidance/tips  | 52% |
| Motivational articles/messages  | 49% |
| Family well-being information   | 47% |
| Government reports and guidance | 24% |
| Job outlook information         | 7%  |
| Other                           | 3%  |

# Well-Being Program Effectiveness

*How do you measure the effectiveness of well-being programs at your organization? Please select all that apply.*

|  |     |
|--|-----|
| Participation rates  | 56% |
| Employee engagement/climate surveys                            | 45% |
| Employee surveys   | 47% |
| Health care costs  | 36% |
| Turnover rates   | 32% |
| Employee focus groups  | 19% |
| Productivity   | 19% |
| Absenteeism rates  | 15% |
| Disability costs   | 13% |
| Other  | 2%  |
| We do not measure the effectiveness of our well-being benefits | 22% |

n = 504



# Employee Perception of Well-Being Care

*To what extent does your employer care about your well-being?*

|                   |     |
|-------------------|-----|
| Not at all        | 4%  |
| A little bit      | 7%  |
| A moderate amount | 19% |
| A good deal       | 37% |
| A great deal      | 33% |

n = 498



# Well-Being Programs' Importance

*Please indicate the importance of the following workplace well-being programs in supporting your personal and/or family needs.*

|   | Not at all important | Somewhat important | Moderately important | Very important | Extremely important |
|---|----------------------|--------------------|----------------------|----------------|---------------------|
| DEI program or training   | 18%                  | 24%                | 26%                  | 19%            | 13%                 |
| Family well-being (e.g. marital and family counseling)            | 12%                  | 22%                | 20%                  | 25%            | 21%                 |
| Financial education (e.g. guidance on government relief programs) | 11%                  | 16%                | 27%                  | 29%            | 17%                 |
| Mental health services (e.g. on demand access to live counselor)  | 7%                   | 13%                | 20%                  | 33%            | 26%                 |
| Mindfulness/meditation  | 12%                  | 21%                | 24%                  | 27%            | 16%                 |
| Providing or reimbursing for ergonomic office equipment           | 12%                  | 17%                | 24%                  | 29%            | 18%                 |
| Well-being days   | 5%                   | 16%                | 21%                  | 34%            | 24%                 |
| Workplace safety (e.g. PPE)                                       | 4%                   | 10%                | 11%                  | 31%            | 45%                 |
| Virtual wellness challenges (e.g. walk-a-thon)                    | 13%                  | 20%                | 26%                  | 25%            | 17%                 |

n = 501



# Employee Burnout

*Do you feel burned out at work?*

---

|            |     |
|------------|-----|
| Never      | 6%  |
| Rarely     | 20% |
| Sometimes  | 48% |
| Very often | 18% |
| Always     | 8%  |

n = 501



# Employee Burnout Influencers

*To what extent do the following aspects influence your burnout.*

|  | <b>Not at all influential</b> | <b>Somewhat influential</b> | <b>Moderately influential</b> | <b>Very influential</b> | <b>Extremely influential</b> |
|--|-------------------------------|-----------------------------|-------------------------------|-------------------------|------------------------------|
| Job duties                                     | 3%                            | 9%                          | 22%                           | 27%                     | 39%                          |
| Relationship with my manager                   | 12%                           | 15%                         | 20%                           | 29%                     | 25%                          |
| Relationship with my coworkers                 | 14%                           | 22%                         | 22%                           | 23%                     | 18%                          |
| Relationship with my spouse                    | 32%                           | 11%                         | 18%                           | 18%                     | 21%                          |
| Child care responsibilities                    | 27%                           | 15%                         | 16%                           | 14%                     | 29%                          |
| Personal health concerns                       | 11%                           | 17%                         | 21%                           | 21%                     | 30%                          |
| Reduced social interaction with friends/family | 9%                            | 17%                         | 21%                           | 28%                     | 26%                          |

n = 128



# Employee Mental Health

*Which statement best describes your mental health now compared with your mental health two years ago?*

---

|             |     |
|-------------|-----|
| Much worse  | 3%  |
| Worse       | 20% |
| The same    | 38% |
| Better      | 24% |
| Much better | 15% |

n = 148



# Employees' Work Perceptions

*Please state your level of agreement with the following statements:*

|   | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Neutral</b> | <b>Agree</b> | <b>Strongly agree</b> |
|---|--------------------------|-----------------|----------------|--------------|-----------------------|
| I feel my employer's diversity, equity and inclusion initiatives improve my work experience | 8%                       | 7%              | 26%            | 34%          | 26%                   |
| I feel I am treated equitably by my employer  | 4%                       | 7%              | 19%            | 40%          | 30%                   |
| I feel I am included by my employer   | 4%                       | 7%              | 17%            | 44%          | 28%                   |
| I feel I am accepted by my employer   | 3%                       | 3%              | 13%            | 47%          | 33%                   |
| I feel I am valued by my employer   | 5%                       | 7%              | 15%            | 39%          | 34%                   |

n = 499



# Results by Industry

**WorldatWork**<sup>®</sup>  
Total Rewards Association

# Well-Being Program Prevalence

*Does your organization offer workforce well-being programs or benefits?*

|     | All | Financial Services | Health care/Pharma | Manufacturing |
|-----|-----|--------------------|--------------------|---------------|
| n=  | 640 | 54                 | 82                 | 70            |
| Yes | 96% | 98%                | 99%                | 89%           |
| No  | 5%  | 2%                 | 1%                 | 11%           |

# Well-Being Prioritization

*Is workplace well-being a priority for your organization?*

|     | All | Financial Services | Health care/Pharma | Manufacturing |
|-----|-----|--------------------|--------------------|---------------|
| n=  | 542 | 51                 | 81                 | 61            |
| Yes | 92% | 94%                | 94%                | 86%           |
| No  | 8%  | 6%                 | 6%                 | 12%           |

# Well-Being Program Prioritization Since Pandemic

*Has the importance of well-being programs changed at your organization since the pandemic began?*

|                              | All | Financial Services | Health care/Pharma | Manufacturing |
|------------------------------|-----|--------------------|--------------------|---------------|
| n=                           | 573 | 53                 | 81                 | 65            |
| Significantly more important | 32% | 21%                | 44%                | 26%           |
| Somewhat more important      | 48% | 51%                | 42%                | 45%           |
| No change to the importance  | 19% | 26%                | 10%                | 25%           |
| Somewhat less important      | 2%  | 2%                 | 3%                 | 5%            |
| Significantly less important | 0%  | 0%                 | 1%                 | 0%            |

# Well-Being Program Demand and Utilization

*In the past 12 months, please state the following for your organization's well-being programs.*

|                                    | All | Financial Services | Health care/Pharma | Manufacturing |
|------------------------------------|-----|--------------------|--------------------|---------------|
| n=                                 | 572 | 53                 | 81                 | 65            |
| Demand of well-being programs      | 61% | 55%                | 77%                | 43%           |
| Utilization of well-being programs | 63% | 60%                | 73%                | 51%           |

% Increased

# Well-Being Strategy

*Please indicate the level of maturity of your organization's employee well-being strategy.*

|  | All | Financial Services | Health care/Pharma | Manufacturing |
|--|-----|--------------------|--------------------|---------------|
| n=   | 559 | 53                 | 81                 | 65            |
| Developing                                     | 13% | 15%                | 12%                | 20%           |
| Implementing                                   | 30% | 30%                | 32%                | 26%           |
| Sustaining                                     | 28% | 26%                | 28%                | 22%           |
| Advancing                                      | 20% | 17%                | 20%                | 26%           |
| Innovating                                     | 6%  | 8%                 | 7%                 | 3%            |
| We do not plan to create a well-being strategy | 3%  | 4%                 | 0%                 | 3%            |

# DEI Initiatives as Part of Well-Being Strategy

*Are diversity, equity and inclusion (DEI) initiatives included as part of your organization's well-being strategy?*

|     | All | Financial Services | Health care/Pharma | Manufacturing |
|-----|-----|--------------------|--------------------|---------------|
| n=  | 477 | 50                 | 73                 | 54            |
| Yes | 68% | 68%                | 71%                | 48%           |
| No  | 32% | 32%                | 29%                | 52%           |

# Well-Being Program Offerings

*Which of the following employee well-being programs are offered or under consideration at your organization?*

|   | All | Financial Services | Health care/Pharma | Manufacturing |
|---|-----|--------------------|--------------------|---------------|
| n=  | 532 | 53                 | 81                 | 65            |
| DEI program or training                                 | 64% | 70%                | 65%                | 51%           |
| Family well-being                                       | 77% | 91%                | 79%                | 80%           |
| Financial education                                     | 46% | 72%                | 73%                | 74%           |
| Mental health services                                  | 92% | 94%                | 95%                | 91%           |
| Mindfulness/meditation                                  | 37% | 64%                | 78%                | 46%           |
| Providing or reimbursing for ergonomic office equipment | 39% | 55%                | 48%                | 38%           |
| Well-being days   | 19% | 28%                | 19%                | 15%           |
| Workplace safety  | 52% | 81%                | 93%                | 95%           |
| Virtual wellness challenges                             | 34% | 60%                | 68%                | 63%           |

% Currently offering



# Factors Supporting Well-Being Programs

*How influential are each of the following factors on your organization's support of well-being programs?*

|   | All | Financial Services | Health care/Pharma | Manufacturing |
|---|-----|--------------------|--------------------|---------------|
| n=  | 511 | 51                 | 81                 | 65            |
| Administrative burden                                 | 24% | 20%                | 28%                | 28%           |
| Ability to scale offerings                            | 43% | 37%                | 42%                | 46%           |
| Alignment to culture/well-being goals                 | 66% | 63%                | 76%                | 64%           |
| Budget constraints                                    | 54% | 46%                | 59%                | 66%           |
| Competitive advantage as employer of choice           | 40% | 41%                | 45%                | 36%           |
| Desire for enhanced workforce productivity/engagement | 59% | 46%                | 64%                | 56%           |
| Employee demand/feedback                              | 52% | 30%                | 40%                | 38%           |
| Perspectives from executive leadership                | 62% | 50%                | 68%                | 63%           |

% Very/Extremely Influential

# Manager Training for Mental Health Challenges

*Does your organization provide manager trainings to help identify and support employees experiencing mental health challenges?*

|                                   | All | Financial Services | Health care/Pharma | Manufacturing |
|-----------------------------------|-----|--------------------|--------------------|---------------|
| n=                                | 443 | 46                 | 71                 | 57            |
| Yes, these trainings are mandated | 9%  | 2%                 | 4%                 | 14%           |
| Yes, these trainings are optional | 31% | 41%                | 39%                | 25%           |
| No                                | 61% | 57%                | 56%                | 61%           |

# Culture Fit and/or Personality Assessments

*Prior to employment, does your organization conduct culture fit and/or personality assessments?*

|                                     | All | Financial Services | Health care/Pharma | Manufacturing |
|-------------------------------------|-----|--------------------|--------------------|---------------|
| n=                                  | 464 | 46                 | 76                 | 56            |
| Yes, these assessments are mandated | 16% | 17%                | 13%                | 13%           |
| Yes, these assessments are optional | 12% | 26%                | 16%                | 11%           |
| No                                  | 72% | 57%                | 71%                | 77%           |

# Financial Relief Programs

*What financial relief programs (beyond mandated leaves or pay policies) is your organization doing to support worker financial well-being, whether actively working or not? Please select all that apply.*

|  | All | Financial Services | Health care/Pharma | Manufacturing |
|--|-----|--------------------|--------------------|---------------|
| n=   | 513 | 53                 | 81                 | 65            |
| Employee loan programs                             | 15% | 19%                | 19%                | 20%           |
| Free resources                                     | 51% | 51%                | 56%                | 51%           |
| Grocery delivery service                           | 1%  | 0%                 | 4%                 | 0%            |
| Providing free daycare or vouchers                 | 6%  | 6%                 | 15%                | 6%            |
| Recurring technology stipend                       | 29% | 43%                | 32%                | 15%           |
| Waive or subsidize premiums for benefit programs   | 17% | 19%                | 22%                | 17%           |
| Other  | 16% | 15%                | 21%                | 15%           |
| We are not implementing additional relief programs | 29% | 28%                | 22%                | 32%           |

# Remote Work Productivity

*If your organization includes associates working from home due to COVID-19 restrictions, how has overall workforce productivity been impacted?*

|                                      | All | Financial Services | Health care/Pharma | Manufacturing |
|--------------------------------------|-----|--------------------|--------------------|---------------|
| n=                                   | 513 | 53                 | 81                 | 65            |
| Significant increase in productivity | 4%  | 0%                 | 7%                 | 2%            |
| Increase in productivity             | 39% | 34%                | 41%                | 37%           |
| No change in productivity            | 53% | 64%                | 51%                | 59%           |
| Decrease in productivity             | 4%  | 2%                 | 1%                 | 3%            |
| Significant decrease in productivity | 0%  | 0%                 | 0%                 | 0%            |

# Child Care and Education Support

*Which of the following is your organization doing to support parents with Child care and education challenges? Please select all that apply.*

|  | All | Financial Services | Health care/Pharma | Manufacturing |
|--|-----|--------------------|--------------------|---------------|
| n=   | 513 | 53                 | 81                 | 65            |
| Daycare assistance   | 17% | 17%                | 24%                | 15%           |
| Flexible work scheduling   | 85% | 85%                | 84%                | 82%           |
| Homework help or tutoring service  | 9%  | 8%                 | 12%                | 9%            |
| Provide additional PTO specifically for child care                                 | 7%  | 8%                 | 7%                 | 0%            |
| Provide computers, tablets or other devices to support children's virtual learning | 3%  | 2%                 | 3%                 | 5%            |
| Provide or reimburse school-related transportation expense                         | 1%  | 0%                 | 0%                 | 0%            |
| We are not providing support to parents with children returning to school          | 13% | 13%                | 12%                | 12%           |

# Focus on Building or Sustaining a Positive Work Culture

*Please indicate the degree your organization focuses on building or sustaining a positive work culture.*

|   | All | Financial Services | Health care/Pharma | Manufacturing |
|---|-----|--------------------|--------------------|---------------|
| n=  | 506 | 52                 | 79                 | 63            |
| Alignment of tone and content with culture and values                       | 84% | 81%                | 91%                | 80%           |
| Ensure employees have say in organization's policy changes when appropriate | 42% | 48%                | 54%                | 25%           |
| Ensure employees understand how their work impacts organization goals       | 74% | 74%                | 79%                | 74%           |
| Ensure leadership functions as role model                                   | 76% | 75%                | 88%                | 70%           |
| Ensure organization is dedicated to DEI initiatives                         | 83% | 76%                | 75%                | 56%           |
| Highlight organization's mission and values                                 | 86% | 89%                | 95%                | 83%           |

% Often or Always

# Focus on Building or Sustaining a Positive Work Culture (cont.)

*Please indicate the degree your organization focuses on building or sustaining a positive work culture.*

|  | All | Financial Services | Health care/Pharma | Manufacturing |
|--|-----|--------------------|--------------------|---------------|
| n=   | 506 | 52                 | 79                 | 63            |
| Nurture culture of collaboration   | 79% | 77%                | 86%                | 75%           |
| Provide access to systems and resources for employees to do job              | 85% | 92%                | 85%                | 83%           |
| Provide software for employees to communicate with others during remote work | 93% | 96%                | 91%                | 91%           |
| Provide a safe work environment  | 97% | 100%               | 95%                | 98%           |
| Solicit suggestions from employees on meeting frequency                      | 58% | 67%                | 62%                | 44%           |

% Often or Always



# Leadership Engagement in Employee Well-Being

*How engaged is your organization's leadership in supporting employee well-being?*

|                          | All | Financial Services | Health care/Pharma | Manufacturing |
|--------------------------|-----|--------------------|--------------------|---------------|
| n=                       | 506 | 53                 | 81                 | 65            |
| Not specifically engaged | 25% | 23%                | 20%                | 34%           |
| Engaged                  | 49% | 57%                | 49%                | 48%           |
| Very engaged             | 26% | 21%                | 31%                | 19%           |

# Well-Being Program Communication Frequency

*How frequently does your organization communicate well-being programs with employees?*

|  | All | Financial Services | Health care/Pharma | Manufacturing |
|--|-----|--------------------|--------------------|---------------|
| n=   | 506 | 53                 | 81                 | 65            |
| Weekly   | 20% | 19%                | 24%                | 15%           |
| Monthly  | 31% | 30%                | 35%                | 25%           |
| Quarterly  | 9%  | 4%                 | 6%                 | 15%           |
| Bi-annually  | 1%  | 0%                 | 4%                 | 0%            |
| Annually   | 1%  | 0%                 | 3%                 | 5%            |
| We communicate details of our well-being programs to employees as needed | 37% | 45%                | 30%                | 40%           |
| We do not communicate details of our well-being benefits to employees    | 1%  | 2%                 | 0%                 | 0%            |

# Well-Being Information Shared with Employees

*What type(s) of information is your organization sharing with employees? Please select all that apply.*

|                                 | All | Financial Services | Health care/Pharma | Manufacturing |
|---------------------------------|-----|--------------------|--------------------|---------------|
| n=                              | 498 | 52                 | 81                 | 65            |
| Company benefit information     | 95% | 96%                | 96%                | 95%           |
| Health tips                     | 79% | 65%                | 83%                | 80%           |
| Stress reduction information    | 71% | 65%                | 72%                | 54%           |
| Work from home tips             | 71% | 62%                | 69%                | 49%           |
| Resources                       | 66% | 48%                | 77%                | 59%           |
| Vaccination information         | 64% | 52%                | 75%                | 68%           |
| Company financial information   | 61% | 65%                | 57%                | 69%           |
| Personal finance guidance/tips  | 52% | 54%                | 46%                | 51%           |
| Motivational articles/messages  | 49% | 46%                | 51%                | 39%           |
| Family well-being information   | 47% | 52%                | 48%                | 45%           |
| Government reports and guidance | 24% | 25%                | 25%                | 20%           |
| Job outlook information         | 7%  | 4%                 | 4%                 | 6%            |
| Other                           | 3%  | 0%                 | 1%                 | 6%            |

# Well-Being Program Effectiveness

*How do you measure the effectiveness of well-being programs at your organization? Please select all that apply.*

|  | All | Financial Services | Health care/Pharma | Manufacturing |
|--|-----|--------------------|--------------------|---------------|
| n=   | 504 | 53                 | 81                 | 65            |
| Absenteeism  | 15% | 19%                | 14%                | 23%           |
| Disability costs   | 13% | 8%                 | 14%                | 15%           |
| Employee engagement/climate surveys                            | 45% | 45%                | 53%                | 34%           |
| Employee focus groups  | 19% | 13%                | 25%                | 19%           |
| Employee surveys   | 47% | 43%                | 59%                | 26%           |
| Health care costs  | 36% | 26%                | 43%                | 46%           |
| Participation rates  | 56% | 55%                | 68%                | 49%           |
| Productivity   | 19% | 15%                | 24%                | 19%           |
| Turnover rates   | 32% | 28%                | 35%                | 39%           |
| Other  | 2%  | 4%                 | 1%                 | 0%            |
| We do not measure the effectiveness of our well-being benefits | 22% | 23%                | 16%                | 26%           |

# Results by Organization Size

**WorldatWork**<sup>®</sup>  
Total Rewards Association

# Well-Being Program Prevalence

*Does your organization offer workforce well-being programs or benefits?*

|     | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|-----|-----|----------------|-------------------|-----------------------|-------------------|
| n=  | 640 | 27             | 154               | 228                   | 112               |
| Yes | 96% | 70%            | 95%               | 96%                   | 97%               |
| No  | 5%  | 30%            | 5%                | 4%                    | 3%                |

# Well-Being Prioritization

*Is workplace well-being a priority for your organization?*

|     | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|-----|-----|----------------|-------------------|-----------------------|-------------------|
| n=  | 542 | 19             | 145               | 210                   | 104               |
| Yes | 92% | 95%            | 90%               | 94%                   | 92%               |
| No  | 8%  | 5%             | 10%               | 6%                    | 8%                |

# Well-Being Program Prioritization Since Pandemic

*Has the importance of well-being programs changed at your organization since the pandemic began?*

|                              | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|------------------------------|-----|----------------|-------------------|-----------------------|-------------------|
| n=                           | 573 | 19             | 148               | 224                   | 112               |
| Significantly more important | 32% | 21%            | 29%               | 34%                   | 38%               |
| Somewhat more important      | 48% | 63%            | 49%               | 47%                   | 45%               |
| No change to the importance  | 19% | 16%            | 19%               | 17%                   | 15%               |
| Somewhat less important      | 2%  | 0%             | 3%                | 2%                    | 1%                |
| Significantly less important | 0%  | 0%             | 0%                | 0%                    | 1%                |



# Well-Being Program Demand and Utilization

*In the past 12 months, please state the following for your organization's well-being programs.*

|                                    | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|------------------------------------|-----|----------------|-------------------|-----------------------|-------------------|
| n=                                 | 572 | 19             | 148               | 224                   | 112               |
| Demand of well-being programs      | 61% | 53%            | 59%               | 64%                   | 65%               |
| Utilization of well-being programs | 63% | 58%            | 59%               | 64%                   | 71%               |

% Increased

# Well-Being Strategy

*Please indicate the level of maturity of your organization's employee well-being strategy.*

|  | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|--|-----|----------------|-------------------|-----------------------|-------------------|
| n=   | 559 | 19             | 148               | 224                   | 112               |
| Developing                                     | 13% | 11%            | 21%               | 11%                   | 10%               |
| Implementing                                   | 30% | 47%            | 32%               | 31%                   | 22%               |
| Sustaining                                     | 28% | 21%            | 32%               | 25%                   | 26%               |
| Advancing                                      | 20% | 5%             | 9%                | 25%                   | 27%               |
| Innovating                                     | 6%  | 0%             | 3%                | 7%                    | 12%               |
| We do not plan to create a well-being strategy | 3%  | 16%            | 3%                | 1%                    | 4%                |

# DEI Initiatives as Part of Well-Being Strategy

*Are diversity, equity and inclusion (DEI) initiatives included as part of your organization's well-being strategy?*

|     | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|-----|-----|----------------|-------------------|-----------------------|-------------------|
| n=  | 477 | 17             | 129               | 193                   | 93                |
| Yes | 68% | 65%            | 61%               | 69%                   | 72%               |
| No  | 32% | 35%            | 39%               | 31%                   | 28%               |

# Well-Being Program Offerings

*Which of the following employee well-being programs are offered or under consideration at your organization?*

|   | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|---|-----|----------------|-------------------|-----------------------|-------------------|
| n=  | 532 | 19             | 148               | 224                   | 112               |
| DEI program or training                                 | 64% | 47%            | 55%               | 67%                   | 75%               |
| Family well-being                                       | 77% | 63%            | 72%               | 81%                   | 80%               |
| Financial education                                     | 46% | 32%            | 43%               | 51%                   | 47%               |
| Mental health services                                  | 92% | 79%            | 91%               | 96%                   | 91%               |
| Mindfulness/meditation                                  | 37% | 21%            | 32%               | 42%                   | 42%               |
| Providing or reimbursing for ergonomic office equipment | 39% | 32%            | 39%               | 44%                   | 29%               |
| Well-being days   | 19% | 26%            | 18%               | 20%                   | 18%               |
| Workplace safety  | 52% | 26%            | 54%               | 56%                   | 46%               |
| Virtual wellness challenges                             | 34% | 32%            | 27%               | 39%                   | 35%               |

% Currently offering

# Factors Supporting Well-Being Programs

*How influential are each of the following factors on your organization's support of well-being programs?*

|   | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|---|-----|----------------|-------------------|-----------------------|-------------------|
| n=  | 511 | 18             | 146               | 218                   | 110               |
| Administrative burden                                 | 24% | 18%            | 24%               | 25%                   | 23%               |
| Ability to scale offerings                            | 43% | 33%            | 41%               | 42%                   | 44%               |
| Alignment to culture/well-being goals                 | 66% | 71%            | 64%               | 65%                   | 69%               |
| Budget constraints                                    | 54% | 33%            | 52%               | 52%                   | 63%               |
| Competitive advantage as employer of choice           | 40% | 39%            | 38%               | 39%                   | 45%               |
| Desire for enhanced workforce productivity/engagement | 59% | 78%            | 54%               | 58%                   | 66%               |
| Employee demand/feedback                              | 52% | 72%            | 51%               | 50%                   | 51%               |
| Perspectives from executive leadership                | 62% | 56%            | 54%               | 62%                   | 70%               |

% Very/Extremely Influential

# Manager Training for Mental Health Challenges

*Does your organization provide manager trainings to help identify and support employees experiencing mental health challenges?*

|                                   | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|-----------------------------------|-----|----------------|-------------------|-----------------------|-------------------|
| n=                                | 443 | 18             | 139               | 184                   | 91                |
| Yes, these trainings are mandated | 9%  | 17%            | 7%                | 8%                    | 10%               |
| Yes, these trainings are optional | 31% | 17%            | 22%               | 29%                   | 51%               |
| No                                | 61% | 67%            | 71%               | 63%                   | 40%               |

# Culture Fit and/or Personality Assessments

*Prior to employment, does your organization conduct culture fit and/or personality assessments?*

|                                     | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|-------------------------------------|-----|----------------|-------------------|-----------------------|-------------------|
| n=                                  | 464 | 19             | 139               | 201                   | 95                |
| Yes, these assessments are mandated | 16% | 32%            | 15%               | 18%                   | 8%                |
| Yes, these assessments are optional | 12% | 21%            | 13%               | 10%                   | 15%               |
| No                                  | 72% | 47%            | 72%               | 72%                   | 77%               |

# Financial Relief Programs

*What financial relief programs (beyond mandated leaves or pay policies) is your organization doing to support worker financial well-being, whether actively working or not? Please select all that apply.*

|  | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|--|-----|----------------|-------------------|-----------------------|-------------------|
| n=   | 513 | 19             | 148               | 224                   | 112               |
| Employee loan programs                             | 15% | 11%            | 12%               | 15%                   | 19%               |
| Free resources                                     | 51% | 63%            | 50%               | 51%                   | 50%               |
| Grocery delivery service                           | 1%  | 5%             | 0%                | 1%                    | 2%                |
| Providing free daycare or vouchers                 | 6%  | 5%             | 3%                | 5%                    | 13%               |
| Recurring technology stipend                       | 29% | 53%            | 35%               | 30%                   | 15%               |
| Waive or subsidize premiums for benefit programs   | 17% | 21%            | 21%               | 14%                   | 16%               |
| Other  | 16% | 11%            | 14%               | 13%                   | 22%               |
| We are not implementing additional relief programs | 29% | 32%            | 31%               | 30%                   | 26%               |



# Remote Work Productivity

*If your organization includes associates working from home due to COVID-19 restrictions, how has overall workforce productivity been impacted?*

|                                      | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|--------------------------------------|-----|----------------|-------------------|-----------------------|-------------------|
| n=                                   | 513 | 19             | 148               | 224                   | 112               |
| Significant increase in productivity | 4%  | 0%             | 4%                | 4%                    | 4%                |
| Increase in productivity             | 39% | 47%            | 40%               | 35%                   | 46%               |
| No change in productivity            | 53% | 53%            | 51%               | 57%                   | 47%               |
| Decrease in productivity             | 4%  | 0%             | 5%                | 5%                    | 3%                |
| Significant decrease in productivity | 0%  | 0%             | 0%                | 0%                    | 0%                |

# Child Care and Education Support

*Which of the following is your organization doing to support parents with Child care and education challenges? Please select all that apply.*

|  | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|--|-----|----------------|-------------------|-----------------------|-------------------|
| n=   | 513 | 19             | 148               | 224                   | 112               |
| Daycare assistance   | 17% | 11%            | 10%               | 16%                   | 30%               |
| Flexible work scheduling   | 85% | 79%            | 84%               | 87%                   | 81%               |
| Homework help or tutoring service  | 9%  | 5%             | 7%                | 8%                    | 14%               |
| Provide additional PTO specifically for child care                                 | 7%  | 5%             | 5%                | 9%                    | 8%                |
| Provide computers, tablets or other devices to support children's virtual learning | 3%  | 5%             | 3%                | 2%                    | 2%                |
| Provide or reimburse school-related transportation expense                         | 1%  | 5%             | 1%                | 0%                    | 0%                |
| We are not providing support to parents with children returning to school          | 13% | 21%            | 14%               | 12%                   | 14%               |

# Focus on Building or Sustaining a Positive Work Culture

*Please indicate the degree your organization focuses on building or sustaining a positive work culture.*

|   | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|---|-----|----------------|-------------------|-----------------------|-------------------|
| n=  | 506 | 19             | 148               | 224                   | 112               |
| Alignment of tone and content with culture and values                       | 84% | 100%           | 80%               | 87%                   | 82%               |
| Ensure employees have say in organization's policy changes when appropriate | 42% | 53%            | 37%               | 46%                   | 38%               |
| Ensure employees understand how their work impacts organization goals       | 74% | 90%            | 72%               | 80%                   | 67%               |
| Ensure leadership functions as role model                                   | 76% | 95%            | 72%               | 80%                   | 70%               |
| Ensure organization is dedicated to DEI initiatives                         | 83% | 53%            | 66%               | 77%                   | 78%               |
| Highlight organization's mission and values                                 | 86% | 79%            | 80%               | 87%                   | 93%               |

% Often or Always

# Focus on Building or Sustaining a Positive Work Culture (cont.)

*Please indicate the degree your organization focuses on building or sustaining a positive work culture.*

|  | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|--|-----|----------------|-------------------|-----------------------|-------------------|
| n=   | 504 | 19             | 148               | 224                   | 112               |
| Nurture culture of collaboration   | 79% | 89%            | 74%               | 82%                   | 77%               |
| Provide access to systems and resources for employees to do job              | 85% | 95%            | 84%               | 87%                   | 85%               |
| Provide software for employees to communicate with others during remote work | 93% | 95%            | 93%               | 94%                   | 87%               |
| Provide a safe work environment  | 97% | 100%           | 97%               | 99%                   | 93%               |
| Solicit suggestions from employees on meeting frequency                      | 58% | 74%            | 57%               | 61%                   | 50%               |

% Often or Always

# Leadership Engagement in Employee Well-Being

*How engaged is your organization's leadership in supporting employee well-being?*

|                          | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|--------------------------|-----|----------------|-------------------|-----------------------|-------------------|
| n=                       | 506 | 19             | 148               | 224                   | 112               |
| Not specifically engaged | 25% | 11%            | 28%               | 25%                   | 26%               |
| Engaged                  | 49% | 47%            | 55%               | 50%                   | 40%               |
| Very engaged             | 26% | 42%            | 18%               | 25%                   | 34%               |

# Well-Being Program Communication Frequency

*How frequently does your organization communicate well-being programs with employees?*

|  | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|--|-----|----------------|-------------------|-----------------------|-------------------|
| n=   | 506 | 19             | 148               | 224                   | 112               |
| Weekly   | 20% | 16%            | 14%               | 21%                   | 25%               |
| Monthly  | 31% | 21%            | 30%               | 35%                   | 27%               |
| Quarterly  | 9%  | 11%            | 10%               | 9%                    | 7%                |
| Bi-annually  | 1%  | 0%             | 1%                | 0%                    | 2%                |
| Annually   | 1%  | 0%             | 2%                | 0%                    | 3%                |
| We communicate details of our well-being programs to employees as needed | 37% | 47%            | 42%               | 33%                   | 36%               |
| We do not communicate details of our well-being benefits to employees    | 1%  | 5%             | 1%                | 1%                    | 1%                |

# Well-Being Information Shared with Employees

*What type(s) of information is your organization sharing with employees? Please select all that apply.*

|                                 | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|---------------------------------|-----|----------------|-------------------|-----------------------|-------------------|
| n=                              | 498 | 18             | 147               | 221                   | 111               |
| Company benefit information     | 95% | 100%           | 95%               | 95%                   | 94%               |
| Company financial information   | 61% | 72%            | 58%               | 67%                   | 53%               |
| Family well-being information   | 47% | 39%            | 41%               | 51%                   | 50%               |
| Government reports and guidance | 24% | 56%            | 23%               | 25%                   | 19%               |
| Health tips                     | 79% | 72%            | 72%               | 84%                   | 81%               |
| Job outlook information         | 7%  | 6%             | 7%                | 8%                    | 5%                |
| Motivational articles/messages  | 49% | 50%            | 42%               | 50%                   | 54%               |
| Personal finance guidance/tips  | 52% | 61%            | 47%               | 56%                   | 47%               |
| Resources                       | 66% | 56%            | 57%               | 72%                   | 67%               |
| Stress reduction information    | 71% | 61%            | 65%               | 73%                   | 77%               |
| Vaccination information         | 64% | 72%            | 49%               | 69%                   | 70%               |
| Work from home tips             | 71% | 78%            | 66%               | 74%                   | 71%               |
| Other                           | 3%  | 6%             | 3%                | 3%                    | 3%                |

# Well-Being Program Effectiveness

*How do you measure the effectiveness of well-being programs at your organization? Please select all that apply.*

|  | All | <100 employees | 100-999 employees | 1,000-9,999 employees | >10,000 employees |
|--|-----|----------------|-------------------|-----------------------|-------------------|
| n=   | 504 | 19             | 148               | 224                   | 112               |
| Absenteeism  | 15% | 21%            | 10%               | 19%                   | 12%               |
| Disability costs   | 13% | 16%            | 10%               | 15%                   | 13%               |
| Employee engagement/climate surveys                            | 45% | 47%            | 44%               | 46%                   | 42%               |
| Employee focus groups  | 19% | 16%            | 16%               | 19%                   | 21%               |
| Employee surveys   | 47% | 32%            | 43%               | 48%                   | 52%               |
| Health care costs  | 36% | 21%            | 26%               | 42%                   | 40%               |
| Participation rates  | 56% | 63%            | 52%               | 59%                   | 56%               |
| Productivity   | 19% | 26%            | 16%               | 21%                   | 17%               |
| Turnover rates   | 32% | 26%            | 31%               | 32%                   | 32%               |
| Other  | 2%  | 0%             | 1%                | 3%                    | 1%                |
| We do not measure the effectiveness of our well-being benefits | 22% | 32%            | 26%               | 19%                   | 20%               |



# Results by Employee Career Level

**WorldatWork**<sup>®</sup>  
Total Rewards Association



# Employee Perception of Well-Being Care

*To what extent does your employer care about your well-being?*

|                   | All | Entry level | Mid-level | Senior level | Executive level |
|-------------------|-----|-------------|-----------|--------------|-----------------|
| n=                | 498 | 51          | 219       | 150          | 78              |
| A great deal      | 33% | 41%         | 24%       | 33%          | 53%             |
| A good deal       | 37% | 28%         | 37%       | 43%          | 30%             |
| A moderate amount | 19% | 10%         | 24%       | 16%          | 14%             |
| A little bit      | 7%  | 12%         | 11%       | 5%           | 1%              |
| Not at all        | 4%  | 10%         | 4%        | 3%           | 3%              |



# Well-Being Programs

*Does your employer have well-being programs in place?*

|     | All | Entry level | Mid-level | Senior level | Executive level |
|-----|-----|-------------|-----------|--------------|-----------------|
| n=  | 438 | 41          | 191       | 133          | 73              |
| Yes | 72% | 63%         | 70%       | 71%          | 82%             |
| No  | 28% | 37%         | 30%       | 29%          | 18%             |



# Well-Being Programs' Importance

*Please indicate the importance of the following workplace well-being programs in supporting your personal and/or family needs.*

|   | All | Entry level | Mid-level | Senior level | Executive level |
|---|-----|-------------|-----------|--------------|-----------------|
| n=  | 501 | 51          | 219       | 153          | 78              |
| DEI program or training   | 32% | 33%         | 23%       | 34%          | 53%             |
| Family well-being (e.g. marital and family counseling)            | 46% | 35%         | 40%       | 50%          | 63%             |
| Financial education (e.g. guidance on government relief programs) | 46% | 43%         | 39%       | 50%          | 60%             |
| Mental health services (e.g. on demand access to live counselor)  | 59% | 51%         | 55%       | 65%          | 67%             |
| Mindfulness/meditation  | 43% | 31%         | 36%       | 47%          | 60%             |
| Providing or reimbursing for ergonomic office equipment           | 47% | 29%         | 46%       | 45%          | 64%             |
| Well-being days   | 58% | 53%         | 58%       | 55%          | 65%             |
| Workplace safety (e.g. PPE)                                       | 76% | 69%         | 73%       | 79%          | 80%             |
| Virtual wellness challenges (e.g. walk-a-thon)                    | 42% | 33%         | 37%       | 43%          | 60%             |

% Very/Extremely Important



# Employee Burnout

*Do you feel burned out at work?*

|            | All | Entry level | Mid-level | Senior level | Executive level |
|------------|-----|-------------|-----------|--------------|-----------------|
| n=         | 501 | 51          | 219       | 153          | 78              |
| Always     | 8%  | 10%         | 6%        | 8%           | 14%             |
| Very often | 18% | 12%         | 22%       | 18%          | 12%             |
| Sometimes  | 48% | 47%         | 51%       | 44%          | 45%             |
| Rarely     | 20% | 20%         | 17%       | 25%          | 19%             |
| Never      | 6%  | 12%         | 4%        | 5%           | 10%             |



# Employee Mental Health

*Which statement best describes your mental health now compared with your mental health two years ago?*

|             | All | Entry level | Mid-level | Senior level | Executive level |
|-------------|-----|-------------|-----------|--------------|-----------------|
| n=          | 148 | 51          | 219       | 153          | 78              |
| Much better | 15% | 16%         | 9%        | 12%          | 37%             |
| Better      | 24% | 28%         | 21%       | 24%          | 28%             |
| The same    | 38% | 45%         | 38%       | 43%          | 24%             |
| Worse       | 20% | 10%         | 29%       | 19%          | 6%              |
| Much worse  | 3%  | 2%          | 3%        | 3%           | 4%              |



# Employees' Work Perceptions

Please state your level of agreement with the following statements:

|   | All | Entry level | Mid-level | Senior level | Executive level |
|---|-----|-------------|-----------|--------------|-----------------|
| n=  | 499 | 51          | 219       | 153          | 77              |
| I feel my employer's diversity, equity and inclusion initiatives improve my work experience | 60% | 44%         | 55%       | 60%          | 80%             |
| I feel I am treated equitably by my employer  | 70% | 59%         | 68%       | 72%          | 83%             |
| I feel I am included by my employer   | 72% | 57%         | 73%       | 75%          | 76%             |
| I feel I am accepted by my employer   | 80% | 71%         | 82%       | 82%          | 83%             |
| I feel I am valued by my employer   | 73% | 55%         | 70%       | 79%          | 82%             |

% Agree/Strongly Agree

# Results by Employee Age

**WorldatWork**<sup>®</sup>  
Total Rewards Association





# Employee Perception of Well-Being Care

*To what extent does your employer care about your well-being?*

|                   | <b>All</b> | <b>18-34</b> | <b>35-54</b> | <b>55+</b> |
|-------------------|------------|--------------|--------------|------------|
| n=                | 498        | 113          | 304          | 81         |
| A great deal      | 33%        | 34%          | 36%          | 21%        |
| A good deal       | 37%        | 46%          | 35%          | 32%        |
| A moderate amount | 19%        | 13%          | 18%          | 27%        |
| A little bit      | 7%         | 5%           | 7%           | 12%        |
| Not at all        | 4%         | 2%           | 4%           | 7%         |



# Well-Being Programs

*Does your employer have well-being programs in place?*

|     | <b>All</b> | <b>18-34</b> | <b>35-54</b> | <b>55+</b> |
|-----|------------|--------------|--------------|------------|
| n=  | 438        | 101          | 269          | 68         |
| Yes | 72%        | 70%          | 77%          | 53%        |
| No  | 29%        | 30%          | 23%          | 47%        |



# Well-Being Programs' Importance

*Please indicate the importance of the following workplace well-being programs in supporting your personal and/or family needs.*

|   | All | 18-34 | 35-54 | 55+ |
|---|-----|-------|-------|-----|
| n=  | 501 | 113   | 306   | 82  |
| DEI program or training   | 32% | 31%   | 36%   | 18% |
| Family well-being (e.g. marital and family counseling)            | 46% | 53%   | 47%   | 32% |
| Financial education (e.g. guidance on government relief programs) | 46% | 52%   | 47%   | 32% |
| Mental health services (e.g. on demand access to live counselor)  | 59% | 57%   | 61%   | 56% |
| Mindfulness/meditation  | 43% | 42%   | 46%   | 31% |
| Providing or reimbursing for ergonomic office equipment           | 47% | 44%   | 49%   | 40% |
| Well-being days   | 58% | 61%   | 59%   | 48% |
| Workplace safety (e.g. PPE)                                       | 76% | 67%   | 76%   | 84% |
| Virtual wellness challenges (e.g. walk-a-thon)                    | 42% | 46%   | 42%   | 37% |

% Very/Extremely Important



# Employee Burnout

*Do you feel burned out at work?*

|            | <b>All</b> | <b>18-34</b> | <b>35-54</b> | <b>55+</b> |
|------------|------------|--------------|--------------|------------|
| n=         | 501        | 113          | 306          | 82         |
| Always     | 8%         | 9%           | 9%           | 7%         |
| Very often | 18%        | 20%          | 17%          | 18%        |
| Sometimes  | 48%        | 52%          | 46%          | 46%        |
| Rarely     | 20%        | 14%          | 22%          | 22%        |
| Never      | 6%         | 4%           | 7%           | 6%         |



# Employee Mental Health

*Which statement best describes your mental health now compared with your mental health two years ago?*

|             |    | <b>All</b> | <b>18-34</b> | <b>35-54</b> | <b>55+</b> |
|-------------|----|------------|--------------|--------------|------------|
|             | n= | 148        | 113          | 306          | 82         |
| Much better |    | 15%        | 17%          | 18%          | 2%         |
| Better      |    | 24%        | 32%          | 23%          | 15%        |
| The same    |    | 38%        | 37%          | 37%          | 42%        |
| Worse       |    | 20%        | 12%          | 18%          | 39%        |
| Much worse  |    | 3%         | 2%           | 4%           | 2%         |



# Employees' Work Perceptions

*Please state your level of agreement with the following statements:*

|   | <b>All</b> | <b>18-34</b> | <b>35-54</b> | <b>55+</b> |
|---|------------|--------------|--------------|------------|
| n=  | 499        | 113          | 305          | 82         |
| I feel my employer's diversity, equity and inclusion initiatives improve my work experience | 60%        | 56%          | 64%          | 45%        |
| I feel I am treated equitably by my employer  | 70%        | 76%          | 70%          | 63%        |
| I feel I am included by my employer   | 72%        | 81%          | 72%          | 61%        |
| I feel I am accepted by my employer   | 80%        | 78%          | 83%          | 78%        |
| I feel I am valued by my employer   | 73%        | 74%          | 74%          | 66%        |

% Agree/Strongly Agree



# Results by Employee Education Level

**WorldatWork**<sup>®</sup>  
Total Rewards Association



# Employee Perception of Well-Being Care

*To what extent does your employer care about your well-being?*

|                   | All | Some College or Less | College or Vocational Degree | Advanced Degree |
|-------------------|-----|----------------------|------------------------------|-----------------|
| n=                | 498 | 99                   | 231                          | 168             |
| A great deal      | 33% | 32%                  | 31%                          | 36%             |
| A good deal       | 37% | 33%                  | 39%                          | 37%             |
| A moderate amount | 19% | 21%                  | 19%                          | 17%             |
| A little bit      | 7%  | 7%                   | 8%                           | 7%              |
| Not at all        | 4%  | 6%                   | 4%                           | 4%              |





# Well-Being Programs

*Does your employer have well-being programs in place?*

|     | All | Some College<br>or Less | College<br>or Vocational<br>Degree | Advanced<br>Degree |
|-----|-----|-------------------------|------------------------------------|--------------------|
| n=  | 438 | 80                      | 198                                | 160                |
| Yes | 72% | 65%                     | 64%                                | 84%                |
| No  | 29% | 35%                     | 36%                                | 16%                |



# Well-Being Programs' Importance

Please indicate the importance of the following workplace well-being programs in supporting your personal and/or family needs.

|   | All | Some College or Less | College or Vocational Degree | Advanced Degree |
|---|-----|----------------------|------------------------------|-----------------|
| n=  | 501 | 100                  | 232                          | 169             |
| DEI program or training   | 32% | 22%                  | 28%                          | 44%             |
| Family well-being (e.g. marital and family counseling)            | 46% | 42%                  | 42%                          | 54%             |
| Financial education (e.g. guidance on government relief programs) | 46% | 36%                  | 43%                          | 56%             |
| Mental health services (e.g. on demand access to live counselor)  | 59% | 53%                  | 58%                          | 65%             |
| Mindfulness/meditation  | 43% | 36%                  | 40%                          | 51%             |
| Providing or reimbursing for ergonomic office equipment           | 47% | 38%                  | 41%                          | 60%             |
| Well-being days   | 58% | 51%                  | 54%                          | 67%             |
| Workplace safety (e.g. PPE)                                       | 76% | 73%                  | 73%                          | 80%             |
| Virtual wellness challenges (e.g. walk-a-thon)                    | 42% | 30%                  | 42%                          | 49%             |

% Very/Extremely Important



# Employee Burnout

*Do you feel burned out at work?*

|            | All | Some College<br>or Less | College<br>or Vocational<br>Degree | Advanced<br>Degree |
|------------|-----|-------------------------|------------------------------------|--------------------|
| n=         | 501 | 100                     | 232                                | 169                |
| Always     | 8%  | 8%                      | 8%                                 | 10%                |
| Very often | 18% | 15%                     | 20%                                | 17%                |
| Sometimes  | 48% | 48%                     | 49%                                | 46%                |
| Rarely     | 20% | 21%                     | 20%                                | 20%                |
| Never      | 6%  | 8%                      | 3%                                 | 8%                 |



# Employee Mental Health

*Which statement best describes your mental health now compared with your mental health two years ago?*

|             | All | Some College or Less | College or Vocational Degree | Advanced Degree |
|-------------|-----|----------------------|------------------------------|-----------------|
| n=          | 148 | 100                  | 232                          | 169             |
| Much better | 15% | 13%                  | 8%                           | 25%             |
| Better      | 24% | 13%                  | 24%                          | 30%             |
| The same    | 38% | 52%                  | 38%                          | 30%             |
| Worse       | 20% | 21%                  | 25%                          | 14%             |
| Much worse  | 3%  | 1%                   | 5%                           | 2%              |



# Employees' Work Perceptions

Please state your level of agreement with the following statements:

|   | All | Some College or Less | College or Vocational Degree | Advanced Degree |
|---|-----|----------------------|------------------------------|-----------------|
| n=  | 499 | 100                  | 232                          | 168             |
| I feel my employer's diversity, equity and inclusion initiatives improve my work experience | 60% | 42%                  | 59%                          | 70%             |
| I feel I am treated equitably by my employer  | 70% | 64%                  | 71%                          | 74%             |
| I feel I am included by my employer   | 72% | 63%                  | 75%                          | 74%             |
| I feel I am accepted by my employer   | 80% | 74%                  | 82%                          | 83%             |
| I feel I am valued by my employer   | 73% | 66%                  | 75%                          | 74%             |

% Agree/Strongly Agree

# Results by Employee Gender

**WorldatWork**<sup>®</sup>  
Total Rewards Association



# Employee Perception of Well-Being Care

*To what extent does your employer care about your well-being?*

|                   | <b>All</b> | <b>Male</b> | <b>Female</b> |
|-------------------|------------|-------------|---------------|
| n=                | 498        | 266         | 230           |
| A great deal      | 33%        | 36%         | 29%           |
| A good deal       | 37%        | 40%         | 34%           |
| A moderate amount | 19%        | 16%         | 22%           |
| A little bit      | 7%         | 5%          | 10%           |
| Not at all        | 4%         | 3%          | 5%            |



# Well-Being Programs

*Does your employer have well-being programs in place?*

|     |    | <b>All</b> | <b>Male</b> | <b>Female</b> |
|-----|----|------------|-------------|---------------|
|     | n= | 438        | 239         | 197           |
| Yes |    | 72%        | 79%         | 62%           |
| No  |    | 29%        | 21%         | 38%           |





# Well-Being Programs' Importance

*Please indicate the importance of the following workplace well-being programs in supporting your personal and/or family needs.*

|   | All | Male | Female |
|---|-----|------|--------|
| n=  | 501 | 269  | 230    |
| DEI program or training   | 32% | 36%  | 28%    |
| Family well-being (e.g. marital and family counseling)            | 46% | 51%  | 40%    |
| Financial education (e.g. guidance on government relief programs) | 46% | 47%  | 44%    |
| Mental health services (e.g. on demand access to live counselor)  | 59% | 61%  | 57%    |
| Mindfulness/meditation  | 43% | 44%  | 41%    |
| Providing or reimbursing for ergonomic office equipment           | 47% | 51%  | 41%    |
| Well-being days   | 58% | 57%  | 58%    |
| Workplace safety (e.g. PPE)                                       | 76% | 75%  | 75%    |
| Virtual wellness challenges (e.g. walk-a-thon)                    | 42% | 43%  | 40%    |

% Very/Extremely Important



# Employee Burnout

*Do you feel burned out at work?*

|            |    | <b>All</b> | <b>Male</b> | <b>Female</b> |
|------------|----|------------|-------------|---------------|
|            | n= | 501        | 269         | 230           |
| Always     |    | 8%         | 9%          | 7%            |
| Very often |    | 18%        | 18%         | 19%           |
| Sometimes  |    | 48%        | 47%         | 48%           |
| Rarely     |    | 20%        | 21%         | 19%           |
| Never      |    | 6%         | 5%          | 7%            |



# Employee Burnout Influencers

*To what extent do the following aspects influence your burnout.*

|  | <b>All</b> | <b>Male</b> | <b>Female</b> |
|--|------------|-------------|---------------|
| n=   | 128        | 69          | 58            |
| Job duties                                     | 66%        | 68%         | 62%           |
| Relationship with my manager                   | 54%        | 56%         | 49%           |
| Relationship with my coworkers                 | 41%        | 46%         | 38%           |
| Relationship with my spouse                    | 39%        | 45%         | 28%           |
| Child care responsibilities                    | 43%        | 42%         | 43%           |
| Personal health concerns                       | 51%        | 52%         | 49%           |
| Reduced social interaction with friends/family | 54%        | 54%         | 53%           |

% Very/Extremely Influential



# Employee Mental Health

*Which statement best describes your mental health now compared with your mental health two years ago?*

|             |    | All | Male | Female |
|-------------|----|-----|------|--------|
|             | n= | 148 | 269  | 230    |
| Much better |    | 15% | 19%  | 10%    |
| Better      |    | 24% | 23%  | 24%    |
| The same    |    | 38% | 38%  | 38%    |
| Worse       |    | 20% | 18%  | 24%    |
| Much worse  |    | 3%  | 2%   | 4%     |



# Employees' Work Perceptions

*Please state your level of agreement with the following statements:*

|   | <b>All</b> | <b>Male</b> | <b>Female</b> |
|---|------------|-------------|---------------|
| n=  | 499        | 267         | 230           |
| I feel my employer's diversity, equity and inclusion initiatives improve my work experience | 60%        | 65%         | 53%           |
| I feel I am treated equitably by my employer  | 70%        | 73%         | 68%           |
| I feel I am included by my employer   | 72%        | 75%         | 70%           |
| I feel I am accepted by my employer   | 80%        | 83%         | 79%           |
| I feel I am valued by my employer   | 73%        | 76%         | 71%           |

% Agree/Strongly Agree

# Definitions

- **Developing:** processes just forming, incomplete and not well executed; performance is not measured or reported
- **Implementing:** beginning to implement processes, but not may not be documented or consistently executed; performance measurement is inconsistent
- **Sustaining:** documented processes in place and executing consistently; performance is measured and reported consistently
- **Advancing:** well documented and executed processes; performance consistently measured and reported; continuous improvement programs in place
- **Innovating:** excellent process, measurement and continuous improvement practices in place that are consistently executed

A network diagram consisting of several interconnected circles (nodes) connected by lines (edges), forming a mesh-like structure across the blue background.

# Contact Us

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# Contact Us

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# Tell us what you think of this report!

As researchers, we love gathering feedback and your opinions are extremely valuable for helping us provide the research you want to see. Please take a couple minutes to complete a short survey. Thank you in advance for participating!

[Click here to begin.](#)

Sincerely,

The WorldatWork Research Team