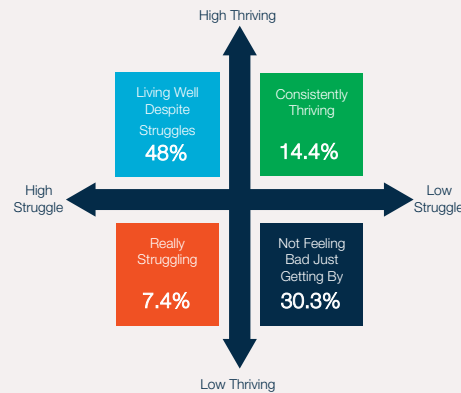


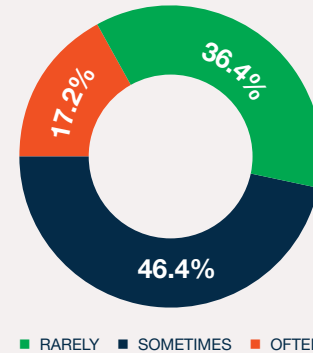
2023 AUSTRALIAN WORKPLACES SURVEY: THE WELLBEING & BURNOUT CHALLENGE

STATE OF WORKPLACE WELLBEING



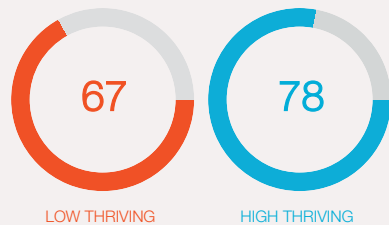
62.4% of workers reported high levels of thriving (14.4% were “consistently thriving” and 48% were “living well, despite struggle”, while, 37.7% of workers reported low levels of thriving.

LEVELS OF BURN OUT IN WORKPLACES



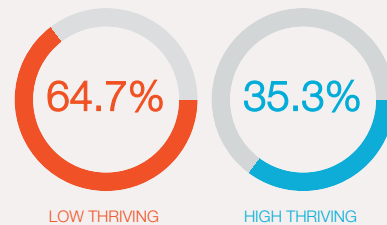
63.6% of workers reported feeling burned out at work (17.2% often felt burned out and 46.4% sometimes felt burned out). When measured against the clinical criteria for diagnosing burnout, 21.2% of workers are medically burnt out.

PERFORMANCE



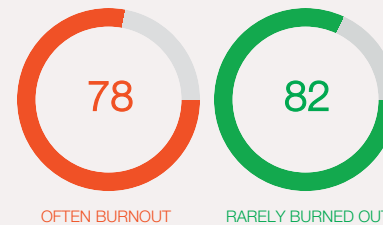
Performance was significantly higher for workers who reported high levels of thriving.

INTENTION TO LEAVE



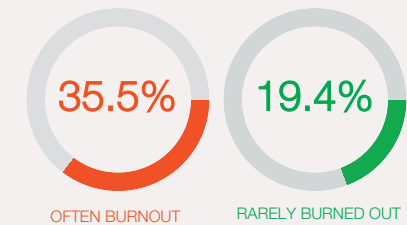
Workers with high levels of thriving were much less likely to be intending to leave their jobs in the next six months.

PERFORMANCE



Performance was significantly lower for workers who often felt burned out.

INTENTION TO LEAVE



Workers who often felt burned out were more likely to be intending to leave their jobs in the next six months.

RESEARCH INSIGHTS

- **WELLBEING:** Almost two-thirds of Australian workers (62.4%) reported high levels of thriving, with 14.4% “consistently thriving” and 48% “living well, despite struggle.” However, 37.7% of workers reported low levels of thriving, with 30.3% “not feeling bad, just getting by” and 7.4% “really struggling.” Workers who reported high levels of thriving also reported higher levels of performance and were significantly less likely to be intending to leave their jobs in the next six months than workers who reported low levels of thriving.
- **BURN OUT:** Almost two-thirds of Australian workers (63.6%) also reported feeling burned out, (17.2% “often” felt burned out and 46.4% “sometimes” felt burned out). However, when measured against the World Health Organization's criteria for burnout – prolonged and persistent levels of exhaustion, cynicism, and a lack of personal accomplishment – 21.2% of workers were medically burnt out. Unlike an “on/off” button, people can be experiencing burnout, without *being* burnt out.
- **THE CHALLENGE:** How can two-thirds of workers be thriving, while two-thirds of workers are feeling burned out? Other researchers have noted that burnout is most often experienced by workers who were once highly engaged in their work. Worryingly for workplaces, just over half (53.6%) of the workers who reported high levels of thriving, also reported feeling burned out “sometimes”. This suggests workplaces need to be taking urgent action to protect these workers – particularly around the levels of exhaustion they are feeling – whilst continuing to help them care for their wellbeing.

RECOMMENDATIONS

With 93% of Australian workers reporting their physical, emotional, and mental wellbeing is just as important as their pay, workplaces need to continue balancing their investments in promoting wellbeing and protecting their people from burnout. But when your budget only goes so far, how can you design and deliver a workplace wellbeing strategy that is tailored to your workers' needs?

We recommend that workplaces balance their wellbeing strategies by assessing at the “Me” (individual), “We” (leaders and teams), and “Us” (organization) level:

- **THRIVING** - understand what’s working well when it comes to the wellbeing of your workers and how these behaviors and tools can be built upon.
- **STRUGGLE** - know where and why your workers are struggling to care for their wellbeing and ensure they have access to the mental health resources and support they may require.
- **BURNOUT** - in many states of Australia it is now a legal requirement to assess the psychosocial (emotional and social) risks in your workplace that contribute to burnout. Identify these risks and educate your leaders on the practical steps they can take to eliminate or minimize these risks for their teams.

We also recommend that this data is shared with your workers so together you can co-design a meaningful and effective wellbeing strategy.

How is your workplace taking an integrated approach to measuring wellbeing and burnout so you can co-design an effective workplace wellbeing strategy?

2023 AUSTRALIAN WORKPLACES SURVEY: PROMOTING & PROTECTING INDIVIDUAL WELLBEING

TOP 5 WELLBEING PROMOTERS

Workers who reported high levels of thriving were more likely to report higher levels of the following wellbeing promoters:

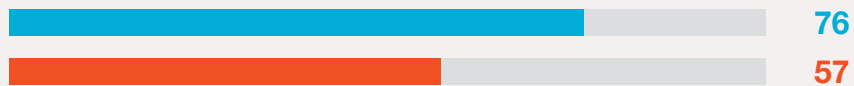
#1. SELF-COMPASSION:



#2. POSITIVE EMOTION:



#3. PHYSICAL HEALTH



#4. ENGAGING WORK



#5. MEANING



■ HIGH THRIVING ■ LOW THRIVING

TOP 5 BURNOUT STRESSORS

Workers who reported often feeling burned out were more likely to report higher levels of the following wellbeing stressors:

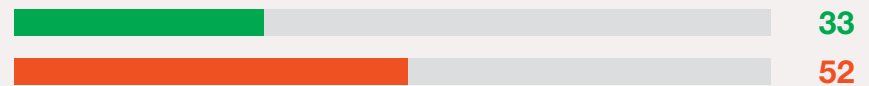
#1. EXHAUSTION:



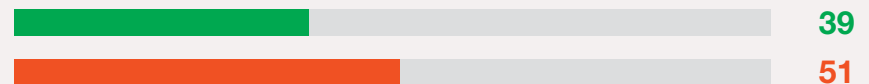
#2. SELF-CRITICISM:



#3. NEGATIVE EMOTIONS



#4. LACK OF ACCOMPLISHMENT



#5. TEDIOUS WORK



■ RARELY BURNED OUT ■ OFTEN BURNED OUT

RESEARCH INSIGHTS

- **WELLBEING:** Workers who reported high levels of thriving were more likely to report higher levels of:
 - **Self-compassion** – They support themselves like a wise and kind friend.
 - **Positive emotions** – They invest in feeling good at work.
 - **Physical health** – They choose to eat, move, and rest in ways that help them feel strong and healthy.
 - **Engaging work** – They make their work interesting and energizing.
 - **Meaning** – They believe the work they do is valuable is worthwhile.
- **BURNOUT:** Workers who reported often feeling burned out were more likely to report higher levels of:
 - **Exhaustion** – Their work left them feeling exhausted.
 - **Self-criticism** – They were judgmental and critical of themselves.
 - **Negative emotions** – They felt anxious and overwhelmed at work.
 - **Lack of accomplishment** – They struggled to set and achieve clear goals.
 - **Tedious work** – They found their work boring and dull.

RECOMMENDATIONS

Our wellbeing perceptions, experiences, and behaviors spread through a complicated web of social connections in our workplaces at the individual (“Me”), team (“We”), and organizational (“Us”) level. For example, organizations and leaders must proactively promote wellbeing and protect their workers from the stressors of burnout. And workers need to have the knowledge, tools, and support required to help them care for themselves and others.

While workers report that “not enough time” is their biggest barrier to caring for wellbeing, the good news is researchers have found that tiny actions can have a mighty impact. For example, the individual insights from this study can be applied by helping workers to identify what they:

- **WANT TO DO** – Workers are more likely to stick with wellbeing behaviors they genuinely want to do – not what they think they should or have to do. Invite them to choose.
- **CAN DO** – Encourage workers to start so small for one week that they can’t possibly fail. Then celebrate this success, and as their confidence and abilities grow, the duration, variety, complexity, and frequency can be increased.
- **NUDGED TO DO** – No behavior happens without a prompt to nudge workers into action. Help them to anchor the desired behavior to existing habits, create visual prompts, set audio alarms, and buddy up to make their desired behaviors happen.

How is your workplace providing the knowledge, tools, and support workers need to care for their individual wellbeing?

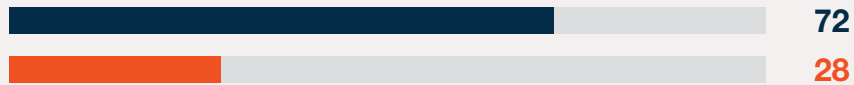
2023 AUSTRALIAN WORKPLACES SURVEY: HOW LEADERS ARE BUILDING TRUST

TOP 5 TRUST PROMOTERS

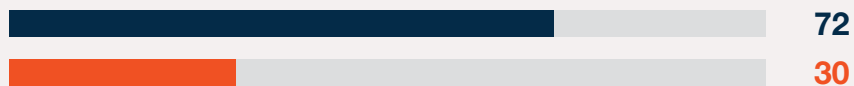
Workers who reported high levels of leader trust were more likely to report higher levels of the following leadership wellbeing behaviors:

■ HIGH TRUST ■ LOW TRUST

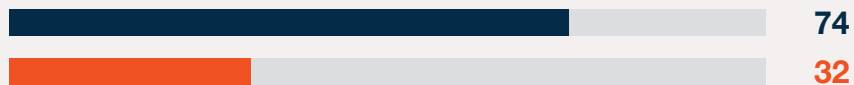
#1. POSITIVE EMOTIONS:



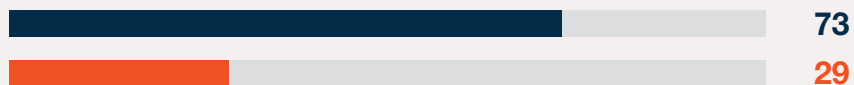
#2. ENGAGEMENT:



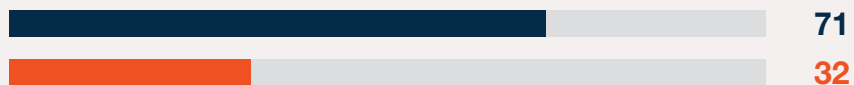
#3. RELATIONSHIPS:



#4. RESPONSIBILITY:



#5. APPRECIATION:



TOP 5 TRUST STRESSORS

Workers who reported low levels of leader trust were more likely to report higher frequencies of the following psychosocial hazards:

■ HIGH TRUST ■ LOW TRUST

#1. LACK OF SUPERVISOR SUPPORT:



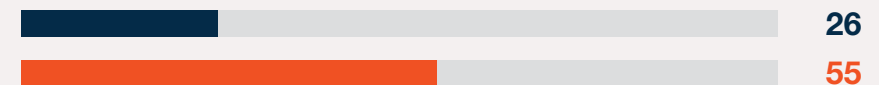
#2. POOR WORKPLACE RELATIONSHIPS:



#3. INADEQUATE RECOGNITION AND REWARD:



#4. POOR PHYSICAL WORK ENVIRONMENT:



#5. POOR ORGANIZATIONAL JUSTICE:



RESEARCH INSIGHTS

- **HIGH TRUST:** Workers who reported high levels of trust were more likely to report higher levels of the following leadership wellbeing behaviors:
 - **Positive emotions** – Their leader was a positive influence.
 - **Engagement** – Their leader was engaging and interesting to work with.
 - **Relationships** – Their leader was encouraging and supportive.
 - **Responsibility** – Their leader had honest feedback conversations.
 - **Appreciation** – Their leader expressed appreciation.
- **LOW TRUST:** Workers who reported low levels of leader trust were more likely to report higher frequencies of the following psychosocial hazards:
 - **Lack of Supervisor Support** – They didn't have the help and support they needed from their direct supervisor to do their job well.
 - **Poor Workplace Relationships** – They did not receive the support they required from their peers.
 - **Inadequate Reward and Recognition** – Their good work was not recognized or rewarded.
 - **Poor Physical Work Environment** – Physically, they felt unsafe in their work environment.
 - **Poor Organizational Justice** – They felt unfairly treated by their workplace.

RECOMMENDATIONS

Researchers have found that people at high-trust companies report 74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, and 40% less burnout than people at low-trust companies (Zak, 2017).

Leaders play a crucial role in building trust within their workplaces as their behaviors set the tone for the culture and establish norms of behavior. The good news is that most leaders want to behave in ways that create trust within their teams. The challenge is that with limited energy, time, and resources, many leaders are unclear on what actions they should prioritize and how to frequently integrate these behaviors into the ways they are working.

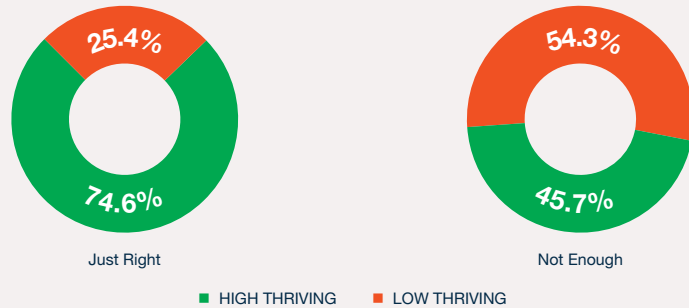
We find it helpful to encourage leaders to look for ways they can apply the insights from this study into their existing:

- **ROLE MODELLING** – how they behave and where they focus their attention each day (e.g. how they talk to others, etc.).
- **RITUALS** – the informal practices their teams use to build and sustain social cohesion and support a sense of belonging (e.g. social catch ups, birthday celebrations, fond farewells, etc.)
- **ROUTINES** - the formal practices and processes their teams use to get their work done (e.g. team meetings, budget setting, etc.)
- **RULES** – upholding the written expectations that guide people's behavior (e.g. values, policies, etc.)

How are your leaders integrating trust-building behaviors into the ways they work with their team?

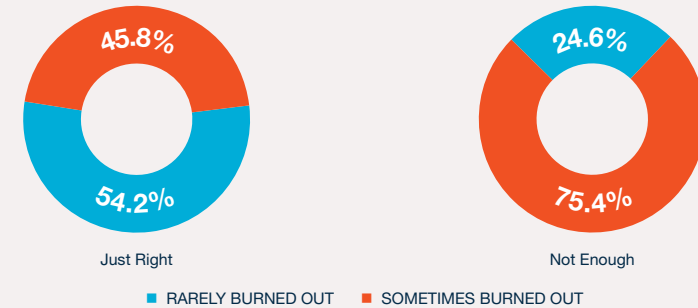
2023 AUSTRALIAN WORKPLACES SURVEY: WORKPLACE WELLBEING INVESTMENTS

THRIVING WORKERS WELLBEING INVESTMENT



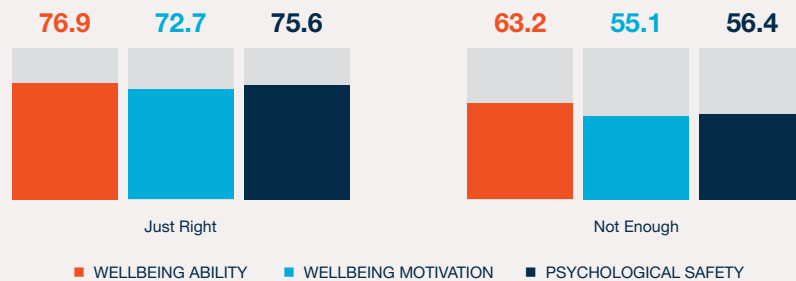
74.6% of workers who said their workplace's investment in caring for their wellbeing was "just right" were high in thriving.

BURNED OUT WORKERS WELLBEING INVESTMENT



75.4% of workers who said their workplace's investment in caring for their wellbeing was "not enough" felt burned out.

THE IMPACT OF WORKPLACE WELLBEING INVESTMENTS



Workers who felt their workplace investments were "just right" were more likely to report higher levels of wellbeing ability, wellbeing motivation, and psychological safety.

THE BALANCE OF WORKPLACE WELLBEING INVESTMENTS



Workers who felt their workplace investments were "just right" were more likely to balance their resources between mental health and wellbeing programs, but less likely to invest in psychosocial safety.

RESEARCH INSIGHTS

- **BOOSTING WELLBEING:** 74.6% of workers who said their workplace's wellbeing investment was "just right" were high in thriving. These workers were more likely to have higher levels of wellbeing ability, wellbeing motivation, and psychological safety. They also reported higher levels of positive emotions, physical health, emotional wisdom, engagement of their strengths, and healthy relationships.

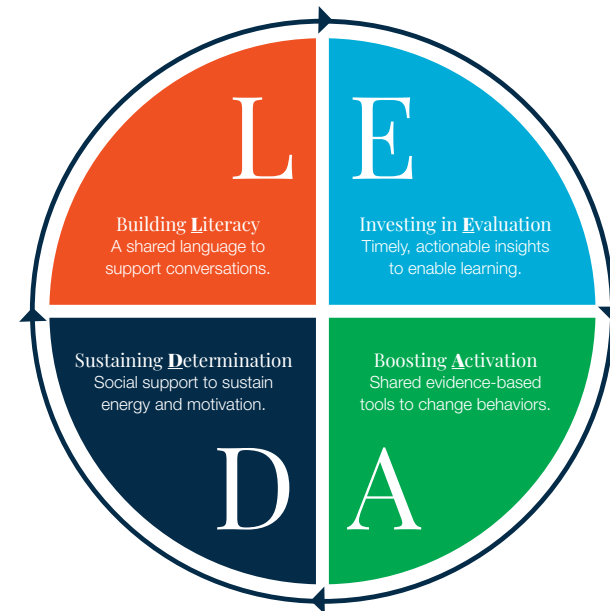
In contrast, 54.3% of workers who said their workplace's wellbeing investment was "not enough" were low in thriving. These workers were more likely to report lower levels of wellbeing ability, wellbeing motivation, and psychological safety. They also reported lower levels of self-compassion and were more likely to feel exhausted.

- **PROTECTING FROM BURNOUT:** 75.4% of workers who said their workplace's wellbeing investment was "not enough" often felt burnt out. These workers were more likely to have lower levels of wellbeing ability, wellbeing motivation, and psychological safety. They also reported lower levels of change consultation, role clarity, autonomy, supervisor support, and organisational justice.

In contrast, 54.2% of workers who said their workplace's investment in caring for their wellbeing was "just right" rarely felt burnt out. These workers were more likely to report higher levels of wellbeing ability, wellbeing motivation, and psychological safety. They also reported higher levels of workplace responsibility and trust in their leaders.

RECOMMENDATIONS

Workers who felt their workplace investments were "just right" were more likely to balance their resources between mental health and wellbeing programs, but less likely to invest in psychosocial safety. However, with 63.6% of workers reporting that they feel burned out, and new psychosocial safety requirements now in place for many Australian workplaces, we recommend organisations LEAD a better balance across their various wellbeing investments by integrating:



How is your workplace wellbeing strategy making it easy for your workers to understand and value your investments in caring for them?

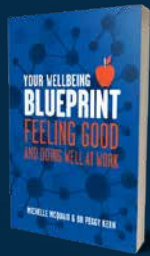
WANT MORE?



THE PERMAH WELLBEING SURVEY TOOL FOR WORKPLACES

Try the free PERMAH Wellbeing Survey and in less than five minutes you'll receive a detailed report on your levels of wellbeing ability, motivation, and psychological safety and your PERMAH wellbeing factors. You can even create a personal wellbeing plan from our database of more than 200 evidence-based wellbeing behaviors.

Just visit org.permahsurvey.com.



YOUR WELLBEING BLUEPRINT

Want to be inspired by more than 100 evidence-based, busy-proof ways to improve wellbeing for yourself and others? Our best-selling book, "Your Wellbeing Blueprint," written with Dr. Peggy Kern, is the perfect way to accelerate your wellbeing knowledge. **Click here to get yours now.**



THE CERTIFICATE IN CREATING WELLBEING

Unlock the power of caring for wellbeing in your workplace by learning how to build a shared language, evaluate wellbeing through a systems lens, build an evidence-based toolbox of tiny wellbeing nudges, and help people to sustain their motivation through wellbeing check-ins and conversations. You'll be given access to tools you can steal-with-pride and immediately share across your workplace and have the opportunity to design and implement a wellbeing impact project to immediately apply everything you learn. **Click here to learn more.**