

BURNOUT – A BUSINESS ISSUE THAT CAN'T BE IGNORED

Burnout is an issue that can catch the individual and business unaware.

What do you need to know if you want to avoid it?



Burnout is the #1 issue faced by employees at their workplace.

37%

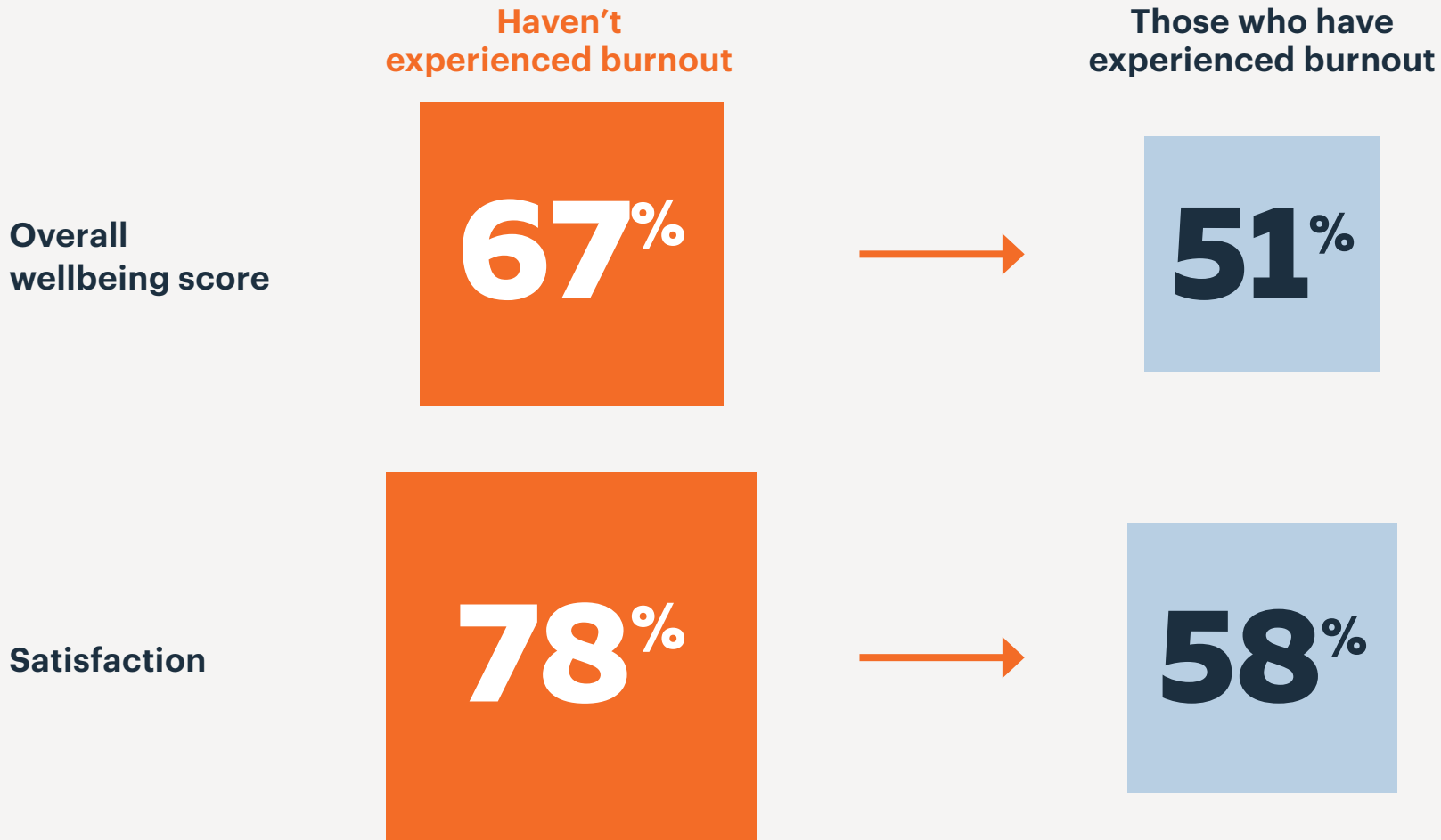
Have experienced or know someone who has experienced burnout in the workplace.

Q Have you or anyone you work with experienced the following at your workplace
Base:Employee Total Sample n=1,831



Burnout leads to lower wellbeing, which in turn leads to lower satisfaction

Low satisfaction = less motivation / effectiveness



Q Have you or anyone you work with experienced the following at your workplace?
Q What do you think of the company you work for in terms of
Q How satisfied are you with the company you currently work for?
Base: Employee Total Sample 2021 n=1,831, Experienced an issue with Burnout n=698

The importance of wellbeing is amplified for those who have experienced burnout

	TOTAL	Those who have experienced burnout
A job that makes me feel worthwhile	72%	78%
Supportive manager	70%	77%
A culture that looks after its employee wellbeing	68%	74%
Policies that look after staff wellbeing	62%	70%
A strong family-like culture	45%	49%

Significantly higher than total Significantly lower than total

Q When looking at employers and places to work, which of these aspects is important to you?

Base: Employee Total Sample 2021 n=1,831, Experienced an issue with Burnout n=698

And aspects focused around work/life balance are also more important to this group

	TOTAL	Those who have experienced burnout
A good work/life balance	83%	87%
Provides me with flexibility that helps me fit in all my commitments	58%	63%
Understands that my personal life can have an impact on me at work	52%	59%

Significantly higher than total Significantly lower than total

Q Have you or anyone you work with experienced the following at your workplace?

Q When looking at employers and places to work, which of these aspects is important to you?

Base: Employee Total Sample 2021 n=1,831, Experienced an issue with Burnout n=698

But those who have experienced burnout are less likely to be offered support around wellbeing and work life balance in the workplace

	TOTAL	Those who have experienced burnout
A job that makes me feel worthwhile	43%	35%
Supportive manager	51%	46%
A culture that looks after its employee wellbeing	36%	28%
Policies that look after staff wellbeing	39%	33%
A strong family-like culture	34%	28%
A good work/life balance	47%	36%
Provides me with flexibility that helps me fit in all my commitments	42%	36%
Understands that my personal life can have an impact on me at work	41%	39%

Significantly higher than total Significantly lower than total

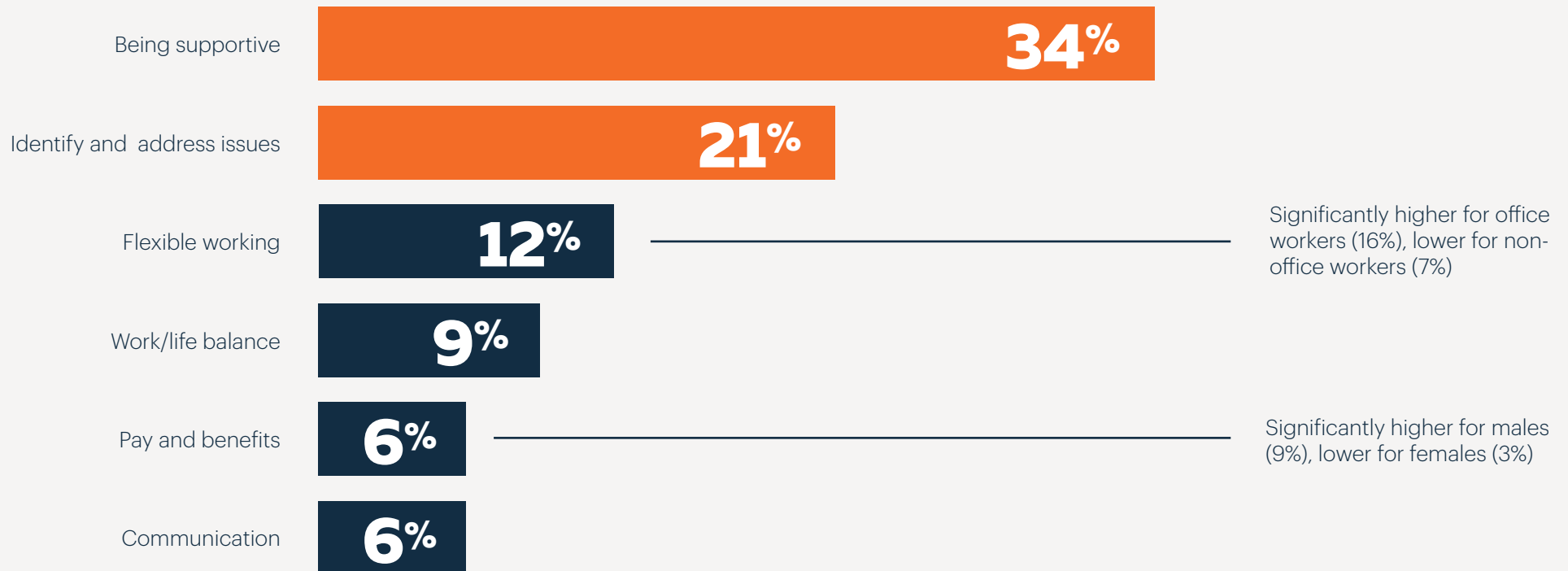
Q Have you or anyone you work with experienced the following at your workplace?

Q When looking at employers and places to work, which of these aspects is important to you?

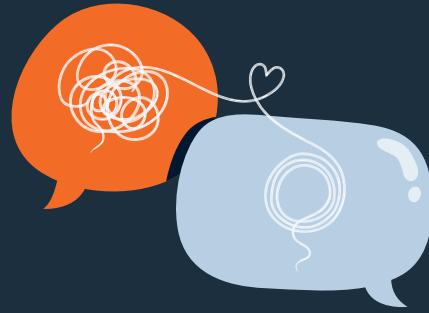
Base: Employee Total Sample 2021 n=1,831, Experienced an issue with Burnout n=698

Digging down into the wellbeing drivers

Employees feel that their companies are enabling them to care for the wellbeing of others but less so for themselves personally.



Q What are the main things a company can do to support your wellbeing at work? – Coded
Base: Employee Total Sample 2021 n=1,831



**SO, WHAT DO PEOPLE MEAN
BY BEING SUPPORTIVE AND
ADDRESSING ISSUES?**

Being supportive

In both work and personal situations, employees want to feel supported

■ ■ *Be supportive and aware of personal circumstances and that they can affect work.*

Recognise that I need support. Give support, which is helpful.

Makes everyone feel safe and supports you if there's anything you need.

Friendly and supportive managers who make it clear they are available to talk if you ever need to about work-related things or anything personal. ■ ■



Identify and address issues

▄▄ *Talk about issues to find out the underlying causes.*

Managers should engage with their staff and find out what each person needs for their wellbeing. Everyone is different and at different stages.

Manager occasionally checking in with me, making sure everything's going fine (both in and out of the workplace) and if there's anything wrong, find a solution to whatever's bothering me.

Listen to what is wrong, try to provide solutions that help ease the stress. ▄▄



Burnout is higher for women!

Experienced burnout

TOTAL	MALE	FEMALE
37%	34%	41%

When asked what a company can do to support their wellbeing, women have the same needs as men BUT they mentioned **being supportive, identifying and addressing issues and flexible working** more than men.

Pay and benefits are mentioned more for men.

Q Have you or anyone you work with experienced the following at your workplace?
Base: Employee Total Sample 2021 n=1,831





**COMPANIES CAN SUPPORT
WELLBEING FOR WOMEN IN
A NUMBER OF WAYS**

WAYS A COMPANY CAN SUPPORT
WELLBEING – FEMALE

Being supportive

▄▄ Support when you need to leave if unwell or child unwell.

Acknowledge workloads, say thank you and show appreciation.

Provide more support and help during busy periods.

Be supportive and show a genuine interest in staff, their workload, career development and personal goals. ▄▄



Identify and address issues

▄▄ *Genuinely listen to concerns.*

Be more attentive with staffs' mental state.

Providing managers that listen and address any issues or concerns and support a positive work life balance.

Listen to issues and concerns, and actively try to resolve these. ▄▄



Flexible working

▄▄ *Provide flexibility and remove micromanagement.*

Allow for flexibility and limit work hours (e.g. sending/receiving emails).

Provide flexibility to achieve a balance between work and family life.

Provide the flexibility for me to maintain my family relationships and commitments due to having a young family. ▄▄



Incidence of burnout increases from 25-years of age and is lowest at retirement.

Being supportive was the key response people from all age groups gave when asked what a company can do to support them.

This is most significant for Millennials.



	TOTAL	18-24	25-34	35-44	45-54	55-64	65+
Experienced or know someone who has experienced burnout	37%	31%	40%	39%	42%	37%	19%

Significantly higher than total Significantly lower than total

Q Have you or anyone you work with experienced the following at your workplace?
 Base: Employee Total Sample 2021 n=1,831

For Millennials work life balance and flexible working are most important

Work/life balance

▄▄ *Be supportive of having a balanced work/life balance.*

Promote work life balance. Encourage conversations about mental health and manage teams well to ensure everyone is happy and healthy.

Promote a good work life balance, don't overload staff with tasks. Provide the right tools to do the job.

Flexible working

Days off, time away from desk, more praise and more caring about how we are feeling.

Flexible working- hours & location including work from home.

Flexible hours, let me manage my schedule myself.

Flexible work hours/remote work options. Supportive manager. Approachable HR team. ▄▄



What are the main things a company can do to support your wellbeing at work?
Base: 25-54 years n=1,185

Māori and Asian employees (excluding Indian) experience burnout more

In supporting wellbeing, Māori feel they need companies to be more supportive.

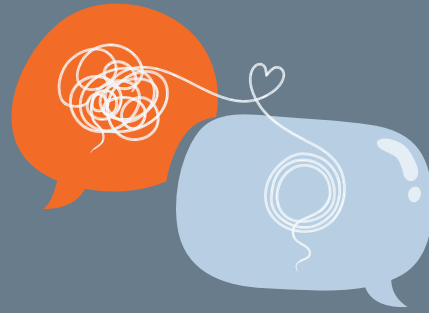
Asians consider pay, benefits and flexible working is key to wellbeing.



	TOTAL	NZ European	Māori	Pasifika	Asian	Indian
Experienced or know someone who has experienced burnout	37%	38%	43%	34%	41%	20%

Significantly higher than total Significantly lower than total

Q Have you or anyone you work with experienced the following at your workplace?
 Base: Employee Total Sample 2021 n=1,831



WHAT DID MĀORI AND ASIAN PEOPLE SAY?

Being supportive, Māori

“ Be supportive (especially if things go wrong) Pay a competitive salary and pay me fairly.

Recognise when I do well and offer to help when it's busy not leave me there to do everything on my own.

Approachable, supportive, flexible and understands each staff member as both individuals and also an essential part of the 'whānau-like' team from a cultural and holistic lens. ”



WAYS A COMPANY CAN SUPPORT
WELLBEING – ASIAN

Pay / Flexible working, Asian

▄▄ *Paycheck on time, pay my tax,
bonus, flexible time.*

*Flexible working, less micro
managing and hovering, stop
prioritising the numbers/work done
over the wellness of staff, listening
to the suggestions of staff.*

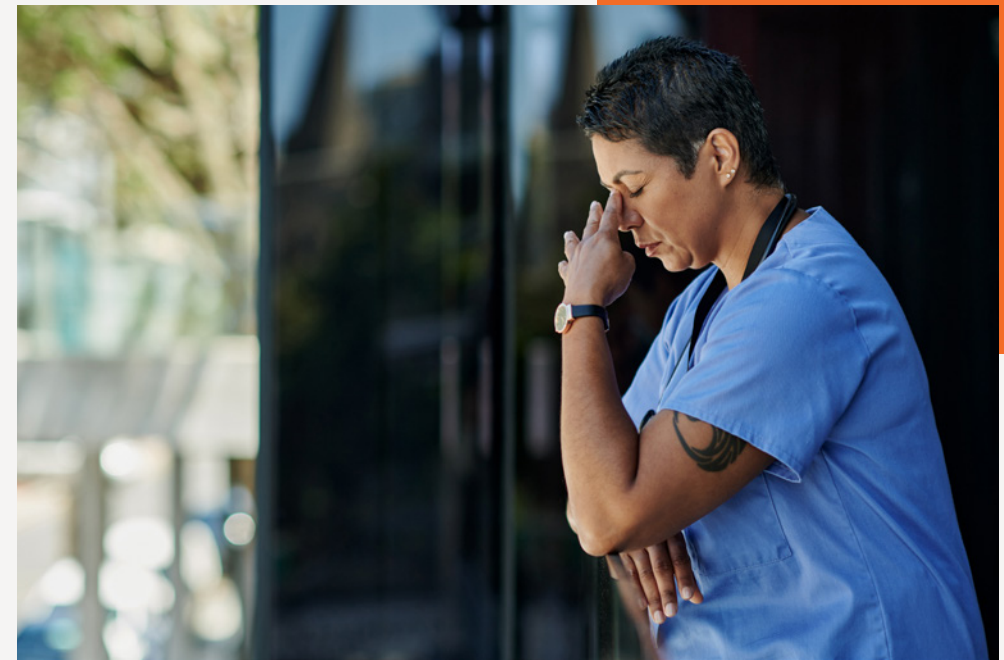
Pay raise instead of pay freeze...

Better pay, hours. ▄▄



The issue of burnout is highest in the government and healthcare sectors

The biggest difference between government and healthcare workers versus all other workers is their emphasis on **identifying and addressing issues** and **work life balance**.



	TOTAL	Primary industries	Secondary industries	Retail	Hospitality	Professional Services	Government	Education	Healthcare
Experienced or know someone who has experienced burnout	37%	39%	31%	28%	41%	37%	55%	44%	48%

Significantly higher than total

Significantly lower than total

Q Have you or anyone you work with experienced the following at your workplace? Base: Employee Total Sample 2021 n=1,831

Primary industries (Agriculture, forestry and fishing, and mining), Secondary industries (Manufacturing, electricity, gas, water and waste, construction, transport, postal and warehousing, information, media and telecommunications), Retail (Wholesale trade, Retail trade), Professional Services (Financial and insurance services, rental, hiring and real estate services, professional, scientific and technical services, administrative and support services).



What did government workers say?

Identifying and addressing issues

// *Checking in on its employees, face to face and genuine.*

Check in by asking questions about how I am doing. Have a more strategic focus of where they want to be and how they would get there

Work / Life balance

Having a good team leader that fosters good work relationships and work life balance

Forcing good work life balance //



What did healthcare workers say?

Identifying and addressing issues

■ Actively work to prevent bullying rather than providing lip-service because its expected

Listen to employees and when a complaint is made it is followed through and every one is listened too.

Work / Life balance

Promote good work life balance, supportive managers

Have a realistic attitude to work life balance and acknowledging family needs outside of work are an integral part of who we all are essentially. ■

Are larger organisations more at risk from burnout?

In supporting wellbeing, what employees want is the same across different organisations regardless of size but work life balance is more important for those working in larger organisations



COMPANY SIZE

TOTAL	Less than 5	6-10	11-49	50-99	100-199	200-299	300-499	500 or more
37%	21%	34%	30%	37%	32%	46%	38%	49%

Significantly higher than total Significantly lower than total

Q Have you or anyone you work with experienced the following at your workplace?
Base: Employee Total Sample 2021 n=1,831

Work life balance ranks highest for those in larger companies

Work / life balance

■ *Be supportive of having a balanced work/life balance.*

Make sure staffing levels are adequate, restrict hours of work to 40 hours a week and stop emailing and turn off the computer system to stop people over working. Life work balance.

Understand the circumstances of an individual's lifestyle and ensure balance across an entire team.

Ensure work load is appropriate- staffing levels are appropriate. Implying that wellbeing is important but not addressing the causes of poor wellbeing when they are internally caused shows a lack of genuine care.

Allow me to have a good work life balance. I have things in my life that make me happy/help me have strong mental health. If work takes up all my life I cannot access these things. ■■



What's happening in the regions?

The numbers of people experiencing burnout is higher in the lower North Island and Upper South Island



TOTAL	Auckland	Upper NI	Lower NI	Wellington	Upper SI	Canterbury	Southland
37%	34%	38%	42%	39%	43%	40%	38%

Q Have you or anyone you work with experienced the following at your workplace? Base: Employee Total Sample 2021 n=1,831

Base: Employee Total Sample 2021 n=1,831; Auckland n=529; Upper NI n=377, Lower NI n=177, Wellington n=185, Upper SI n=110, Canterbury n=217, Southland n=236

Upper NI (Northland + Waikato + Bay of Plenty + Gisborne), Lower NI (Hawke's Bay + Taranaki + Manawatu - Whanganui) , Upper SI (Tasman + Nelson + Marlborough) , Southland (West Coast + Otago + Southland)

Being supportive is identified as key

Lower North Island and upper South Island put higher emphasis on support for commitments outside of work

Being supportive, Lower NI

“Listening, being supportive and encouraging a person that there are services who may help if you can’t.

They can support me at times when family affairs have a priority. Support me by ensuring that I work in a safe and happy environment.

Be supportive, accept that work and life balance can sometimes be hard, praise where needed, staff get together. “

Being supportive, Upper SI

“Supportive environment and understanding of commitments outside of work.

Being supportive when factors such as family responsibility have an impact on working ability.

Let me do what I do best and support me in doing that in a safe and happy environment.

Be supportive, accept that work and life balance can sometimes be hard, praise where needed, staff get together. “

Q What are the main things a company can do to support your wellbeing at work?

Base: Employee Lower NI n=177, Upper SI n=110

Lower NI (Hawke's Bay + Taranaki + Manawatu - Whanganui) , Upper SI (Tasman + Nelson + Marlborough)

IMPLICATIONS

What are your take-aways?

- Burnout is an insidious and invasive disease impacting individuals and businesses
- The incidence of it is high and there are differences between regions and demographics
- People are looking for support and genuine care

Consider looking at:

- Upskilling your managers in wellbeing
- Investing in wellbeing support tools e.g. software that identifies issues early, Employee Assistance Programs

OK-NOMICS

The theory linking employee wellbeing to your bottom line

Ignore it and pay the price

Embrace it and reap the rewards



How this research was conducted

OVERVIEW

Key areas explored are:

- Overall understanding of wellbeing and what is being offered
- Employer performance against employee expectations
- Wellbeing score and drivers of wellbeing
- Changing wellbeing trends

Survey fieldwork conducted from November 27th to December 15th.

TRA ABOUT OUR RESEARCH PARTNER, TRA

TRA is New Zealand's largest privately owned research company – working with some of the largest corporate and government clients across Australasia. Their expertise spans insights, strategy, behavioural science, data and analytics, and design.

In 2018 TRA was awarded Gold for the most effective piece of insights work globally in the ESOMAR research effectiveness awards. And in 2020 they were named 5th most innovative company in Australia and New Zealand for Media and Marketing and were awarded Best Innovation Program by the Australian Financial Review.

EMPLOYEES

- 15 minute online survey
- Speaking with n=1,831 New Zealanders aged 18 and over who are either full or part time employed (not self-employed)
- Following fieldwork, the data is weighted according to age, region, gender and ethnicity to ensure the data is representative of the New Zealand adult population.
- Spread across employee type and industry:

Office based	898
Non-office based	933
Primary industry	84
Secondary industries	388
Retail	193
Accommodation and Food Services	93
Professional Services	288
Public Administration and Safety	69
Government	534
Education and Training	219
Health Care and Social Assistance	246

HR

- 15 minute online survey
- Speaking with n=105 HR managers
- Spread across role:
 - HR Director
 - HR Manager
 - HR Business Partner
 - HR Advisor
 - HR Coordinator
- Spread across industry (manufacturing, construction/ trade, education, healthcare, hospitality, retail, agriculture, professional services, government and state sectors)

ABOUT US

We are Skills Consulting Group, an international team of experts in learning & development, workplace wellbeing and education consulting based in New Zealand and working with clients around the world.

We live and breathe workplace capability. We work closely with industry. We help organisations upskill their workforce. We assist countries to drive their economic growth.

And right at the core of everything we do is people.

Through the Skills Consulting Group's network of specialist services and brands, we will work with you to tailor solutions that meet the unique needs of your organisation and your people.

And stay tuned; there's more to come. We'll be releasing five sub-reports over the next couple of months, where we'll dive deeper into more areas of workplace wellbeing.

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Find out how we can help your business build a wellbeing strategy
Contact us: info@skillsconsultinggroup.com

