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# Pathways to organizational recovery

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Community health report

## ARTICLE 19

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“ This report may benefit any non-profit organization that services at-risk communities who are struggling to cope with the impact Covid-19 has had on the health of their employees and internal culture. ”



**Selma Zaki**  
Team CommUNITY

# The author

**Selma Zaki** is Team CommUNITY's director of the Community Mental Health Program and author of this report.

She is a licensed Mental Health Counselor with experience in providing therapy services in a diversity of settings, ranging from private practices, to community mental health centers, to hospitals. Selma also has experience conducting qualitative research, and has been published in the *Journal of Counseling Psychology* for studying the experiences of gender among Arab American Women.

For Team CommUNITY, Selma oversees The Community Health Report and The Mental Health Program, which provides individual and group psychosocial services to digital rights defenders across 130+ countries.

This report involved the efforts and labor of many individuals to whom we are deeply grateful:

## Thank you

To **Raahat Currim** for your guidance, vision, and editorial expertise.

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To **the organizational leaders in our field** who have guided our efforts by shedding light on what needs attention. We recognize the challenges you are confronting and value your commitment to strengthening the space. And, we are here to support you!



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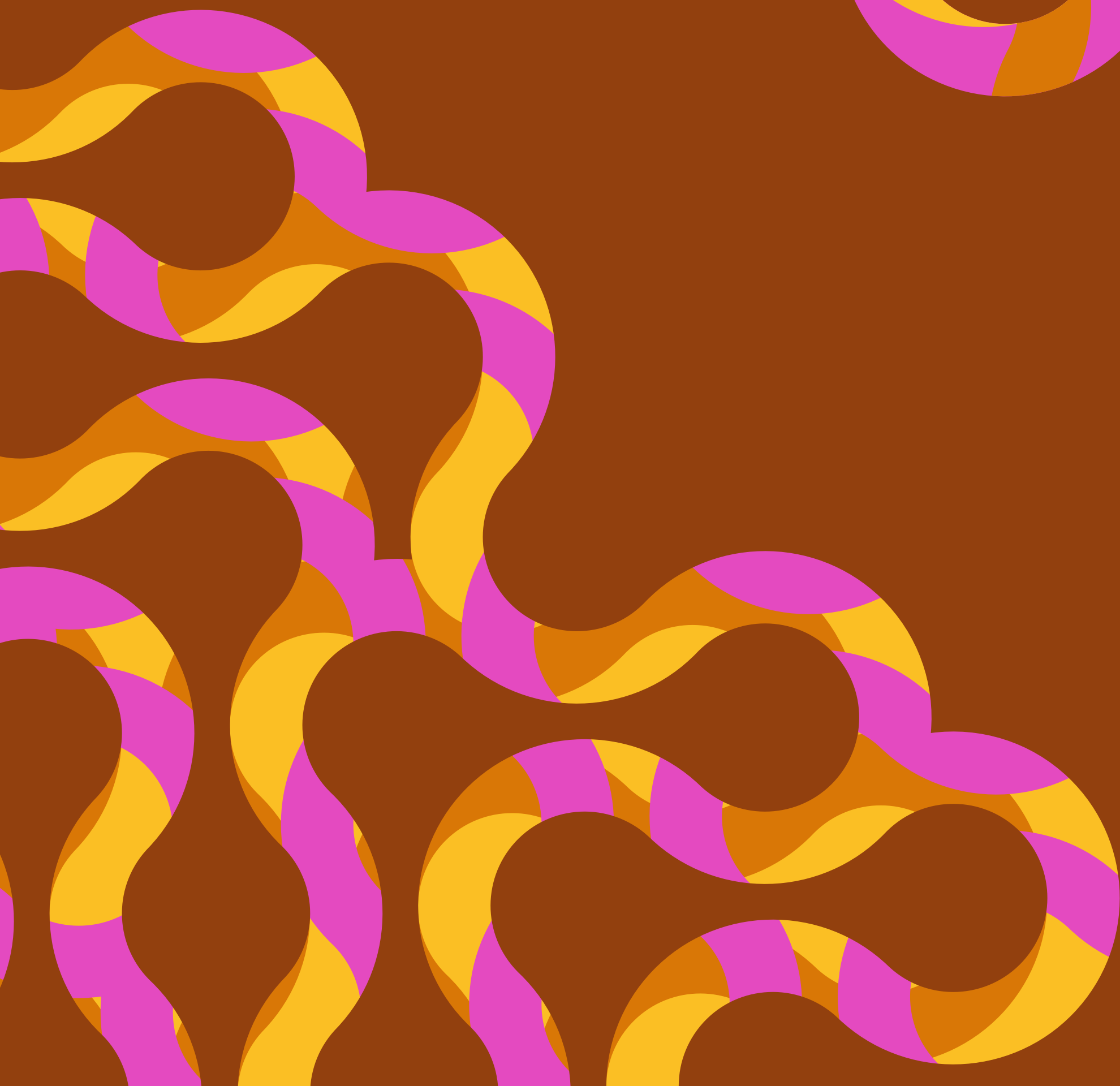
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# Foreword

Sandra Ordoñez is the head of Team CommUNITY, a long-time digital rights defender, and a community organizer by trade. She has seen the digital rights community transform through the years, seeing first-hand the impact psychosocial support and education can have on the health of the community. More than ever, she feels that the digital rights organizations and networks must prioritize ethics of care if we want to ensure the sustainability and future of the space. Here she highlights why this need is more critical than ever.

This report is in many ways a love letter for all organizational and community leaders currently working in the digital rights space who are doing their best in uncharted waters while trying to take care of their teammates, the people they serve, their family and, of course, themselves. These past two years have been incredibly challenging on both a personal and professional level. **Thank you for not giving up!** Your efforts and sacrifices have not gone unnoticed and they matter to the future of Internet freedom and digital rights. As one community member shared:

"

There was a moment where I was dealing with the death of a close family member because of Covid, while having to watch my home-bound children, AND dealing with my self-imploding staff, each of which were going through their own difficult personal issues. Ohh... and, by the way, finding out that the grant I was depending on did not come through, while having to change the direction of my program because of Covid. At that moment, I wanted the ground to swallow me, and I really almost gave up.

"



Many of us are exhausted and have been close to burnout on multiple occasions. I'm here to tell you that **you deserve support and healing too**, and that **this is important not just for yourself, but your team as well**. The **future of Internet freedom depends on it**. We cannot afford to lose more people because of burnout, and your actions directly shape the culture of the organizations and networks you manage, which also impacts the quality of new talent we can attract.

However, we all know that self-care doesn't solve much if the organizations and projects we are part of don't have robust organizational structures and policies needed to build the healthy work environments for your staff and for yourself. In addition, the current risks we are facing as a field means we have to prioritize ethics of care. In other words, **our actions and decision-making need to be centered around care for our people and the communities we serve**.

**I learned this lesson the hard way.**

By Fall 2019, my team had reached breaking point for numerous factors. As a young manager working in digital rights, I was used to overly delivering thanks to working intense hours, in an ecosystem mostly held up by project-based funding. This means I had no

idea how much these foundational operational pieces mattered. This was seasoned with deep depression and anxiety that the pandemic brought, while also having to deal with feelings of guilt and failure that I didn't know how to help my team.

I had to look deep within and recognize, with great humility, that there was so much learning I had to do as a manager. I reached out to older women leaders outside of this field, who luckily agreed to mentor me, while I consumed as much information as I could on good operations and management. I was also lucky that Trinh Nguyen, my right-hand woman at the time, brought wisdom in this area as well.

Most importantly, I had to accept that the **issues my staff were experiencing were historic and life-changing**, and we couldn't deliver at the same speed we were used to delivering pre-pandemic. **They needed time to rest, recover, and deal with difficult personal situations**. In other words, I couldn't expect 150%. But it wasn't just my staff – **I also needed rest too if I wanted to make smart, strategic decisions, and set an example for my staff**. I had to take a step back and recognize that the pandemic and the multiple challenges it had brought had also dramatically impacted my mental health.



Needless to say, **this learning experience has made my team stronger**, and the changes we made collectively have improved our health and work. While we are by no means perfect, we find ourselves loving to create together, and have established an incredible open and honest communication channel, even if it means having difficult but necessary conversations. Most importantly, **we are invested in helping each other succeed**, both on a professional and personal level.

This change was not easy, and everyday new challenges arise that we have to overcome. However, by prioritizing the care of the team – and ensuring our policies and strategies reflect this care – we can navigate these challenges with more innovation, compassion, and energy.

We hope that this report can help you center the care of your team and yourself. In addition, we hope that it helps us, as a community, better demand healthy standards for our workplaces and field. **We deserve it** and need it more than ever.

**Sandra Ordoñez**  
Team CommUNITY



# I

# Introduction



The mental health of digital rights defenders (DRD) has suffered in recent years. This is reflected in our [Community Health Report 2020](#), which showed that DRDs were experiencing **increased symptoms of depression, anxiety, burnout, and isolation**. Factors that contributed to this included, among others: stressors related to the pandemic, regional instability, experiencing an increase in direct attacks, unaddressed conflict in community networks, and experiencing toxicity and abuse in professional settings. These issues were exacerbated by the pandemic. The main finding of the report was that there was an **urgent need for psychosocial services and conflict resolution resources** for the people who work to protecting digital freedoms for all.

Since the report's publication, Team CommUNITY has been busy building the **Community Mental Health Program** which, among other things, will offer individual and group psychosocial services to DRDs. The group of therapists we have gathered to offer these services are reflective of different languages and experiences, and we have been helping them cultivate an understanding of the nuances and common challenges DRDs face. We want to thank all the community members who have been providing us with their feedback and sharing their experiences so we could develop a stronger program. In addition, we will also be offering DRD groups the opportunity to have their own private circles to help deal with issues or conflicts specific to them. We encourage you to check out the offerings: [www.communityhealth.team](http://www.communityhealth.team)

## Mental health affects Internet freedom and human rights for all

What the inaugural [Community Health Report](#) made clear was that **stressors affect the mental health of DRDs and have an impact on their ability to function, show up to work, and activism**. Moreover, our research showed that when individual health is compromised, the collective health of the networks and organizations they are part of is also affected. **Ultimately, this translates to the inability to advance digital rights and Internet freedom, and thus human rights.**



## Protecting employee health is more crucial than ever

We know that organizations influence the health of DRDs, and in turn, are affected by the well-being of DRDs. Therefore, it is important for organizations in the digital rights ecosystem to work toward identifying and implementing internal solutions and strategies that address and protect the mental health of their employees. This is key to improving not only organizational health (in terms of effectiveness and impact), but also the DRDs' individual well-being, and the collective resilience of the digital rights community.

This new edition of the *Community Health Report* is a solution-focused report that **explores psychosocial pathways for**

**organizations in the digital rights field.** We believe this report will help organizational leaders, managers, and community members to prioritize the well-being of their teams and identify interventions that can ultimately improve employee health.

This report provides general recommendations. However, in Fall 2022, Team CommUNITY will be publishing an action-oriented toolkit containing a set of policy recommendations that organizations can implement to improve organizational health. The intention is to offer a product that is universal enough to meet the heterogeneous needs of people working in the global digital rights scene. In addition, Team CommUNITY has operated as a pilot organization where these policies have been tested, and our own experience, challenges, and learnings will constitute a central part of our proposal.

## What type of organization will benefit from this report?

**This report may benefit any non-profit organization that services at-risk communities who are struggling to cope with the impact Covid-19 has had on the health of their employees and internal culture.**

However, it was specifically designed for organizations and projects that work on digital rights and identify as being part of the digital rights community.

Organizations in the digital rights space are varied in size, scope, and location, ranging from small local grassroots organizations to larger, global non-profits. A significant percentage were already experiencing growing pains prior to the pandemic – as many were young organizations (or independent projects without legal structures) operating in a nascent field, and led by young, inexperienced managers. Even larger and more established organizations were struggling, in part because the funding available was far too limited, given the scope of the problem being addressed, and as a result of the increased investment into surveillance and censorship

by authoritarian and malicious actors. To complicate matters further, finding talent has always been problematic because of the huge learning curve required to enter the digital rights field.

Given this context, challenges that are surfacing now aren't necessarily a result of the pandemic. In some cases, the pandemic only deepened inequity and structural weaknesses that already existed.

As a result, this report is useful for organizations or independent projects that can identify with one or more of the following statements:

- They consider themselves as **part of the international community of DRDs**, having previously participated in global events like the [Internet Freedom Festival](#).
- They **directly or indirectly serve at-risk individuals from frontline groups**, mostly from the Global South, experiencing acute forms of online surveillance and censorship, or other types of Internet-related abuse.



- An **important segment of the staff has always been dispersed**, meaning teams were working virtually even before the pandemic.
- They **experience the stress of either witnessing or directly experiencing human rights abuses**.
- They are **heavily influenced by American work culture**, either by choice or because of the systems they are required to work in.
- They are **experiencing dysfunctions as a consequence of burnout**, accumulated stressors, and the lack of organizational support.
- They find themselves working on difficult and, oftentimes, emerging or next generation issues that sit at the intersection of human rights and technology or social justice and technology. This means that they are not only pioneering solutions and tactics, but they also find it difficult to secure funding because of the hesitancy that most traditional funders have when investing in technology or addressing technological problems. As one individual shared, human rights organizations and projects are expected to hold some of the most sensitive data for the most vulnerable people in the world, while working on some of the most pressing issues of our time, yet have the resources of a mall cop to protect against some of the most authoritarian actors of our time.



Human rights organizations and projects are expected to hold some of the most sensitive data for the most vulnerable people in the world, while working on some of the most pressing issues of our time. Yet they have the resources of a mall cop to protect against some of the most authoritarian actors of our time.

# II

## Defining the problem

For this report, we conducted a literature review of existing workplace research published in the last two years as more and more experts are looking at the impact the pandemic and mental health is having on the workplace. Our goal was to extract practical insight and solutions that could be adapted by organizations working in digital rights. We wanted to avoid redundancies, and thus reviewed this literature through our community-focused lens and our intimate knowledge of the issues DRDs have been facing over the last two years.

A limitation of our approach, however, is that most available recent research focuses on Western regions, such as the USA and Europe. Not enough research is available about human rights organizations, especially those operating in countries of the Global South. Moreover, when tackling matters of emotional health at the organizational level in the digital rights ecosystem, a major challenge arises

from the different types of entities that people engage with or are part of. These range from informal, grassroots organizations to multinational non-profits. As a result, a detailed analysis is required, and one that can provide localized solutions.

We strongly believe that this research needs to be conducted in the future and should include both employee well-being and labor rights, especially given the number of human rights organizations in recent years that have had to conduct cultural reviews or have had to manage cases of harassment, sexism, and racism, or even tragic situations like employee suicides. Not having this data is detrimental as it makes our understanding incomplete and shallow, and it prevents us from identifying the interventions and solutions needed to improve individual and organizational health.



**The lack of research and effort to understand what is happening in our institutions can lead to extreme causes of suffering in which employees feel like their only way out is something drastic like suicide.**



That said, we still believe that the trends covered in the reviewed literature reflect a global trend. The work culture of the USA has a significant influence on the digital rights ecosystem because of the number of digital rights organizations based there, the amount of US funding that supports DRDs' work, and the influence the US tech industry has on the field. Most importantly, the current research also gives us an insight into policies and approaches that could be customized for organizations in the digital rights field.



## Have your say

We invite our readers to engage with this report in a critical way and share your thoughts, reactions, and recommendations with us.

We hope this report will allow you to:

- **Reflect** on your internal organization culture and identify areas that can be improved;
- **Be open** to trying out different strategies to improve the resilience of your teams and the robustness of your organization; and
- **Understand** that there are many solutions you can implement to improve internal culture within your organization.

We want to know what parts of this report you identified with the most, and what changes you want to see in your organizations. You can reach us:

- At the various events we are planning, see [www.digitalrights.community](http://www.digitalrights.community)
- On our Mattermost instance at [www.internetfreedomfestival.org/wiki/index.php/IFF\\_Mattermost](http://www.internetfreedomfestival.org/wiki/index.php/IFF_Mattermost)
- By email at: [team@digitalrights.community](mailto:team@digitalrights.community)



**Reflect** on your internal organization culture and identify areas that can be improved



**Be open** to trying out different strategies to improve the resilience of your teams and the robustness of your organization



**Understand** that there are many solutions you can implement to improve internal culture within your organization

# III

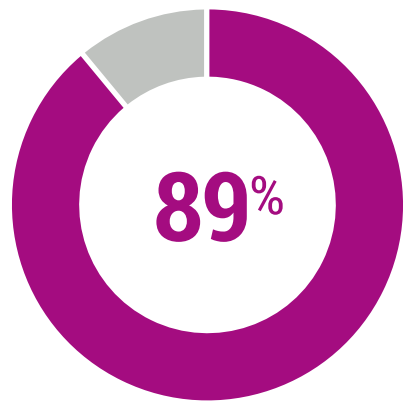
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# The global burnout crisis

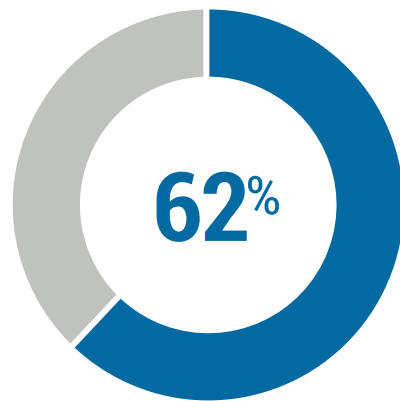


There is a professional crisis happening globally, across all fields. Employees are struggling and, in turn, so are organizations. This is reflected in recent research which articulates and discusses the high levels of burnout, resignation, and turnover. This is compounded by organizational inability to confront current challenges, and a dearth of operational solutions (in the form of internal organizational policies and approaches) that plan for the well-being of employees.

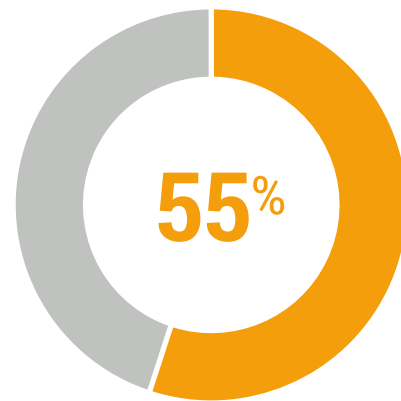
In one of the transnational studies we reviewed, over 1,500 respondents from 46 countries confirmed the burnout crisis: **89% said work is getting worse; 62% said burnout and job demand has increased; and 55% said they can't balance home and work life.**



Said work is getting worse



Said burnout and job demand has increased



Said they can't balance home and work life

## The situation in the USA

US workplace trends are important as they influence the work culture of the international human rights field, which houses the digital rights field. The USA continues to be one of the largest funders for human rights programs (including Internet Freedom programs<sup>1</sup>) and many of the significant [international governing bodies](#). The digital rights field saw the direct impact that funding from the USA had on our space when funding from the [Open Technology Fund](#) was blocked, as reported in our [Community Health Report 2020](#). Organizations suddenly lost funds that were critical to their staff and programmatic health, and were forced to urgently search for scarce alternative funding that many community organizations were not eligible for, or that would arrive too late to stave off the impact of this funding shortfall. Many staff at these organizations had to work for weeks, at times months, underpaid or without compensation at all if they were unable to find alternative funding sources.

Since the onset of the pandemic, [80 million Americans have filed for unemployment benefits](#). Many studies suggest a correlation between mental health struggles and what

they are calling the 'great resignation of 2021' – a popular phrase that refers to the millions of people that have quit their jobs from a broad spectrum of the workforce since Spring 2021. A recent Gallup poll shows that [American workers are now among some of the most stressed in the world](#), and [recent mental health statistics](#) confirm this – 1 in 4 adults in the USA experience mental illness each year. Moreover, a [Centers for Disease Control and Prevention report](#) from February 2021 showed that 41.5% of USA adults, especially those aged 18–29 years, [experienced recent symptoms of an anxiety or depressive disorder](#). Anxiety is the most common mental health illness, affecting [40 million adults Americans each year](#). The connection between mental health struggles and employment is reflected in the digital rights space. In our conversations with organizational leaders, several have reported that their employees are asking to be moved to part-time work instead of full-time positions due to their mental health. Moreover, several organizations have sought team community's advice and services due to the suffering of their employees and the impact it has on the organization.

<sup>1</sup>In 2019 and 2020, the US foreign assistance budget for Internet freedom was approximately USD60 million. SIDA (the Swedish foreign assistance entity) allocates approximately USD42 million, with other EU funders allocating approximately USD1 million annually.

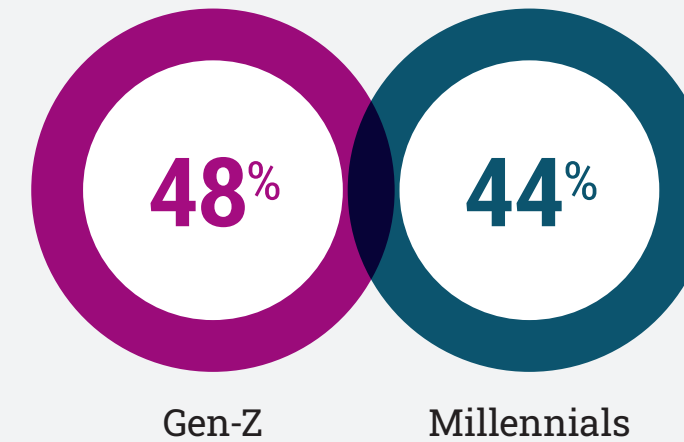
## Anxiety, the most prevalent mental health struggle worldwide

The trends are not that different globally. As of 2017, 284 million individuals throughout the world have anxiety disorder, making it the [most prevalent mental health struggle worldwide](#). In other studies, those numbers are even higher, citing [615 million worldwide as suffering from depression and anxiety](#). We can imagine that these numbers have increased significantly since the pandemic. In our [Community Health Report 2020](#), which represented 238 respondents across the globe, [66% reported that their mental health had decreased in 2020](#). This was reflected in our interviews with DRDs where community members discussed how their mental health has affected their ability to function, their relationships, as well as their motivation to work.

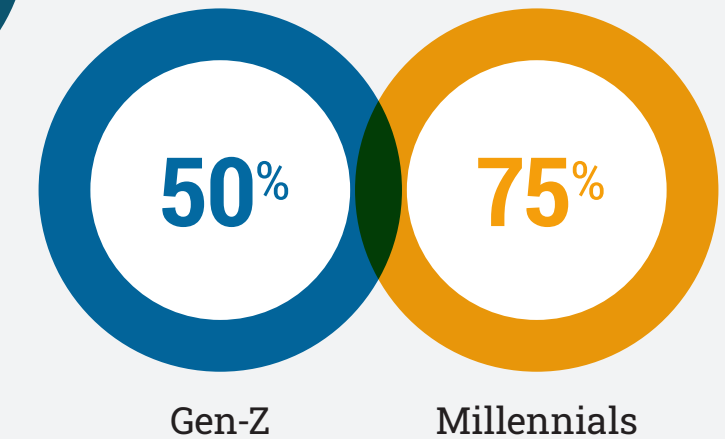


### Negative effects of anxiety

### Percentage experiencing anxiety or stress all/most of the time



### Percentage leaving jobs due to mental illness



### Young people are suffering the most

Reports are reflecting higher numbers of mental health issues experienced by younger populations. One [global study](#) found that 48% of Gen-Z and 44% of millennials are experiencing anxiety or stress all or most of the time. This affects their engagement with work.

In addition, 50% of millennials and 75% of Gen-Z left jobs due to mental health reasons. In the USA, the numbers are higher from Black and Latinx respondents. Moreover, many of these employees took time off for mental health reasons but [did not report their mental health struggles](#) to their superiors.

These numbers are significant given how young the digital rights community skews. In part, this is because of the technological knowledge needed to work in this space. As an example, in our [Community Health Report 2020](#), [48.9% of participants identified as 35 years or younger](#).

## Employees are not seeking support

There is a gap between employees who are struggling with mental health issues and employees who are seeking help. Data shows that while 60% of US employees experienced mental health symptoms in the last year, [8 in 10 workers do not seek help due to shame](#).

What this equates to is that mental health issues may be exacerbated by work conditions that are not changing and are probably contributing to the mental health issues to start with.

In the digital rights community this trend is probably even worse, given that DRDs have been conditioned to 'power through' work and not complain – their logic is that there are people who have it worse than them. This 'powering through' contributes to the rising burnout numbers in the field. In addition, and most importantly, even DRDs that want to seek support have few places where they can obtain this help. Many are freelancers, and even those that are part of organizations lack the structural support needed. This is the main reason that Team CommUNITY set out to create the [Community Mental Health Program](#), which offers DRDs individual and group psychosocial services.

For detailed statistics from different reports and articles examining the mental health of employees in their work settings, see the [Appendix](#).

## Disproportionate effect on women, especially women of color

This crisis is having a disproportionate effect on women, especially women of color. For Team CommUNITY, this data is significant if our audiences' demographics is any indication of the current breakdown of the digital rights space. Team CommUNITY approximately identifies as being 50% women and 65% as part of the Global South or diaspora communities from the Global South living in Western countries.

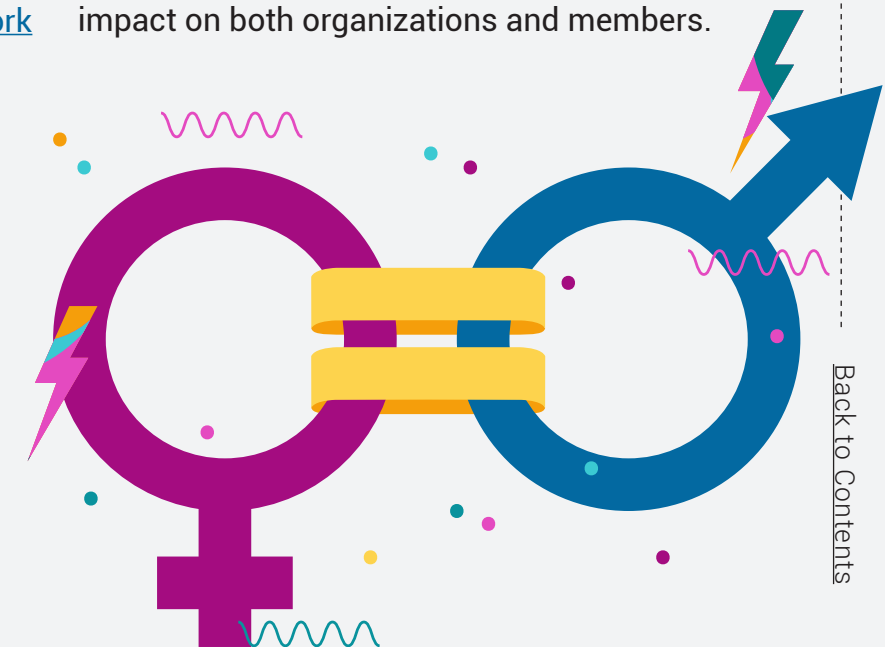
In the pandemic, working women, especially mothers, faced an overwhelming amount of responsibility. Studies estimate that [women spent an additional five hours a day caring for the house and family compared to men](#).

A [McKinsey & Co.](#) report polled 65,000 North American employees, primarily from knowledge-sector jobs, and found that the gap between women and men who report feeling burnout has significantly increased. In 2021, 42% of women and 35% of men

reported feeling burned out often or almost always, compared to 32% of women and 28% of men in 2020. Moreover, as a result of these additional house and family challenges, 1 in 3 women are considering [downshifting their careers or leaving the workforce](#), up from 1 in 4 women in the previous year.

For women of color, the impact is even more jarring. Women of color were more likely to be furloughed or laid off. For example, [employers pay Asian women a median of 82 cents for every dollar](#) they pay to white men. That gap widens for black and Hispanic women. Employers typically pay Hispanic women 55.4 cents for every dollar they pay to white men. Similarly, they pay black women only 63% of white men's median annual earnings, [according to the Institute for Women's Policy Research](#). For many heterosexual couples, this means that the [woman cuts back on work](#) partly because [they are paid less](#). In March 2021, there were nearly [1.5 million fewer mothers with children 18 or younger in the workforce](#) compared to February 2020. Moreover, when the new school year began in September 2020, a reported [865,000 women did not return to work](#). This is both a regression in terms of women's rights and it has a serious impact on the economy – because [women contribute nearly USD8 trillion to the gross domestic product](#).

These trends are also mirrored in our recent conversations with community members. Digital rights organizations are facing high levels of burnout, coupled with a lack of guidance on how to navigate this new era. There's been an increase in burnout and emotional struggle due to increasing professional and personal challenges. The increase in stressors, in addition to the fact that most of the work is virtual, has affected communication breakdowns, leading to more internal issues. Moreover, teams are not as focused as they were and are having a hard time concentrating, leading to the guilt of not doing enough. Finally, many DRD members and organizations are still dealing with historical traumas that have hurt their communities before the pandemic. It is clear from our conversations with community members that these stressors have a serious impact on both organizations and members.



## Financial and economic impact

Mental health is having a significant financial and economic impact. Research data is painting a concerning reality: humans are struggling psychologically, and employees are experiencing high levels of burnout and stress across the globe. With little to no organizational support, interventions, or solutions, this mental health crisis has an economic and psychological impact on both employers and the organizations they work for.

Besides the social cost, mental health struggles are also having a financial and economic cost on our societies. The following data reflects estimated costs:

- According to a recent [World Health Organization](#) study, the 615 million people suffering from depression and anxiety worldwide costs USD1 trillion in lost productivity each year.
- In August 2021, the number of [American workers who quit their job in a single month broke an all-time record](#). This is significant given that the typical [cost of replacing an employee is three months' salary](#).
- Over [200 million workdays are lost](#) due to mental health conditions each year. Unaddressed mental health conditions are related to a loss of nearly USD17 billion a year in productivity to US companies, whereas [USD4 is returned to the economy for every USD1](#) spent caring for people with mental health issues. Moreover, companies spend around [USD300 billion annually on missed workdays and healthcare](#) resulting from workplace stress.
- According to an independent review commissioned by the UK Prime Minister, in 2017 [poor mental health cost UK employers between GBP33 and 42 billion](#).

“  
In effect,  
the global  
burnout crisis  
is expensive,  
in terms  
of time,  
money, and  
effectiveness.  
”



# IV

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## Human cost of the mental health crisis



## The current human cost is alarming, as are the consequences

Traditionally, many of our societies have been conditioned to measure progress and growth based, in part, on financial success, and thus overlooking the human cost. What this has translated to is that mental health in the workplace is being overlooked. However, this mental health crisis is forcing organizations to pay attention and re-examine how they define progress and sustainability.

The human cost is alarming and deserves top priority as it has a multitude of negative effects both on the individual and the groups:

- **Innovation, creativity, and our ability to make sound decisions are affected by mental health struggles, anxiety, and unaddressed burnout.**
- **Physical health is impacted by stress and mental health.** For example, research shows that [loneliness has the same effect as 15 cigarettes a day](#) in terms of healthcare outcomes and healthcare costs.

- Burnout leads to:
  - **Lower levels of confidence in teams,** which can have a [negative impact on engagement and job satisfaction](#).
  - **Broken trust and less confidence in speaking to managers.** [A Talkspace survey shows](#) that 41% of employees would rather take a new job in order to resolve stress.
  - **A lack of trust in the world, or cynicism.**
  - **Empathy fatigue** and our ability to treat the relationships in our lives in a healthy manner.
- **Unaddressed mental health imbalances, such as burnout, stress, and isolation, can lead to a dependency and reliance on a 'crutch'** – such as substances, food, or compulsive distractions (for example, video distractions). This can potentially lead to a vicious cycle of numbing oneself and disconnecting from our own psychological and emotional needs just to survive the day-to-day.

## How did employees and their organizations get here?

While the pandemic had an impact on workers' mental health, some studies show that employees were struggling even before the pandemic. Potential factors leading to mental health struggles and burnout in the workplace include insecurity around steady work and regular wages, poor organizational policies and the erosion of employee benefits, overemphasizing hard work at the expense of a work-life balance, and a lack of diversity and inclusion.

### Insecurity around steady work and regular wages

Job security and the lack of financial stability both triggers and increases burnout. In our [Community Health Report 2020](#), 72.1% of all participants reported experiencing stress related to loss of work or financial insecurity. Moreover, throughout the years as a therapist, I have witnessed a serious fear from my high-achieving clients who worried about termination in their workplace if they did not give 110%.

In fact, the repeated statement many therapists hear from clients is "I am easily replaceable".

This leads to a culture of working hard without any permission to slow down. Eventually, people forget *how* to slow down. What also feeds the fear and insecurity is that work conditions have worsened over the years. For example, in the USA, employees depend on their jobs to guarantee access to healthcare and their eligibility to receive welfare benefits, while at the same time they must navigate steep student loans.

In the digital rights community, there is a high percentage of people that identify as being part of the diaspora communities. This means that there may be added layers of stress in which the individual is potentially either financially supporting their families back home or are on a work visa where their ability to exist in a country depends on their job.

### Poor organizational policies and the erosion of employee benefits

The drive for security isn't what is leading people to overwork themselves. Policies within organizations push people to overwork, even though research shows that [working more than 55 hours per week does not improve job](#)

[performance](#). People in the USA in particular [work longer hours, have shorter vacations, and receive less unemployment, disability, and retirement benefits](#) compared to other countries such as Germany and the Netherlands. These policies are not supportive of people's mental health. Moreover, the long work hours and the back-to-back schedules leave little time for people to take care of themselves through exercise, sleep, hobbies, and social activities.

### Over-emphasis on hard work at the expense of a work-life balance

In many countries, 'working hard', aka overworking, is a cultural value. In a Pew Research Center poll conducted in 2014, [80% of respondents described themselves as 'hardworking'](#) and no other trait shared a strong positive response. This drive may stem from the belief that if you work hard, you will live a [good life of status, social dignity, and purpose](#). The cultural value of hard work is internalized by many, influencing people's sense of meaning and purpose.

In the digital rights space, hard work is justified by the high risks involved in the work ("if I don't do my job, people may suffer") and, historically, the lack of resources and funding, which has pushed many DRDs to wear multiple hats and, in essence, do the work of two or three people.

There is a sense of urgency where people might feel like slowing down is a threat to their activism.

The attachment to work is reflected in the reality that without work, many may feel miserable. Some [evidence suggests](#) that long-term unemployment is even more wrenching than losing a loved one because the absence of work removes the distraction from mourning. Perhaps people's addictions to work is a way to avoid difficult emotions such as loneliness, grief, guilt, and shame. As a therapist, I have observed that people struggle to set work boundaries because once they work less, they feel unworthy. Many people's sense of worth is attached to how much they produce and can do.

### Lack of diversity and inclusion

Many organizations in different fields are still struggling with diversity, inclusion, and equity issues, particularly at the leadership level. This also includes organizations in the digital rights field, particularly larger non-profits based in the USA and Europe.

The lack of diversity, inclusion, and equity sensitivity at organizations translates to toxic power dynamics where women and people of color feel they have to work twice as hard to get ahead, and face unique challenges to their demographics, such as the need to secure working visas. In addition, they also struggle with instances related to white supremacy, harassment, racism, sexism, and prejudice in the workplace. All of this has severe effects on mental health, particularly when their employers are unable to see and identify these situations or improve them for their employees.

This reality is reflected in our [Community Health Report 2020](#), where 72.1% of all participants reported experiencing stress in response to toxicity and abuse in professional settings, and 46.4% of all participants reported experiencing at least moderate levels of stress.



Ultimately, the human cost is slowing down progress on advancing Internet freedoms for all.







V

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What can  
be done?

The following recommendations for organizations are based on a review of research and articles, as well as the advice of Team CommUNITY's leaders. In the Fall of 2022, **Team CommUNITY will publish a more granular and detailed toolkit** with specific policy recommendations to increase employee health.

## 1. Review and/or establish organizational structures and policies

Organizational structures and policies have a direct impact on the health of employees. This is because these define an individual's scope of work and how they arrange their life and rest. Most importantly, it also impacts how work is completed and managed in a team, while setting the stage for organizations to determine how employees are managing stress. These foundational pieces can help or hurt an employee's sense of being and morale, as well as impacting how employees relate to each other. In fact, our community research clearly indicates that many of the issues DRDs are facing on an individual level are reflective of structural issues at our institutions, which we address in this section. Clear policies and structures create a framework and boundaries that guide and inform work culture.

It is important to note that implementing these foundational structures requires good leadership and, in some cases, proper funding to back up leadership. It's also worth noting

that in the digital rights space, most funding is project based, which means most projects don't have the financial support they need to flesh out these foundational pieces. It is not uncommon for a project implementer to also be responsible for handling human resource, compliance, and finance. This is complicated by the fact that as an emerging field, digital rights is home to many young organizations with young managers.

The good news is that research shows that organizations that pursue organization-wide culture efforts can [expect a 6:1 return on investment](#). Put simply, healthy organizations have robust policies and structures in place that transparently communicate expectations, priorities, and parameters of their work, thus allowing their staff to thrive. And **there are many things you can do right now**, with little to no funding, that will have an immediate effect on the health of your team. At a minimum, managers should **establish feedback**

**mechanisms** that allow them to keep an open line of communication with staff, so that challenges can be identified and addressed. However, the examples highlighted below, reflect urgent, field-broad issues identified by Team CommUNITY's research in the past year.

### Issue 1: Abusive power dynamics

In our last report, we found that [72.1% of DRDs across the globe are experiencing declines in mental health](#) resulting from the stress brought on by toxicity at work due to abusive power dynamics in their institutions and the broader network. This abuse is fueled by sexism, racism, and various forms of discrimination found in the workplace. In addition, in the same report, we found that 55% of DRDs reported experiencing stress due to discrimination, while 57% identified as coming from marginalized communities. Not surprisingly, existing [workplace studies confirm this reality](#) – **mental health is very much a diversity, equity, and inclusion issue.**

To tackle this issue, digital rights organizations may consider implementing **anti-harassment policies** that set cultural standards and clearly state how they will handle instances of discrimination, harassment, and bullying. These policies must be accompanied by clear protocols, much like a Code of Conduct

implemented at an event, providing employees with a clear understanding of the steps an organization will take. Policies, such as these, give employees agency and a pathway to tackle negative situations they may encounter at work. Most importantly, it signals to employees that negative behaviors will not be tolerated, and their safety will be prioritized. [These policies can also be complemented with allyship, anti-racism, and conflict resolution trainings](#), as well as implementing periodic 'refresher' trainings to ensure all staff are fully informed of these policies and practices. Further, organizations may consider establishing an internal 'whistleblower policy' that denotes how an employee stepping forward to report any abusive mistreatment would be protected against any reprisal from management or other colleagues. In the digital rights space, this is the bare minimum that organizations should offer, considering the diverse workforce they have. The positive impact that robust anti-harassment policies can have on the mental health of employees, especially those who may come from disenfranchised groups, including women; black, brown, and indigenous people; people with disabilities; and individuals that identify as being part of the lesbian, gay, bisexual, transgender, queer, and intersex (LGBTQI+) community, should not be understated.

## Issue 2: Increase in burnout and decrease in mental health

In our last report, we found that the digital rights community is facing unprecedented levels of stress that is contributing to an inability to work productively, and an increase in unhealthy community dynamics. In fact, [66% of participants shared that their mental health had regressed](#), and alarmingly, [81% reported increased stress](#) due to witnessing or experiencing human rights abuses ranging from torture to police brutality. This is having dire consequences, with DRDs stating they are experiencing fatigue, inability to sleep or rest, a loss of confidence, a persistent feeling of being in survival mode, depression, loneliness, and isolation.

It would be harmful and unethical for DRD organizations to ignore this reality. In fact, Team CommUNITY's ongoing conversations with managers in the digital rights network clearly indicate that they are dealing with real and often difficult consequences of this situation. The good news is that there are many policies that can be implemented to support organizational health without sacrificing productivity.

More and more research is demonstrating that a [4-day work week](#) improves an employee's

ability to focus. A [recent study in Iceland](#) of 2,500 workers revealed that workers partaking in a 4-day work week felt more energized and less stressed at work, partly because of an increased amount of time for socializing, hobbies, and taking care of personal matters. Another report, [The Shorter Working Week](#), shows that there is no positive correlation between productivity and the amount of hours worked per day. In fact, Team CommUNITY has seen the benefits of this policy change intimately. In the Fall of 2021, Team CommUNITY began facing increasing burnout in the team and switched to a 4-day work week. The benefits observed cannot be overstated. There was an almost immediate reduction in miscommunication, improved productivity, and increased morale between and among staff. Most importantly, staff were more engaged at work and were able to better innovate and strategize. We will share more of our experience this coming Fall.

Other policy changes relate to [taking time off](#). Specifically, encouraging time off without loss of pay or seniority, and ensuring that managers are modeling that behavior so that employees understand that it's both acceptable and expected.

Time off should be encouraged not only for vacations, but also to help process unexpected

life events or family obligations, instead of 'powering through it at work', which can have a reverse effect on focus and productivity.

As an example, in 2019 nearly every Team CommUNITY staff member had to deal with a historic tragic event in their home country, ranging from political instability to massive protests to major explosions. Needless to say, this affected staff members as they were both worried about and helping their family members, but also processing the moment. Not only did this affect concentration, but it

also increased anxiety and mood swings. As a result, we began asking staff members to take a day or two off when moments like this occurred in their homelands. This allowed individuals to recenter themselves, dedicate time to their family in crisis, and come back to work with a better ability to focus.

Notably, however, the biggest factor to creating a culture of rest and care, is making sure managers are practicing this for themselves as well. We cover this later in more depth.



## 2. Change company work culture to prioritize the mental health of teams

### Offer flexible hours, manageable workload, and good operations

Organizations that embrace flexibility are more likely to retain the workers they need during this critical time. Research also shows that [agency is restorative](#). To combat burnout, employees must feel empowered to take control over their lives and decisions. Giving a degree of freedom and flexibility in terms of work arrangement is one way to avoid burnout. A [hybrid work model](#), for example, gives employees more agency over when and where they work.

A community member from digital rights recently informed us that their team is working

more 'seasonally', and this has helped with their organizational health. Specifically, what their team is doing is having fewer personal meetings in Winter and more gatherings and get-togethers in the Spring and Summer.

Additionally, having a [manageable workload](#) is one of the strongest predictors of lower burnout. To manage workload, organizations should communicate more both about their priorities and what can be put on the back burner. To prioritize, it is important for organizational leaders to model setting boundaries and saying no to certain tasks that are not urgent or aligned with the organization's focus.

**A manageable workload is one of the strongest predictors of lower burnout.**

Moreover, there is a need for systems that support employees in managing their work to a sustainable level. For example, instead of emailing requests on the go, it is more sustainable to have a system that would require you to log in to make the request so it can be [properly prioritized and ultimately assigned to the right person](#) who has available time. What this really signals is having strong operational processes and systems in place so that teams can properly plan, schedule, and execute tasks in a sustainable way.

Of course, aiding this goal of manageable workloads is to ensure that there is sufficient staff to cover multiple responsibilities if necessary. This obviously requires a good amount of funding, a luxury that most digital rights projects currently don't have, but something we should be expecting and demanding from our funders. While building adequate staffing takes time and resources, initial steps could include providing organizational support for cross-training among staff, allowing individuals adequate time to 'sign off' and be assured critical work can be performed, and helping attract newcomers or emerging working professionals who are looking for more fulfilling work into the digital rights arena.

Another issue related to amenable workload is meeting fatigue. A recent study by Virtira Consulting, a company focused on increasing remote productivity, revealed that nearly half of the 32 million individuals surveyed reported a [high degree of exhaustion due to increased daily video calls](#). Additional research shows that [Zoom fatigue affects women more than men](#). Based on these facts, it's important for managers to only schedule meetings when they are necessary, and also limit their length. In addition, setting expectations around visibility (for example, if the video can be turned off or if people need to be reviewing a document during the conversation versus verbally contributing to a brainstorming session or other open conversation) can also allow staff to be able to participate effectively based on their individual needs. This may include increased mobility (by being able to be 'audio only') or having cameras switched off, which may reduce self-consciousness or other discomforts brought on by more intense eye contact or 'self-view' functions, etc.



## Cultivate a culture of openness and communication

Employees need options to ask for help, but more importantly, they need to feel safe to do so.

**A work environment that is open, non-judgmental, and understanding is crucial; it can also be incredibly nourishing and energizing for everyone involved.**

In addition, most people who struggle with mental health are good at [faking wellness](#). When leaders address mental health concerns and talk directly and openly about their vulnerability, it reduces stigma and empowers employees to be open and honest. Modeling openness and normalizing mental health challenges allows for a safe and supportive environment and reduces isolation.

Moreover, research has found that feeling authentic and open at work leads to [better performance, engagement, employee retention, and overall well-being](#).

Finding the balance between being open about mental health but not turning conversations into therapy sessions could be tricky for managers. First, it is important for managers to identify where areas of concern

might be from their team. A simple way to start this could be to introduce check-ins at team meetings, for example using a [red–yellow–green exercise](#) where team members can individually indicate their moods that day with one of the three colors and only expand if they wish to. To reinforce a culture of openness and communication, equipped to hold important and perhaps challenging conversations, one recommendation is to seek training in order to build the tools and skills needed to foster healthy communication and nourish healthy professional relationships. Staff who may repeatedly report 'red' or 'yellow' may be amenable to a one-on-one conversation to share their concerns with their manager, where a collaborative solution driven from an applicable training program to address concerns can emerge.



**When leaders address mental health concerns and talk directly and openly about their vulnerability, it reduces stigma and empowers employees to be open and honest.**



Another key element to cultivating an open culture is having empathetic leaders who actively listen to employees and act upon the concerns and needs shared with them. Active listening is about paying attention and noticing the small things in verbal and non-verbal communication because it's often the small things that indicate the bigger picture. An example of active listening is going beyond the 'how are you?'. Research shows that people will say 'I'm fine' 14 times a week, but only 19% of people really mean it. Many people often lie about what they're feeling, and so paying close attention can help you identify patterns. Recognizing that empathetic leadership requires emotional labor on the part of management, we recommend that leaders aim to be transparent about what improvements can be directly made to address concerns, how those changes will be implemented over a period of time (effective change management does not take place overnight), and what improvements may take longer to implement (due to funder buy-in, board approval, etc).



## Offer mental health support and resources

It is important for organizations to offer **accessible mental health resources**, which further helps to normalize addressing mental health challenges. This can include something as simple as having a mental health resource page with clear information about referrals, such as outreach programs and practitioners, to something more complex, such as establishing peer-to-peer support groups where employees can connect over similar experiences. In our conversations with

community members in the digital rights space, we have been told that one-on-one check-ins between peers, and not just hierarchies, have been helpful in feeling connected to their team and dealing with their day-to-day stress.

**Organizations can also play a role in educating employees on mental health symptoms and addressing myths around mental health.** Not only does this enable people to acknowledge their own struggles, it also allows employees to notice when other team members may display signs of burnout or distress, and empowers them to help.

## Create connections and help employees maintain their own

Individuals feeling isolated is one of the biggest impacts of Covid-19 and has been felt even more deeply in the digital rights community because most teams are remote and spread out across various time zones. Team CommUNITY research was able to pick up on this immediately because of the feedback they received when they canceled their popular annual in-person global gathering, which played a significant role in connecting DRDs to each other and increasing their morale, connection to others, and sense of belonging.

Employees are not only struggling with burnout, anxiety, and stress, but are also feeling isolated and lonely. [One study](#) suggests that **the single most impactful leadership behavior to tackle loneliness is to create opportunities for building shared meaning with colleagues.** This means understanding what makes work meaningful to employees and using collective wins as an opportunity to celebrate the entire team. This allows for social cohesion through shared sense of meaning and accomplishment.

**Organizations can also encourage employees to connect to their hobbies and loved ones outside of work.** In fact, research shows that the vast majority of workers are [happier when they spend more hours with family, friends, and partners](#). Supporting employees in reaffirming their own social networks and giving them space to pursue their own nourishing pursuits allows for [real recovery](#).

With policies that encourage time off, and with leaders modeling self-care, employees are more likely to take care of themselves. One report shows that people who are in the high-performance category of their organization and also score high on well-being are able to [maintain authentic connections](#) to two, three, or four groups outside of their work, such as athletic pursuits, volunteer work, civic or religious communities, and social clubs like book or dinner clubs. Both life and work connections can therefore lead to a sense of purpose and belonging.

### 3. Take care of the digital rights managers and leaders

In the last year, a rising phenomenon in the digital rights spaces has been the real challenges and burnout that managers are experiencing. This stems from a variety of issues, including:

- Lack of understanding or guidance on how to navigate this new era, including little to no support from the organizations they are part of, and/or facing a lack of resources.
- Tackling burnout and situations on their team which require a huge investment of emotional labor, while simultaneously having to handle their own personal issues. In some cases, feeling guilty they can't do enough.
- Communication breakdowns on their teams because of a lack of in-person events and over-reliance on digital communications, like email or Slack.
- Inability to handle historical or new traumas and/or conflicts because they feel as though they are overstretched.

This is troublesome because not only do managers and leaders set the tone and direction

of the field, but their departure can also mean an increase in brain drain that we currently cannot afford, given the high learning curve required to enter the space. In addition, unhealthy leaders usually equate to unhealthy organizations – another obstacle we cannot afford, given the increasing issues we are seeing in the field.

#### Managers and leaders need to practice self-care

It is important that managers and leaders invest time in taking care of themselves. Self-care behavior not only sets the tone for employees, but it also guarantees that managers have the mental health needed to lead and manage effectively. Mental health struggles impair judgment and affect decision-making.

In the digital rights space, many managers find themselves over-stretching themselves for the benefit of their teams. However, this culture of burnout can impact the sustainability of the field in the long run and do more damage than good. [Decades of research](#) shows that people who understand their own feelings have higher job satisfaction, stronger job performance, better relationships, and are more innovative.



People who understand their own feelings have higher job satisfaction, stronger job performance, better relationships, and are more innovative.

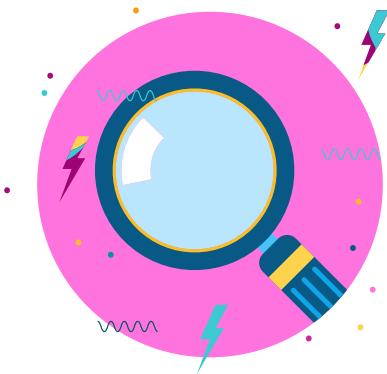




## How to practice self-care

Self-care requires managers to first prioritize it and then understand the intended and unintended effects it has on both their organization, their decision-making, and ultimately the culture of their team.

### Step 1: Identify your emotions



The first step in self-care is to identify and acknowledge our emotions in an honest and authentic way. It's not uncommon for people to push through stress and fatigue while ignoring all the cues their bodies are giving them. Sometimes it's difficult for leaders and managers to do so because of shame or embarrassment that stem from the false belief that they are not allowed to struggle, and that they should be self-sufficient enough to handle these types of situations. In addition, most feel that they are not allowed to show their emotions. Many times, however, vulnerabilities shared by managers allow employees to understand where you are individually.



### Step 2: Be curious toward your emotions

One way to shift our shame to openness is through radical curiosity – once you've identified what you're feeling, be curious and get intimate with your emotions. Our emotions are messengers: what message is your emotion wanting you to attend to? For example, experiencing burnout and listening and understanding your burnout can help you better identify your needs.

Burnout can present as any combination of three distinct symptoms:

- **Exhaustion** (feeling mentally or physically tired)
- **Cynical detachment** (feeling hopeless and unable to connect with others)
- **Reduced sense of efficacy** (devaluing oneself)

### Step 3: Meet your needs



To recover from burnout, individuals must identify which of these resources have been depleted and take action. For example, self-care can be helpful with exhaustion but not necessarily cynicism. When feeling cynical, being kind to others can help with regaining a sense of belonging and connectedness. We can only really identify our needs when we turn our attention toward ourselves with openness and curiosity.

Identifying our emotions and listening to ourselves can sometimes be difficult as we struggle to slow down and hear ourselves. Some practices like **mindfulness exercises** can help slow down the mind and sharpen our ability to attune to ourselves. Another helpful practice is **journaling** or writing down our thoughts and feelings. Writing our feelings has shown to [help process emotions](#) and reduce stress and anxiety. Moreover, writing about positive events can add to an individual's well-being. Journaling can also help us reconnect with our sense of purpose which helps defend against burnout. Another important practice is **physical activity**. Research shows that moderately intense exercise can decrease rumination that keeps people up at night and that as little as [30 minutes of aerobic activity can help you fall asleep faster](#).

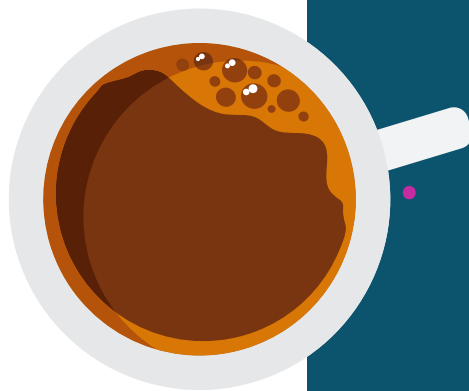
### Step 4: Seek support/community

In addition to taking the steps to take care of yourself, it's important for organizational leaders to have support and experience connection. One suggestion is to have 'real talk people' that can provide their honest and supportive opinions in a time of struggle.

But beyond that, **leaders need to be taken care of too**. Practicing [self-compassion](#), being gentle, focusing on your accomplishments, and practicing acceptance helps give a sense of pride and overcome difficult emotions.

## Top 6 ways to improve the well-being and performance of your team

- ✓ Practice ethics of care, and prioritize the mental health and wellbeing of your team
- ✓ Consult organizational psychologists and other types of mental health professionals
- ✓ Conduct an assessment to measure your teams' well-being
- ✓ Implement the suggestions recommended in this report
- ✓ Share the solutions
- ✓ Champion this approach



“ A work environment that is open, non-judgmental, and understanding is crucial; it can also be incredibly nourishing and energizing for everyone involved. ”

# VI

# Conclusion

It is time that leaders embrace a culture of care and implement strategies that protect the well-being of their people. Doing this means that organizations become more resilient and effective, ensuring we can advance Internet freedoms and equity for all.

The last two years have been incredibly difficult for the digital rights field and have brought a new set of challenges. We can clearly see that many of the workplace expert recommendations in recent literature are centered around shifting organizational culture to one that prioritizes ethics of care.

In the digital rights space, many of us were already experiencing burnout before the pandemic and having difficulty attracting new talent, given the learning curve required to enter the space.

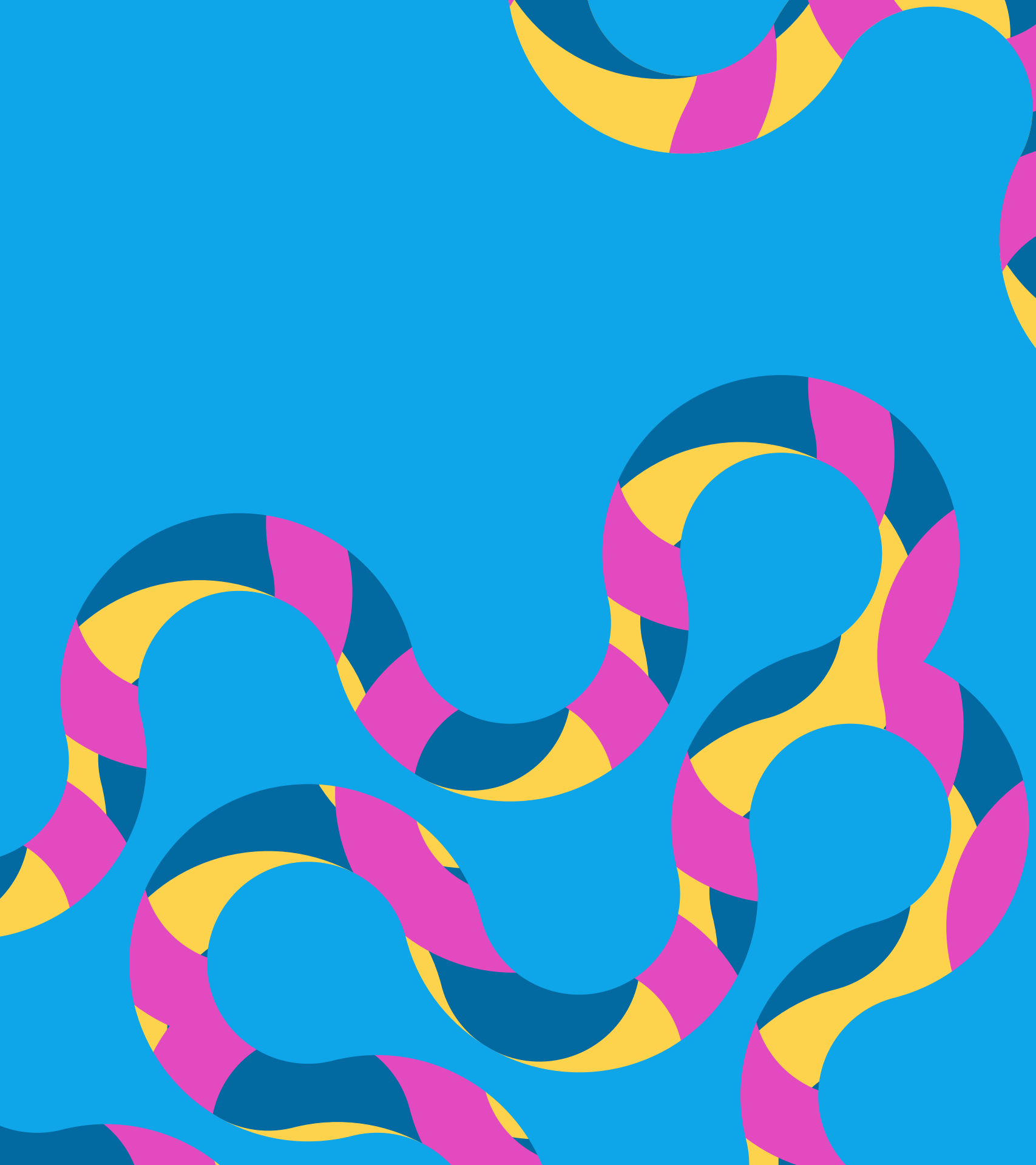
Shifting to a culture of care is necessary not just to treat current ailments in our organizations and prevent brain drain, but also to allow us to make better, more strategic decisions regarding Internet Freedom and equity for all.

Our recommendations are aligned with the ethics of care. The ethics of care is an ethical theory where moral action is centered and shaped around interpersonal care. This relational way of thinking and being invites attunement and sensitivity to each other. With the ethics of care, we embrace qualities of care such as attentiveness

to others, responsibility, responsiveness, communications, etc. This allows us to listen more effectively to one another and build sustainable systems and structures that support us. Planting from the seed of care is not a new concept. It's a way of being and doing that is reflected in nature, in indigenous communities, and in ancestral wisdom. As with any change, shifting our ways takes openness and a willingness to challenge our beliefs. And to challenge our beliefs, we must confront ourselves, look within, and hold ourselves accountable – all from a place of care.

We encourage digital rights leaders to take the opportunity offered by the pandemic to reimagine the systems within their organizations and ask how they can better support the employees that they are meant to serve and protect. Ultimately, for our work to be effective, our foundations must be strong.





# VII

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## Appendix

Reports examining  
the mental health of  
employees in their  
work settings



## Changing attitudes toward workplace mental health.

(2021), Lyra

**Population studied:** 1,000 full-time workers; 300 Human Resources and benefits leaders across the USA.

### Findings:

- There is a mental health crisis. 40% of workers in 2021 reported dealing with one or more acute mental health conditions such as anxiety, depression, or post-traumatic stress disorder versus 20.6% at the start of 2020.
- People aren't getting the mental health care they need. 56% of employees reporting a diagnosable mental illness did not receive mental health care in 2021. This is not new – 55% of US adults with a mental health condition went without care in 2020, according to the National Institutes of Mental Health.
- More than a third of employees have not tried to access mental health care through their company-provided benefits. An additional 40% don't know about the benefits available, or told us they're hard to access.

Moss, J. (2021).

## The Burnout Crisis.

Harvard Business Review

**Population studied:** 1,500 respondents in 46 countries across various sectors.

### Findings:

- 89% said work is getting worst
- 85% said well-being declined
- 56% said job demands increased
- 62% said burnout increased
- 57% said the pandemic had a large impact on their work
- 55% reported that they can't balance home and work life

Reynolds, B. W. (2021).

## FlexJobs, Mental Health America survey: Mental Health in the Workplace.

FlexJobs

**Population studied:** 1,500 respondents in the USA.

### Findings:

- 75% of workers have experienced burnout, with 40% saying they've experienced burnout specifically during the pandemic
- 37% of employed respondents say they are currently working longer hours than usual since the pandemic started
- 76% of respondents agree that workplace stress affects their mental health
- Despite the increased hours and stress, only 21% say they were able to have open, productive conversations with Human Resources about solutions to their burnout.
- 56% went so far as to say that their Human Resources departments did not encourage conversations about burnout.

Threlkeld, K. (2021).

## [Employee burnout report: Covid-19's impact and 3 strategies to curb it.](#)

Indeed

**Population studied:** 1,500 US workers from various age groups, experience levels, and industry sectors. The study compared current findings against a prior pre-pandemic study in January 2020.

**Findings:**

- Employee burnout is on the rise. 52% of all workers are feeling burned out, up 9% from a pre-Covid survey.
- 53% of millennials were already burned out pre-pandemic, and they remain the most affected population, with 59% experiencing it today. However, Gen-Z is now equal, as 58% reported burnout – up from 47% in 2020.
- Among all respondents, 80% believe Covid-19 has impacted workplace burnout, although how and to what extent varies. A 67% majority say burnout has worsened during the pandemic, though 13% believe it has improved.

Wigert, B. and Agrawal, S. (2018).

## [Employee burnout, Part 1: The 5 main causes.](#)

Gallup.com

Wigert, B. and Agrawal, S. (2018).

## [Employee burnout, Part 2: What managers can do.](#)

Gallup.com

**Population studied:** USA.

**Findings:**

- Burned-out employees are 63% more likely to take a sick day and 2.6 times as likely to be actively seeking a different job. [\(Part 1\)](#).
- Burned-out employees are 23% more likely to visit the emergency room. [\(Part 1\)](#).
- Managers are just as likely, if not slightly more so, to suffer frequent or constant burnout than individual contributors (26% of managers versus 24% of individual contributors). [\(Part 2\)](#).

Kim, J. (2021).

## [New report: 67% of employees who are ready to resign think employers have not fulfilled pandemic promises around mental health and well-being.](#)

Talkspace

**Population studied:** 1,000 employees in the USA.

**Findings:**

- As of summer 2021, 50% of employees believe work has become too stressful – with the main causes being busier days or weeks, the pressure of working toward a promotion or raise, managing high turnover, and juggling multiple projects at once. The country's [recent quitting spree](#) has probably exacerbated these problems.
- 2 in 3 people planning to quit their job say their company hasn't followed through on pandemic-era promises to focus more on employee mental health.
- 41% of employees would rather take a new job in order to resolve stress, rather than tap into existing company policies such as changing teams or taking a short-term leave.







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[www.digitalrights.community](http://www.digitalrights.community)