A close-up, high-resolution photograph of a person's eye, showing the iris, eyelashes, and the texture of the skin. The eye is looking slightly to the right. The background is blurred, showing another person's face in soft focus.

20 STATE OF 23 WORKPLACE EMPATY

Businessolver's Eighth Annual Report

 businessolver



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A Note from Our CEO



Alarming. That's the word for this year's empathy findings. The data demonstrates the largest divide ever recorded between HR professionals' and CEOs' perceptions of each other: a 24-point empathy gap.

Most notably, HR professionals' empathy perceptions of their CEOs sank to the lowest levels ever recorded, and data indicates their mental health is suffering. After three years of mediating and implementing policies like return-to-office, HR has reached their breaking point.

While we hypothesized a decline in empathy, we did not foresee so many double-digit swings in the data, and certainly did not foresee the gravity of the HR situation.

No person, regardless of their position or expertise, could possibly be prepared to deal with the relentless onslaught of change that we've all experienced. Yet HR has time and again found themselves at the center of facilitating change and executing orders—orders they may not strategically agree with.

To bridge the growing empathy gap, executives must be intentional about knowing the reality of their HR and employee experiences. I know all too well that empathy can “hide” in hard decisions at the executive level. What's good for employees isn't always what's good for the viability of the company. A tough economy has forced many executives into experiencing this unfortunate truth in the past year in the form of downsizing and cutbacks. And the data shows it has come at the expense of employee empathy and trust.

Providing employees visibility into where the empathy hides in hard decisions is one element of stymieing the brewing pessimism that is fueling employee disengagement. Likewise, CEOs and executives must make a concerted effort to seek honest, unfiltered feedback—checking the validity of their own workplace reality against that of their employees.

One of those realities revolves around flexibility. For eight years now, workplace flexibility has sat at the top of the list of most empathetic benefits an employer can offer.

Our Empathy data shows that flexibility isn't just about a better work-life balance. It's a mental health initiative. It's a DEI initiative. And it's one of the cheapest benefits an employer can offer, especially when stacked against rising healthcare, talent, and operational costs.

The stakes are high right now. But with transparency, accountability, and—most importantly—a conscious effort to employ empathy towards each other, I'm confident we can navigate a path forward.



Jon Shanahan,
Businessolver President and CEO

The State of Workplace Empathy:

A Great Divide Emerges as HR Professionals Burn Out



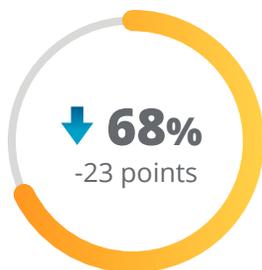
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“I am burning it at both ends of the stick day in and day out since COVID. I’m exhausted. We need to take care of everyone else, but no one is taking care of us.”

– XpertHR interview with an HR professional

This quote captures the sentiment of this year’s Empathy findings among HR professionals. Since 2016, Businessolver has surveyed a diverse cross section of employees, HR professionals, and CEOs across six industries. While we’ve witnessed empathy ebb and flow over the last eight years, we’ve never seen such steep double-digit declines in HR professionals’ empathy perceptions toward their organizations, CEOs, and fellow employees.

Empathy Perceptions Plummet from HR in 2022



**My Organization
is Empathetic**



**My CEO is
Empathetic**



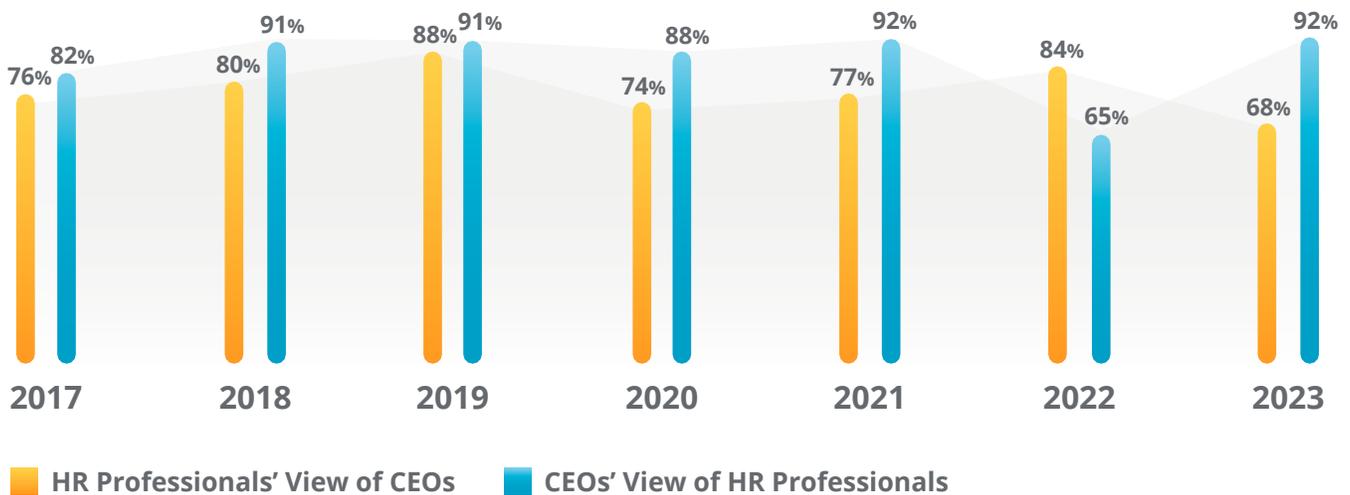
**My Employees
are Empathetic**

Beyond HR's declining perceptions, the data most notably reveals a 24-point divide between HR professionals' and CEOs' empathy perceptions of each other, pointing to extreme dissatisfaction on the side of HR:

-16 points ↓ **HR PROFESSIONALS PERCEPTION OF CEOs**
68% of HR professionals view their CEO as empathetic, a 16-point decline from 2022 and the lowest levels ever reported.

+27 points ↑ **CEOs PERCEPTION OF HR PROFESSIONALS**
In contrast, 92% of CEOs view their HR professionals as empathetic, a 27-point jump from 2022.

 **Perceived Empathy Levels Among HR Professionals and CEOs**



Interestingly, there is also a 24-point gap between how return-to-office (RTO) is impacting the mental health of HR professionals and CEOs:

63% of CEOs say RTO has positively impacted their mental health while only **39% of HR professionals** say the same (-12 points from 2022).

A 2022 study by WorkVivo confirms HRs' growing dissatisfaction, finding that **98% of HR respondents** felt burned out at work in the last six months and **78%** are open to leaving their jobs.



The data is clear: HR has reached a breaking point. After three years of unrelenting change and wearing many mediator and change-management hats, HR is calling it quits—both mentally and in reality.

The question is: Do CEOs see it? And, more importantly, do they even care?

Or has a tough economy and desire to “get back to work” made some CEOs oblivious to the reality playing out in their own organizations?

Beyond the HR-CEO divide, other gaps exist:



Empathy perception

67% of CEOs think of themselves as more empathetic than before the pandemic, but HR professionals and employees perceive CEO empathy levels to be the lowest ever.



Motivation

59% of employees report feeling more motivated in their careers, while **90% of CEOs** say they are more motivated than ever.



Flexible working hours

96% of employees view flexible working hours as a top empathetic benefit, yet flexible working hours are only offered by **39% of organizations**.



Empathetic benefits

20-point gaps exist between employees' and HR professionals' views on core benefits required to show empathy versus CEOs' benefits beliefs.



The RTO push is clearly a point of contention for employees and HR, with views largely not in alignment with CEOs.

While other issues such as inflation and employee burnout could be exacerbating lowered empathy perceptions, one thread is consistent throughout the data: HR professionals and employees are living very different work experiences than CEOs.

The decline in empathy corresponds with a decline in employee motivation. This domino effect has led to the lowest ratio of engaged to “actively disengaged” employees in the U.S. since 2013, according to [Gallup's annual employee engagement study](#). And, when engagement plummets profitability follows.

It's evident, all the turmoil and change that has transpired over the last few years has come at the expense of empathy. Leaders must now take stock of how much more empathy their organizations can afford to lose.



Companies with high employee engagement experience **23% higher profitability**. On the flip side, companies with low employee engagement saw **18% to 43% higher turnover** according to Gallup's study.

Mind the Empathy Gap:

HR Professionals Experience Declining Mental Health

It's the role of HR professionals to consistently bridge the gap between executive leadership and employees, often being asked to mediate employee needs with CEO expectations. But as that gap becomes insurmountable, or their beliefs are in direct conflict with leadership, the data is showing us that many HR professionals are waving the white flag.

And rightly so. From the pandemic to the Great Resignation, quiet quitting, record inflation, and now RTO, HR professionals have endured relentless change and have been advocates and pillars of strength for employees through it all—supporting employee mental health, access to benefits, and more.

But now that pillar is crumbling: **61% of HR professionals** report that they have experienced a mental health issue in the past year (+9 points from 2022). This finding, combined with double-digit declines in empathy toward their CEOs (-16 points), organizations (-23 points), and employees (-16 points), is evidence of burnout and “empathy fatigue” among HR professionals.

Empathy fatigue is especially prevalent in helping professions and people overexposed to others' emotional needs. Chronic stress leads to burnout, loss of empathy, emotional exhaustion, and a sense of decreased accomplishment.



HR PROFESSIONALS

Mental health issues

61% have experienced a mental health issue in the past year.

HR empathy fatigue

How empathetic do you think each of the following are currently?

-16 ↓ **My CEO**
points

-23 ↓ **My organization**
points

-16 ↓ **My employees**
points



It's clear all the change management and mediation that HR has endured has come at the expense of HR's own empathy and wellness. While this should signal that HR professionals desperately need space and support to focus on their own mental health and wellbeing, the reality is that's hard to do amid the current RTO transition.

Only **39% of HR Professionals** report that RTO has had a positive impact on their mental health (-12 points from 2022), while **63% of CEOs** say RTO has positively impacted their mental health (+8 points over 2022).

Also concerning: employees (-7 points) and HR (-11 points) are less aware of their mental health benefits while CEOs say they are more aware of their company's mental health benefits (+36 points from 2022), illustrating yet another large gap in perceptions.



HR PROFESSIONALS

Safe environment for mental health

79% of HR professionals believe their company has created a safe environment for employees to come forward if they are experiencing mental health issues (-14 points from 2022).

Gender matters

FEMALE HR PROFESSIONALS



MALE HR PROFESSIONALS



39% of female HR professionals said their company's RTO policies have negatively impacted their mental health versus **16% of their male counterparts**.



CEOs, HR, and employees find agreement, however, in the top mental health benefit utilized by all groups which isn't an employee assistance program or other coverage, but rather flexible working hours.

As Marcy Klipfel, Chief Engagement Officer at Businessolver, explains, "Employees have made it clear that they value their newfound flexibility and autonomy. Even if they want the opportunity to go into the office, they don't want the regular schedule that some executives are calling for. HR is caught in a 'don't kill the messenger' position. Not only do they have to communicate the rules, but they're also expected to hold employees accountable. And that doesn't feel good."

According to [Gartner](#) research, **61% of HR leaders** feel that employees desiring flexibility and empathy is the biggest hurdle currently impeding employee engagement. This is coupled with additional research from Gartner data from January 2023, which found that among the HR leaders they interviewed, only **26% said employees** were fully complying with RTO mandates.

Empathy Levels Fall as Employers Push for RTO During Record Inflation

Approximately 49% of remote-eligible U.S. employees returned to the office in 2022, at least part-time. They returned to their commutes amid record prices at the pump, 30-year high inflation, pandemic-level burnout rates, and extreme financial stress.

Some workers had moved further away from their office buildings or corporate headquarters. Others had switched their daycares to be closer to their homes. So many life changes, only to be told that they're now required to be in the office—if not on a regular schedule, then a certain number of days.

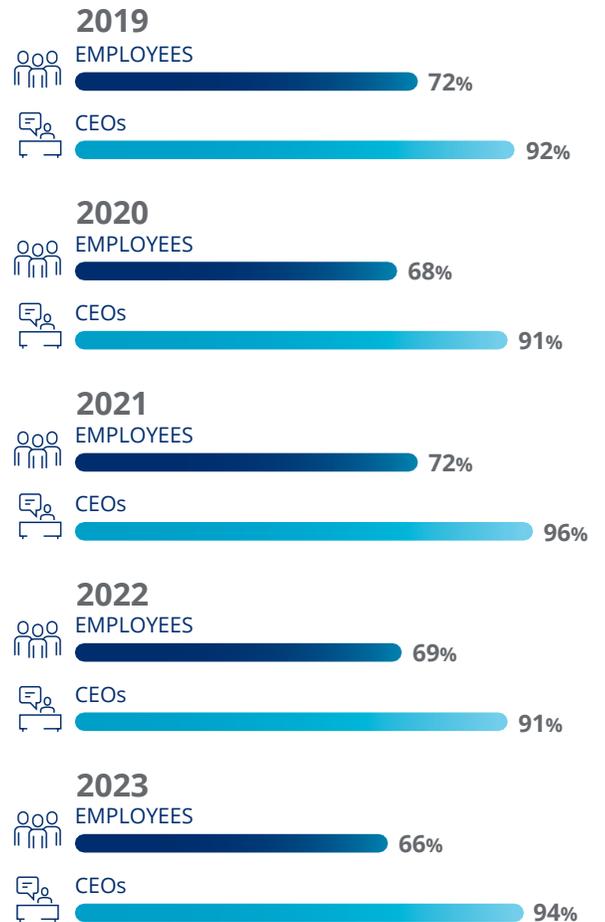
Compounding this office transition, some employees also faced layoffs and cutbacks as companies enforced financial prudence on top of “getting back to work.” The magnitude of change can only be described as jarring.

This is the context with which 1,000 full-time employees completed this year’s State of Workplace Empathy Survey in February of this year. It’s understandable that RTO is likely a key driver of lower empathy perceptions, as well as declines in mental health and employee motivation.

Combine the RTO transition with the reality that more employees are living paycheck-to-paycheck as our [2023 Benefits Insights Report](#) showed, and it’s no surprise that employee empathy is struggling.

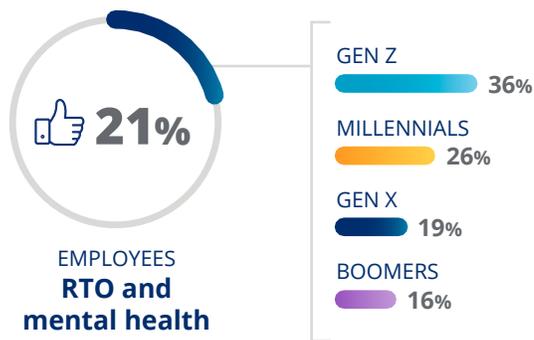
This year’s Empathy data reveals all audiences are working remotely considerably less than last year, with **84% of employees** saying some in-person work is required, **up drastically from 33% in 2022**. As we see in-office work tick up, we see empathy perceptions fall among employees. This is a trend that continues from 2022.

Employees’ perceptions of empathy at work continue to decline after 2021 as CEOs call for return to office, ending at their lowest levels since 2017. Yet CEOs’ empathy perceptions remain relatively steady.



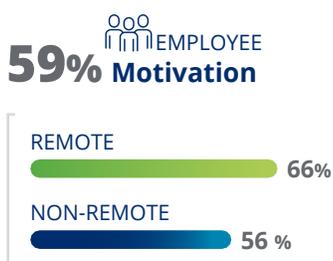
Response to RTO

Overall, only **21% of employees** say RTO has positively impacted their mental wellness. At **36%**, **Gen Z** is the most likely generation to indicate a positive response to RTO followed by Millennials (**26%**), Gen X (**19%**), and Boomers (**16%**).



Engagement and motivation

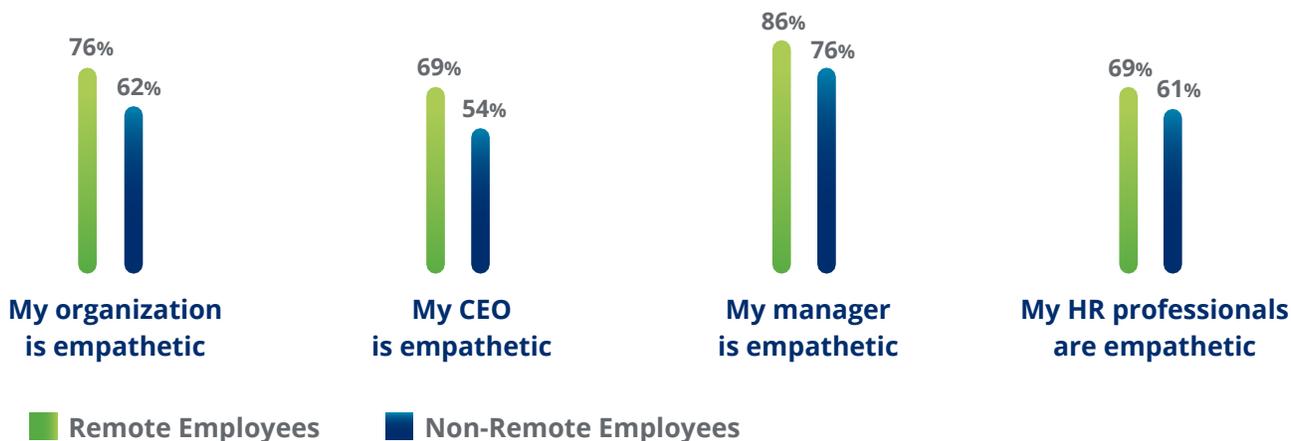
The mental health decline may be having a domino effect on employee engagement and motivation. While **90% of CEOs** say they're more motivated than ever, only **59% of employees agree**. When we look at employee responses split by remote versus non-remote, remote workers are more motivated (66%) than their non-remote peers (56%).



Across the board, this year's findings show that remote workers' empathy perceptions are significantly higher than non-remote workers. Remote workers are also more likely than non-remote workers to say they feel connected to their peers (**84% vs 77%**) and their leaders (**70% vs 60%**). At **46%**, **remote workers** are also less likely to say that empathy at their organization needs to evolve versus **54% of non-remote workers**.

Empathy Perceptions Are Highest Among Remote Workers

Overall, **67% of employees** view their organization as empathetic—the lowest level ever recorded. Yet, this number rises to **76% when filtered by remote workers**.



Flexibility Tops the List of Most Empathetic Benefits, But Are Executives Listening?

This year's Empathy data shows that workplace flexibility continues to top the list of most empathetic benefits an employer can offer: 96% of employees say flexible working hours is the most empathetic benefit an employer can offer, closely followed by workplace location at 93%. But, while flexible working hours tops the list of most empathetic benefits, it's only offered at 39% of organizations.

Our flexibility findings align with a [Slack New Future Forum Pulse study](#) of 10,000 knowledge workers which found:



81% of respondents want flexibility in where they work, and those that have it are **8% more productive** than their in-office counterparts



93% of workers are looking for flexibility in their schedules, and those with full schedule flexibility report **40% more productivity** than in-person employees

According to Slack's same survey, three-quarters of all executives reported they want to work from the office three to five days a week, compared with about one-third of employees. Among executives who primarily worked remotely through the pandemic, **44% said they wanted to come back to the office every day** with just **17% of employees** saying the same.

Not surprisingly, our Empathy data shows remote workers feel their lives would be significantly impacted if they had to return to work, with **over half (54%) saying they would leave** their current job if they were required to work in-person full-time.



REMOTE EMPLOYEES

Would leave current job if required to work in person full time

Overall, **8 in 10 employees and HR professionals** feel they have more employment choices and are confident they can find new, more empathetic employers.

While there's room for improvement, CEOs and executives are starting to recognize the value of empathy to retention: **42% of CEOs** feel that employee retention is a benefit of being an empathetic organization, up 19 points from 2022.

As leaders put in-office parameters or mandates into place, they need to recognize that workplace flexibility runs much deeper than work-life balance. For example, while the ability to work remotely and flexible hours has been a game-changer for people with dependents, particularly women who share a disproportionate amount of the caregiving burden, it has also positively impacted many other employee groups.

“As executives push for RTO, they need to recognize that flexibility is not only a top employee benefit but an important component of DEIB and mental health strategies,” explains Klipfel. “By broadening their view of flexibility, leaders can create more inclusive, diverse, and accessible workplaces—particularly for workers who experience bias and high barriers of entry into the workplace, such as people with disabilities, mental health challenges, and those experiencing microaggressions.”



20-Point or Higher Gaps in Employee vs. CEO Must-Have Benefits

20-point gaps exist between what employees and HR feel are table stakes-benefits versus CEO perceptions of the same benefits. For example, **78% of employees** view paid time off (PTO) as a must-have benefit versus **46% of CEOs**. Similarly, core medical benefits and employer contribution plans (401k, HSA, FSA) also show 20-point or higher gaps between what employees require from an employer and what CEOs feel are must-haves.

Likewise, **9 in 10 employees** have consistently asked for family-related benefits such as paid maternity and paternity leave and flexible work schedules and hours, yet less than half say they have these benefits currently offered at their organizations.

TOP BENEFITS VIEWED AS EMPATHETIC	EMPLOYEE BENEFIT Importance	EMPLOYEE BENEFIT Offered
 Flexible work hours	96%	39%
 Paid Maternity Leave	94%	44%
 Flexible Work Location	93%	33%
 Family Benefits (e.g. paid after school programs, daycare)	93%	17%
 Paid Paternity Leave	92%	27%

DEIB Loses Momentum but Feelings of Connectedness Show Encouraging Signs

Like the definition of workplace flexibility, diversity, equity, inclusion, and belonging (DEIB) continues to evolve and widen in scope. But, while the 'B' in the DEIB equation is now a table-stakes measurement of program success, only 36% of employees and 51% of HR professionals are familiar with the term.

Clearly, there's more work to be done as this year's Empathy data shows. In particular, HR professionals' visibility of DEIB programs at their company dropped significantly this year:

70% of HR professionals (17-point decrease) are aware of their company's DEIB initiatives. Comparatively, 87% of CEOs and 62% of employees are aware of their company's DEIB programs. However, 79% of CEOs say their company spends more time talking about DEIB than implementing DEIB initiatives, and only half of non-white employees believe DEIB initiatives address their needs.

Both the importance and visibility of DEIB as well as mental health initiatives fell among HR professionals and employees this year along with the importance of taking a corporate position on social topics, down 16 points from 2022 among both groups.

This finding is surprising in the wake of rulings like *Roe v. Wade*, continued social injustices, and gun violence. The decline in importance concerning these matters could be due to a lack of perceived progress and impact associated with DEIB and mental health programs, combined with the likelihood that both companies and employees are prioritizing other front-of-mind concerns, such as inflation and RTO.

Belief that developing or implementing DEIB initiatives is empathetic



See DEIB initiatives demonstrated in their workplaces



On a positive note, while the majority of **employees (77%) feel they can be their authentic selves** at work, perceptions are down two points from 2022. Not surprisingly, remote workers are more likely than non-remote workers to feel they can be their true authentic selves at work. This is especially true for Black and Hispanic employees.

However, non-remote women in general are less likely to feel they can be their authentic selves at work. This is particularly evident for non-remote Black and Hispanic women: **66% of non-remote Black women** and **76% of non-remote Hispanic women** feel they can be their authentic selves at work. In contrast, **87% of remote Black women** and **90% of remote Hispanic** women feel they can be their true selves at work. Non-remote Asian American women also struggle with only **72% saying they can be their authentic selves**.



Inclusivity in the Workplace

I feel that everyone in my company has the opportunity to grow within the company



I feel that my company is inclusive of everyone, regardless of their background



I feel like I can be my true authentic self when I'm at work



Feelings of connectedness are encouraging with **79% of employees, 84% of HR, and 96% of CEOs** saying they feel connected to their peers at work. However, only **63% of employees** say they feel connected to their leaders at work. This number rises to **70% for remote workers** and **97% for technology workers**. In general, **remote workers (84%)** feel more connected than **office workers (77%)** and companies with fewer than 1,000 employees have higher feelings of belonging.

Likewise, **79% of employees** say they feel like they belong at their companies, with Black (81%) and Hispanic (82%) employees along with remote workers (83%) most likely

to say they feel like they belong. Across industries, financial services, technology, and hospitality workers are more likely to say that they belong at their company than manufacturing, government, or healthcare workers.

Overall, DEIB progress has stalled over the last few years, and it will take renewed commitment on the part of leaders to again prioritize inclusive cultures where all employees feel valued, seen, safe, and heard.



Reality Check:

Bursting the CEO Optimism Bubble

After three years of unrelenting change and turmoil, we could all use a dose of hope. CEOs are under immense pressure: slowed growth, scarce and expensive talent, employee burnout, and rising stakeholder expectations. Understandably, they may feel a responsibility to be the face of optimism during tumultuous times.

This year's Empathy data, however, shows that CEOs have perhaps over-rotated on hope to a level of unrealistic optimism. The sheer giddiness of CEO views sharply contrasts with the perceptions of HR professionals and employees:

24  **point gap** **92% of CEOs** view their HR Professionals as empathetic (+27 points from 2022)

32  **point gap** **91% of CEOs** view their employees as empathetic (+4 points from 2022)

26  **point gap** **94% of CEOs** view their organization as empathetic (+3 points from 2022)

17  **point gap** **90% of CEOs** say they are more motivated than ever

It's evident CEOs are living very different work experiences than their employees and HR professionals. The sentiment surrounding HR professionals' and employees' empathy findings are tinged with cynicism and pessimism. While CEOs are optimistic, even bullish.

For example, **67% of CEOs** think of themselves as more empathetic than before the pandemic, but HR professionals and employees feel their CEOs' empathy levels are the lowest ever. Clearly, something is getting lost in translation.



50% of CEOs at smaller companies say it's hard to demonstrate empathy in their day-to-day versus **70% of CEOs** at larger organizations (1,000+ employees).



What is an optimism bubble?

"As you get more senior, you overestimate the degree to which other people are speaking up. You overestimate your approachability, and you overestimate your listening skills. And that all means that you underestimate the strength of feeling that might exist with some of your employees."

– Megan Reitz, Executive Coach and Speaker

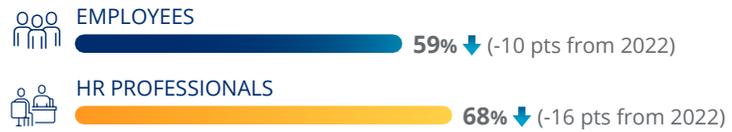




Having a pulse on the employee experience is critical to company culture and empathetic leadership. But right now that pulse is either weak or the empathy that CEOs demonstrate is not being articulated and/or executed in ways that employees see and feel.

CEO Empathy Levels Steadily Decline Among Employees and Plummet For HR

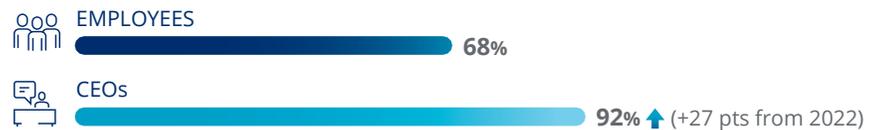
Perceived empathy levels of CEOs



Perceived empathy levels of fellow employees



Perceived empathy of HR professionals



Continuing a trend from previous years, **42% of employees** feel their manager has the most impact on building a culture of empathy (+5 points from 2022). Interestingly, CEO accountability has slipped 16 points from 2022: **53% of CEOs** feel they have the strongest influence on a workplace of empathy. And most surprising, they're putting more onus on employees to build empathetic cultures, up 11 points from 2022.

Additionally, **87% of CEOs** believe that empathy should be evaluated as part of employee performance, factoring into both employee advancement as well as dismissal for those that don't demonstrate it. **All audiences—CEOs, HR, and employees—stand mostly united in their belief that empathy can be learned with HR leading the way at 78%.**

CEOs are, however, scoring higher in some areas over 2022:

+25 points ↑ CEOs & EMPATHY
68% of CEOs believe that empathy needs to evolve within U.S. organizations

+36 points ↑ CEOs & MENTAL HEALTH
75% of CEOs are aware of their company's mental health offerings

+12 points ↑ CEOs & DEIB INITIATIVES
61% of CEOs say DEIB initiatives are falling short at their organization

+19 points ↑ CEOs & EMPATHY TO RETENTION
42% of CEOs see the value of empathy to retention



Bridging the Empathy Divide:

A Path Forward for CEOs and HR



Bridging all the gaps in this year's findings, and especially the sharp divides between HR professionals and CEOs, starts with accountability and empathy.

"While HR has clearly been stuck in the middle, it's a two-way street," says Klipfel. "C-suite must see HR as a strategic partner in the decision-making process versus a 'get-it-done' administrative function. On the flip side, HR must skill-proof themselves to earn and keep their seat at the table, demonstrating their proficiency in change-management, communications, and the speed of change in people matters."

Where there is disconnect, **HR professionals should turn to data**, such as employee surveys and exit interviews, to support the employee voice and their views on divisive matters like RTO.

At the same time, **CEOs must make a conscious effort to stay grounded** in their employees' workplace realities and dig for the truth—especially for what they're not hearing. This includes being mindful of what's not working and encouraging a safe environment for employee candor.

In the end, the gaps in perceptions that this year's Empathy findings reveal should be a wake-up call for leaders to check their perceived realities against the workplace realities of their employees, as the data shows far more disconnect than alignment.



Leaders alone are not accountable for closing the empathy gap. Everyone has a responsibility to be stewards of empathy and carry the torch.

C-suite, HR, and employees alike must place themselves in the shoes of their colleagues and employ "perspective taking" to turn micro-empathy moments into macro-empathetic cultures.

Reconnecting the 24-Point Empathy Gap



For HR Professionals and HR Leaders:

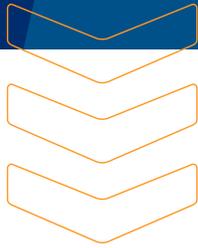
- Evaluate if you, or members of your team, are experiencing signs of burnout such as excessive stress, feeling undervalued, loss of compassion or empathy. If so, seek help through your company's EAP or mental health program, and dedicate time to focus on your wellness.
- Focus on upskilling to ensure you and your team can keep up with the speed of change surrounding people matters and policies while being viewed as a strategic partner to C-suite.
- When your views are not in alignment with executives, use data such as employee surveys, exit interviews, employee turnover, and hiring metrics to support your viewpoints and the employee voice.
- Ask for clarification from CEO/execs if there is confusion about how to implement policies like RTO which can often be contentious among different teams across the organization.
- If it isn't safe to ask for clarification or clear "rules," that's a bigger issue and perhaps worth weighing if the organization is a good fit for you, or if it's time to move on to a more empathetic org.
- Encourage "perspective taking" and facilitate empathy training for all employees, not just managers and executives.



For CEOs and Executives:

- Check in with your HR leaders and teams. How are they doing? Are there signs of burnout? What issues are festering that could be driving the disconnect and how can you resolve them?
- Encourage transparency and a safe place for HR and employees to share their feelings, ask for clarification, and even challenge your views or strategic direction.
- View HR as a strategic partner, ensuring they have purview into short- and long-term company strategies, goals, and intentions.
- Use employee data and pulse surveys to assess engagement and sources of dissatisfaction. How do employees feel about RTO? How is it impacting their mental health, family, lifestyle, and their wallet?
- Be forthright and transparent when hard decisions such as layoffs and cutbacks must be made, helping employees understand the decisions.
- Include workplace flexibility as a key piece of your DEIB and mental health strategies, taking into consideration all employee groups before mandating widespread policies.
- Employ "perspective taking" and ensure equitable access to empathy training.





20 STATE OF 23 WORKPLACE EMPATHY

About the State of Workplace Empathy Study

Over the past eight years, Businessolver has studied the evolution of empathy in the workplace—hearing from collectively more than 20,000 employees, HR professionals, and CEOs about their views on a variety of workplace issues.

Our study examines the behaviors and benefits that make a workplace empathetic across six industries: banking/finance, healthcare, technology, hospitality, manufacturing, and government. In the survey, empathy is defined as “the ability to understand and experience the feelings of another.”

In February 2023, a third-party firm fielded the online survey of more than 1,000 employees within six industries: financial services, government, health care, hospitality, manufacturing, and technology. To qualify for the survey, respondents needed to be 18 years or older, U.S. residents, and employed full-time or part-time within their respective industry at an organization with 100 or more employees.

 **Learn more about our findings, trends, and recommendations across eight years of data at [Businessolver.com/empathy](https://businessolver.com/empathy)**

 **TECH WITH *heart***

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