

Finnish Institute of
Occupational Health

Development of well-being at work from late 2019 to summer 2025


HOW IS FINLAND DOING? RESEARCH

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 **Sustainable Growth
Programme for Finland**



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The development of well-being at work and different attitudes towards work from the time before the pandemic to the summer of 2025 – and factors promoting well-being at work

**MORE INFORMATION
AND PREVIOUS
RESULTS:**
[ttl.fi/en/research/
projects/how-is-
finland-doing](https://ttl.fi/en/research/projects/how-is-finland-doing)

Methods of the How is Finland doing? research project: cross-sectional datasets 2019, 2021, 2023 and 2025

The results are based on population survey data collected over four periods (2019, 2021, 2023 and 2025):

- All respondents are working Finns aged 18–65, who were randomly selected from the population register and the Taloustutkimus internet panel and invited to participate in the study.
- This study includes those respondents who were working at the time of each survey.
- The results of the statistical analyses are weighted based on age, gender and area of residence in order to ensure the representativeness of the results.
- The results regarding certain respondent groups are based on the last two surveys from summer 2023 and summer 2025.
- In the graphs, the triangle (▲) indicates a statistically significant change ($p < .05$) compared to the previous survey, and the arrow (↗) indicates a change ($p < .05$) compared to the earliest point in time

Survey respondents in 2019, 2021, 2023 and 2025

Respondent background information	12/2019	6/2021	6/2023	6/2025
Working respondents	N = 1,567	N=1,418	N=3,631	N=3,823
Male/Female	41 / 59%	43 / 57%	47 / 53%	47 / 53 %
Age (average)	46 years	48 years	45 years	47 years
Respondent's age group: 18–29; 30–45; 46–55; 56–65	9 / 38 / 29 / 24%	9 / 30 / 26 / 35%	16 / 33 / 24 / 27%	12 / 30 / 25 / 33%
Education: university degree / other higher education / basic or upper secondary education	28 / 36 / 36%	31 / 35 / 33%	28 / 41 / 31%	30 / 43 / 27%
In-person work/ hybrid / only remote work	Not asked	54 / 20 / 25%	58 / 31 / 11%	51 / 39 / 10%
Supervisor or manager / employee	17 / 83%	17 / 83%	16 / 83%	17 / 83%
Permanent employment / other employment relationship	89 / 11%	86 / 14%	83 / 16%	86 / 14%
Sector where employed: public / private / other sector	38 / 54 / 8%	38 / 54 / 8%	35 / 57 / 8%	36 / 56 / 8%
Lives in Uusimaa / elsewhere in Southern Finland / Western Finland / Northern or Eastern Finland	40 / 20 / 23 / 17%	38 / 22 / 22 / 19%	33 / 22 / 24 / 21%	37 / 19 / 24 / 20%

Factors of well-being at work in the study



WORK ABILITY

In the survey, the respondents were asked to assess work ability in relation to their life-time best with one question (Tuomi et al. 1997).



WORK ENGAGEMENT

A positive emotional and motivational state experienced during work, characterized by vigour, dedication and immersion in work. Three-item scale (Schaufeli et al. 2019).



JOB BOREDOM

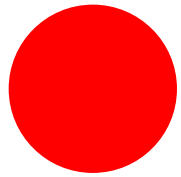
Caused by a lack of stimuli or challenge of the work or tasks, and is manifested as reduced motivation, difficulty concentrating and time passing slowly. Three items (Reijseger et al. 2013).



JOB BURNOUT

A syndrome caused by prolonged work stress, characterized by chronic fatigue, cognitive and emotional dysregulation and mental distancing from work or cynicism. 12 statement indicators were used (Schaufeli et al. 2020).

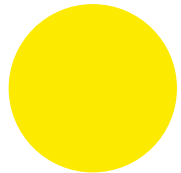
Job burnout traffic light model



Probable job burnout

People for whom the light is red suffer from symptoms of job burnout.

Recurring job burnout symptoms hinder coping with daily life and require immediate action in order to remedy the situation.



Heightened risk of job burnout

When the light is yellow, burnout symptoms occur occasionally and/or to some extent.

People can persevere for a long time, but now is the time to identify the problem and take action to restore well-being.



No symptoms of job burnout


People for whom the light is green do not experience job burnout and they are likely doing well in this respect.

Nevertheless, it is possible for these people to experience fatigue, stress, boredom at work or a low level of work engagement.

Source: Hakanen, J. & Kaltiainen, J. (2022) Työuupumuksen arviointi Burnout Assessment Tool (BAT) -menetelmällä. Finnish Institute of Occupational Health.
www.julkari.fi/handle/10024/145527



KEY RESEARCH FINDINGS

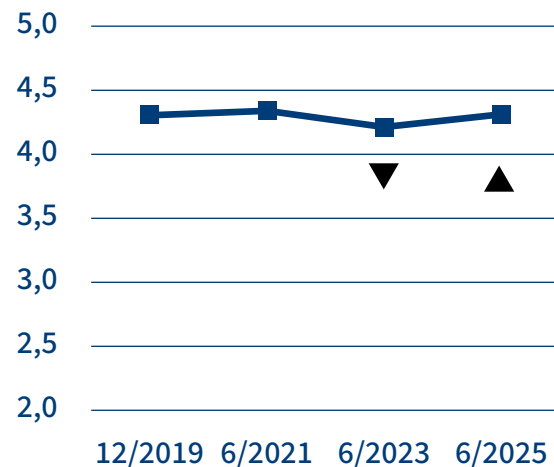


Job burnout among Finns
has largely stagnated at
the post-pandemic level.

Work engagement has returned to the pre-pandemic level, but boredom at work is increasingly prevalent and work ability is perceived to be weaker



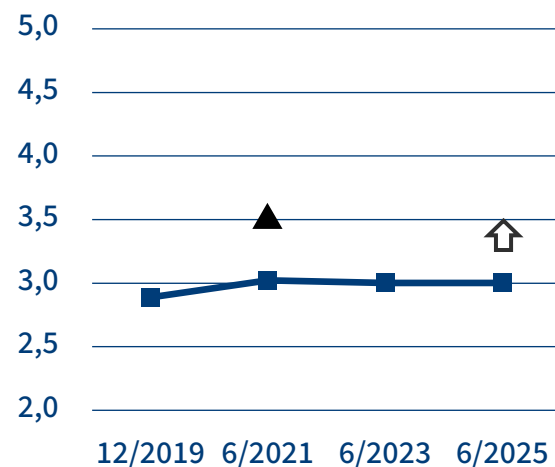
WORK ENGAGEMENT
(scale 0-6)



Work engagement decreased slightly from summer 2021, but returned to a slightly higher level after summer 2023.



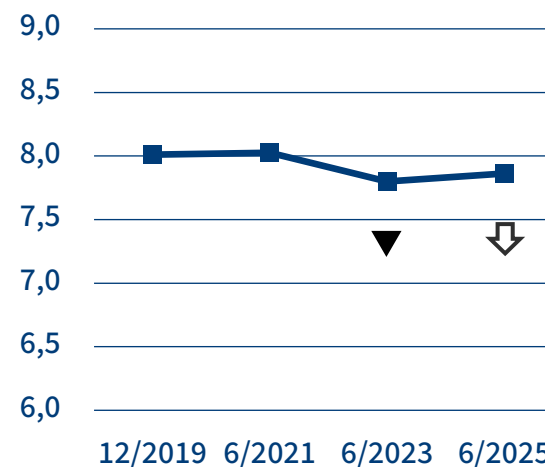
JOB BOREDOM
(scale 0-6)



Boredom at work increased slightly after late 2019 and is still at a higher level compared to the end of 2019.



WORK ABILITY
(scale 0-10)



Work ability decreased after the summer of 2021 and is still at a lower level compared to late 2019.

In summer 2025:

50 % experienced work engagement several times.

13% felt bored at work several times per week.

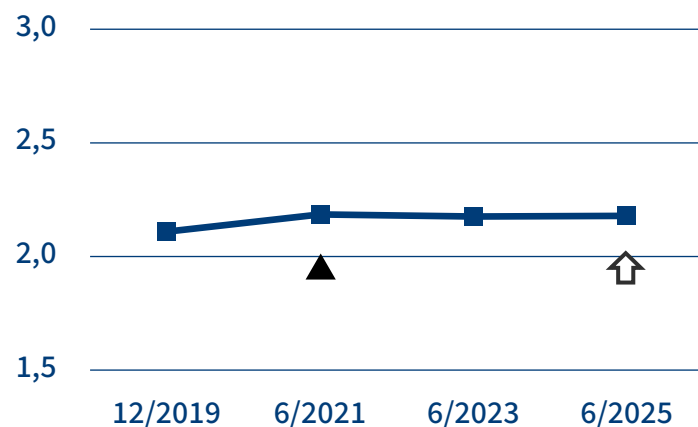
39 % felt that their work ability was good.

Burnout symptoms increased after the pandemic and have remained at the same level since then



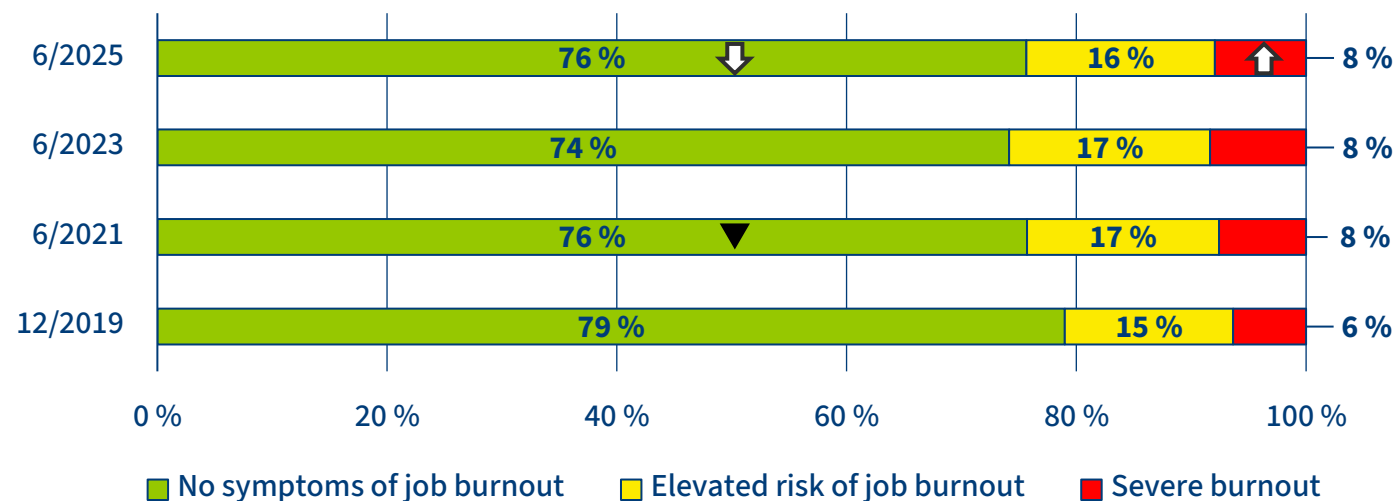
JOB BURNOUT SYMPTOMS

(scale 1-5)



Burnout symptoms increased after late 2019 and remain elevated still.

JOB BURNOUT RISK GROUPS

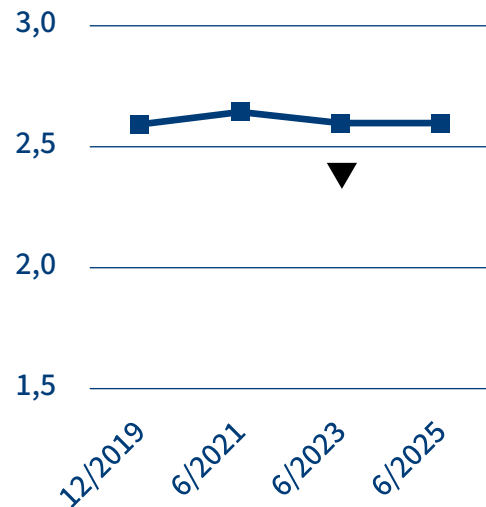


The share of people who do not suffer from job burnout among the working-age Finnish population decreased from late 2019 to summer 2021 (79% → 76%), and remains at a lower level in summer 2025 compared to late 2019. In summer 2025, approximately two percentage points higher share of people (6% → 8%) suffered from probable job burnout than in late 2019.

Of the four core symptoms of job burnout, cynicism and cognitive disorders increased



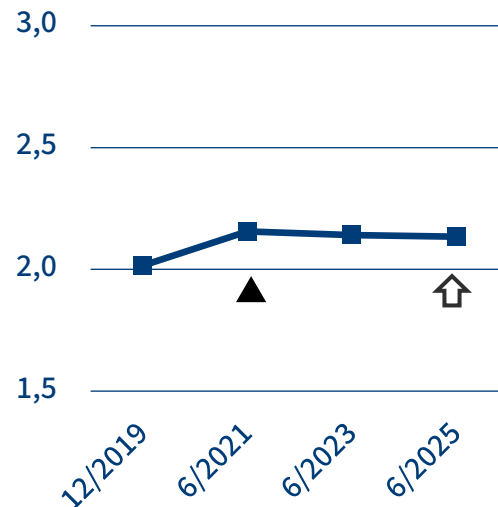
EXHAUSTION
(scale 1-5)



Exhaustion decreased after the summer of 2021, after which there has been no change.



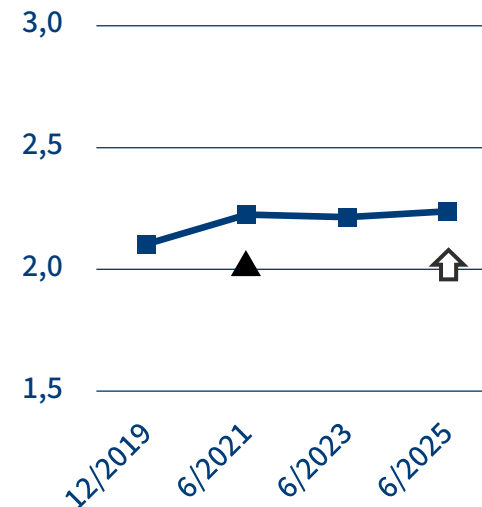
CYNICISM AT WORK
(scale 1-5)



Cynicism at work increased after late 2019 and still remained at a higher level in the summer of 2025.



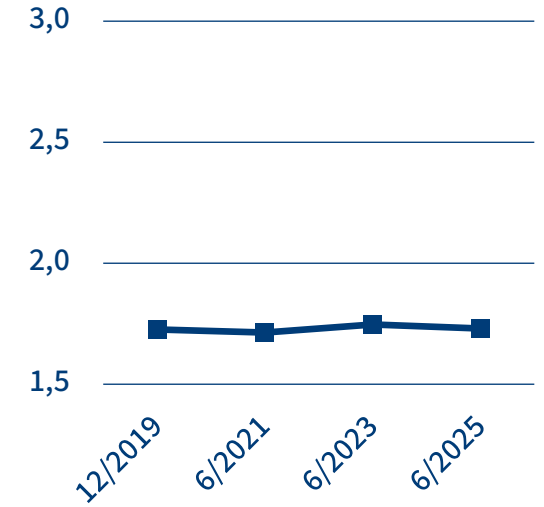
COGNITIVE IMPAIRMENT
(scale 1-5)



Cognitive disorders increased after late 2019 and still remained at a higher level in the summer of 2025.



EMOTIONAL IMPAIRMENT
(scale 1-5)

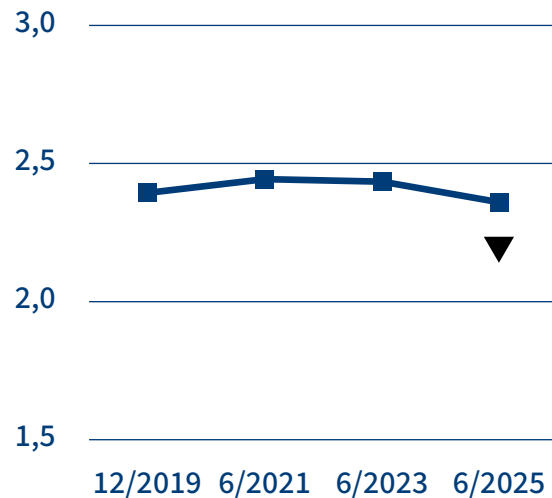


There have been no changes in emotional impairment.

Positive turnaround in plans to resign and loneliness

PLANS TO RESIGN

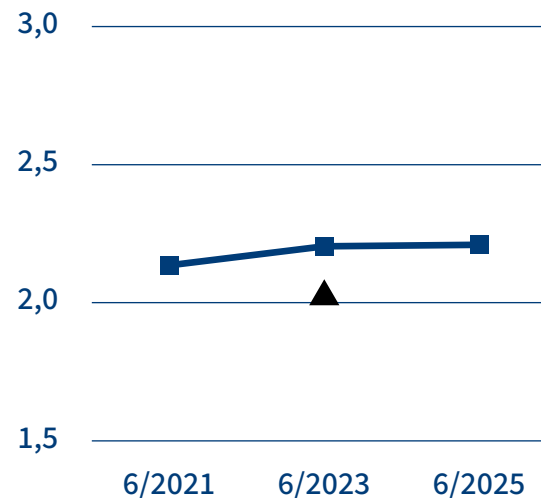
(scale 1-5)



Intentions to resign have decreased slightly from summer 2023 to summer 2025.

WORKING WHILE SICK*

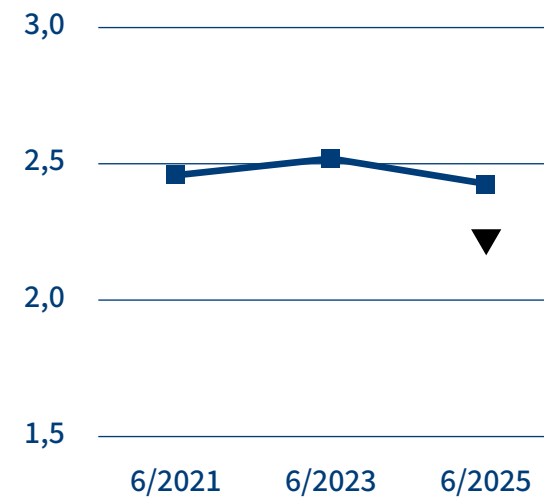
(scale 1-4)



Working while sick increased slightly after summer 2021, after which there has been no change.

LONELINESS*

(scale 1-5)



General loneliness has decreased since summer 2023.

In summer 2025:

22% had often considered resigning from their job.

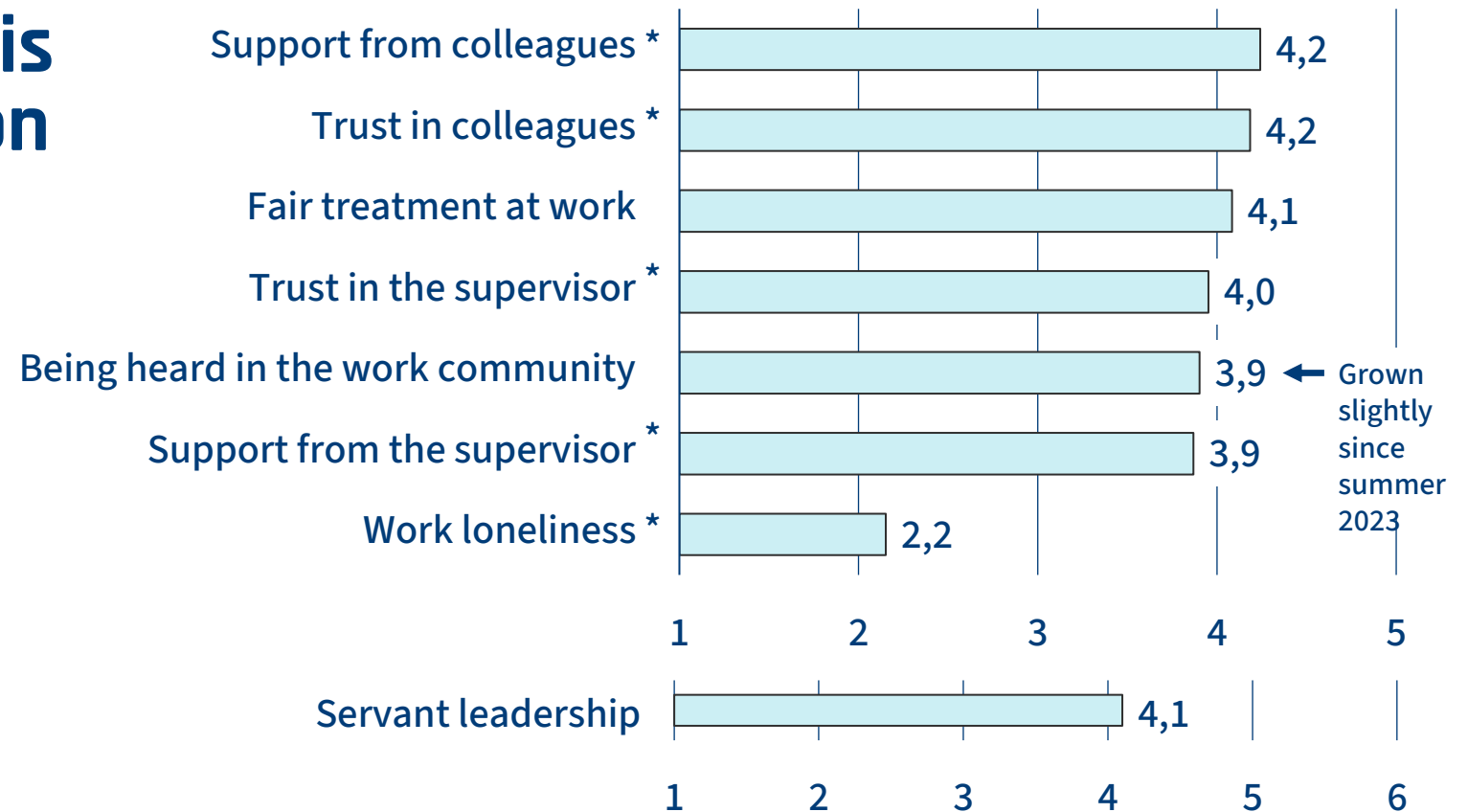
40% had worked sick at least twice during the last 6 months.

23% felt lonely.

* Not measured in the 12/2019 survey

There are plenty of social resources at work, while loneliness at work is clearly less common

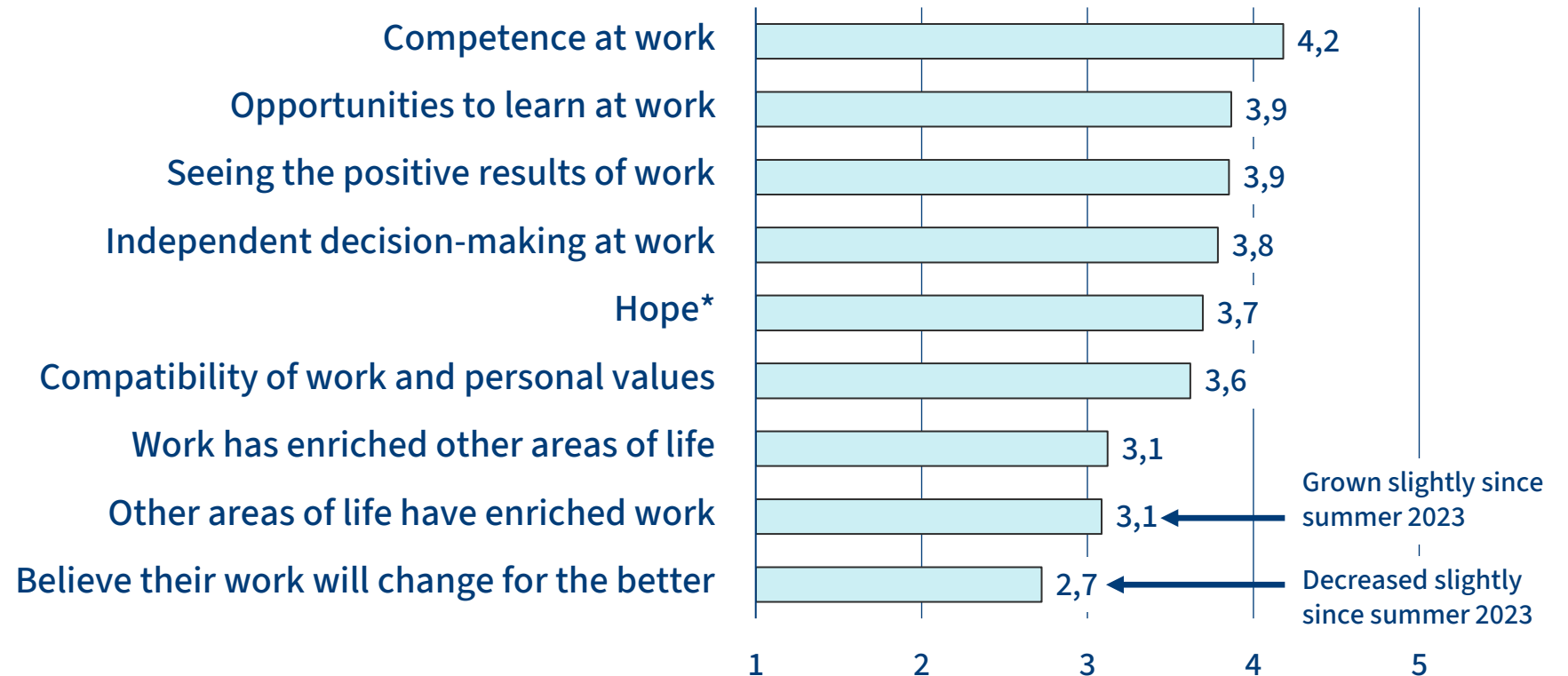
Social relationships related to the work community in the population in summer 2025
(the longer the bar, the more common)



* Not measured in summer 2023

The belief that work will change for the better in the future has decreased

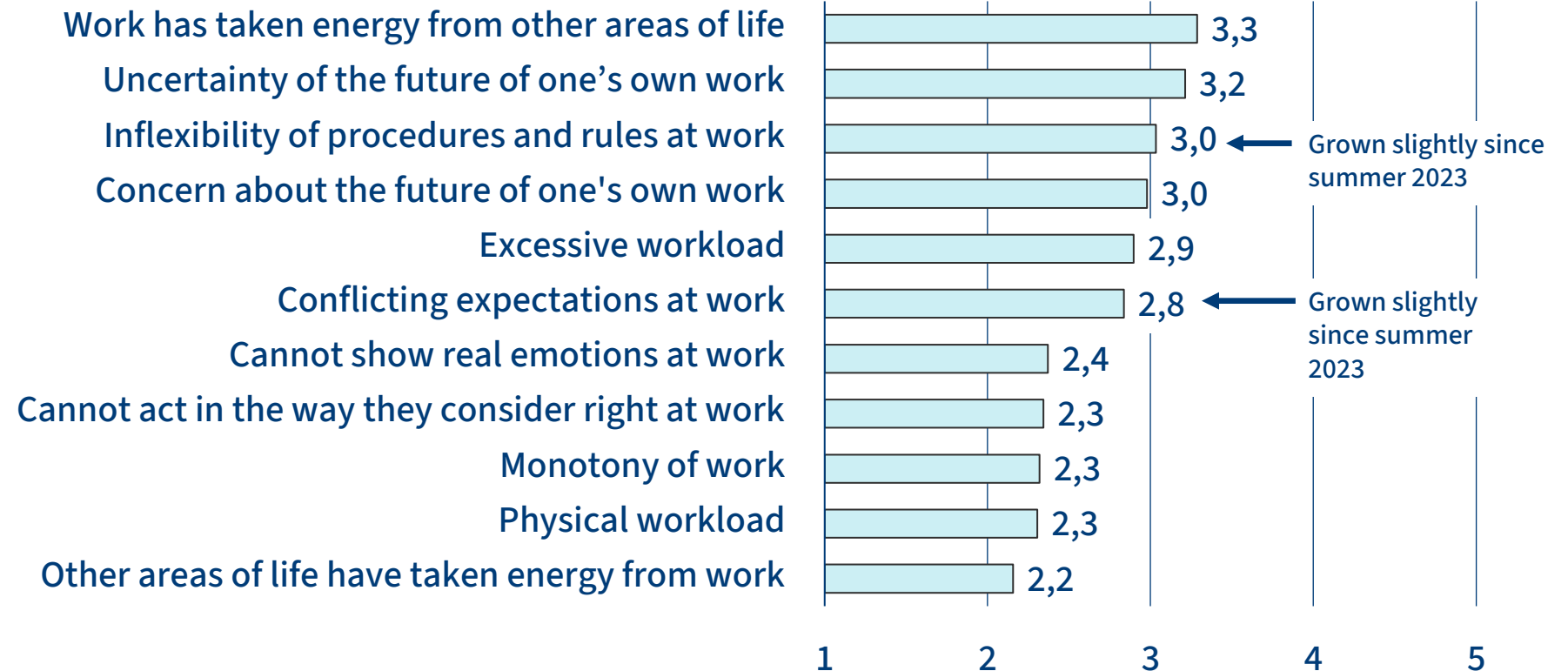
**Prevalence of resources
in the population in summer 2025**
(the longer the bar, the more common)



* Not measured in summer 2023

Bureaucratic demands and conflicting expectations in the workplace have increased slightly

Prevalence of demands
in the population in summer 2025
(the longer the bar, the more common)



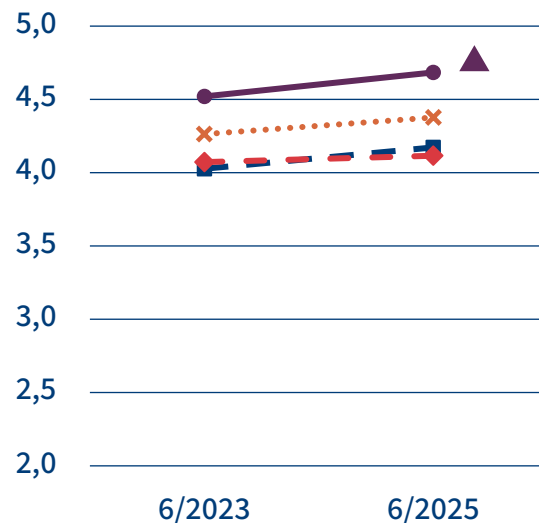


Older age groups
experience more
work engagement

Young age groups experience less work engagement and more boredom at work



WORK ENGAGEMENT (scale 0–6)

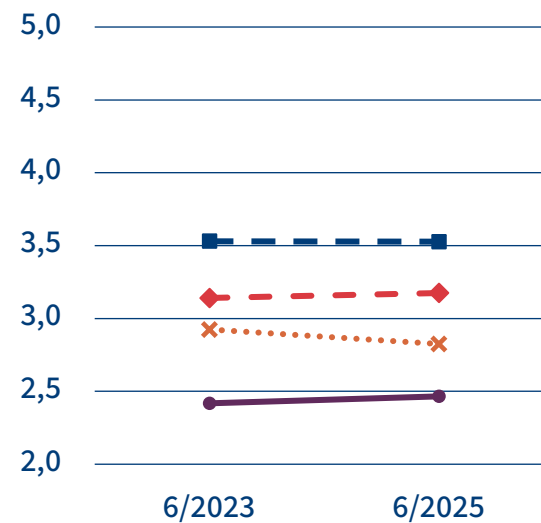


Work engagement has increased slightly among 56–65-year-olds since the summer of 2023. No changes were observed in the other age groups.

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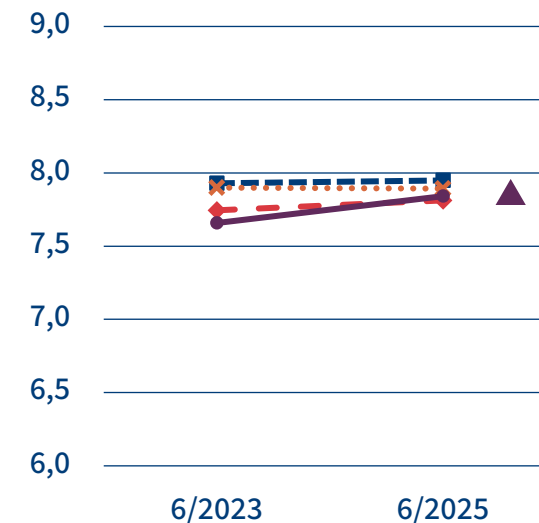
JOB BOREDOM (scale 0–6)



No changes were observed in boredom at work. The older the employee, the more they experience boredom at work on average.



WORK ABILITY (scale 0–10)



Work ability has improved slightly among 56–65-year-olds.



In summer 2025:

Experienced work engagement several times per week:

- 18–29 years: 41%
- 30–45 years: 42%
- 46–55 years: 49%
- 56–65 years: 60%

Felt job boredom several times per week:

- 18–29 years: 21%
- 30–45 years: 17%
- 46–55 years: 11%
- 56–65 years: 8%

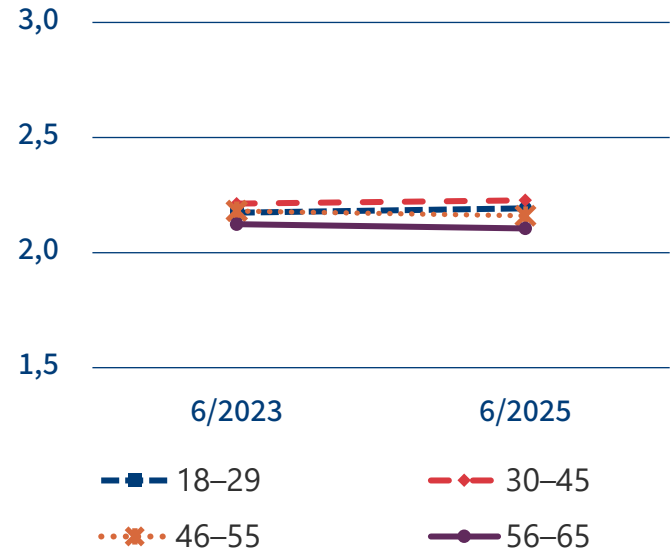
Felt that their work ability was good:

- 18–29 years: 42%
- 30–45 years: 37%
- 46–55 years: 40%
- 56–65 years: 38%

The older, the fewer symptoms of burnout

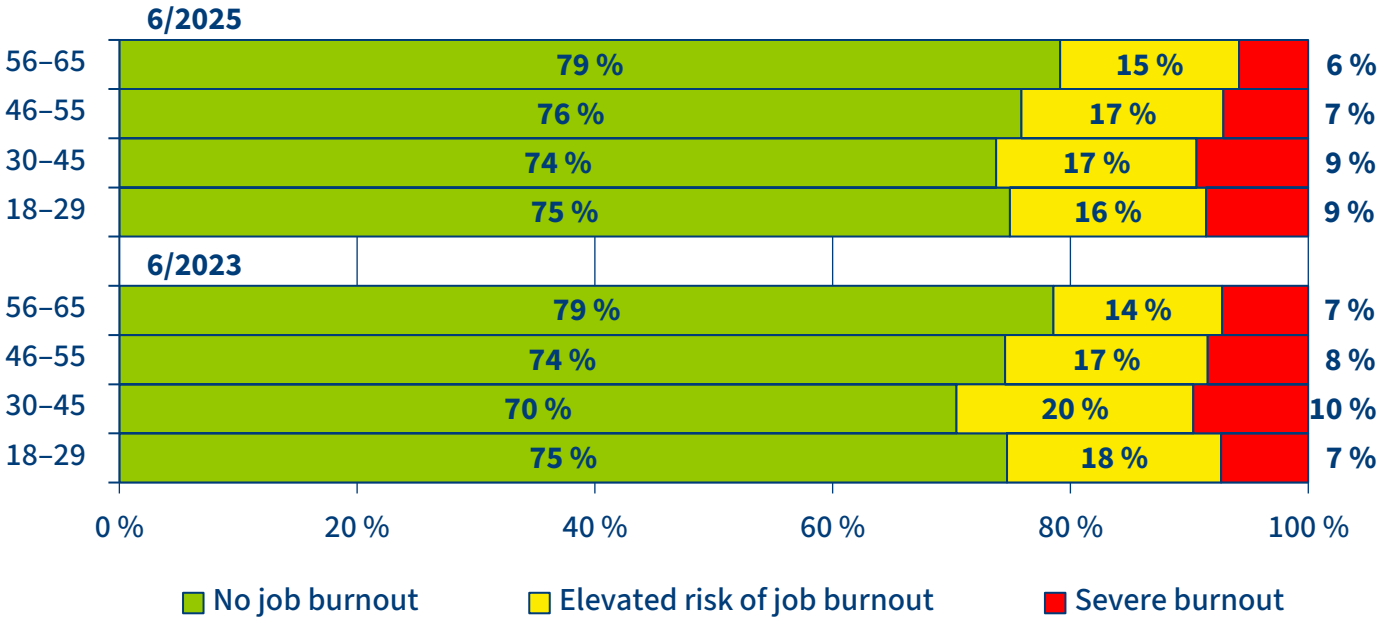


JOB BURNOUT SYMPTOMS
(scale 1-5)



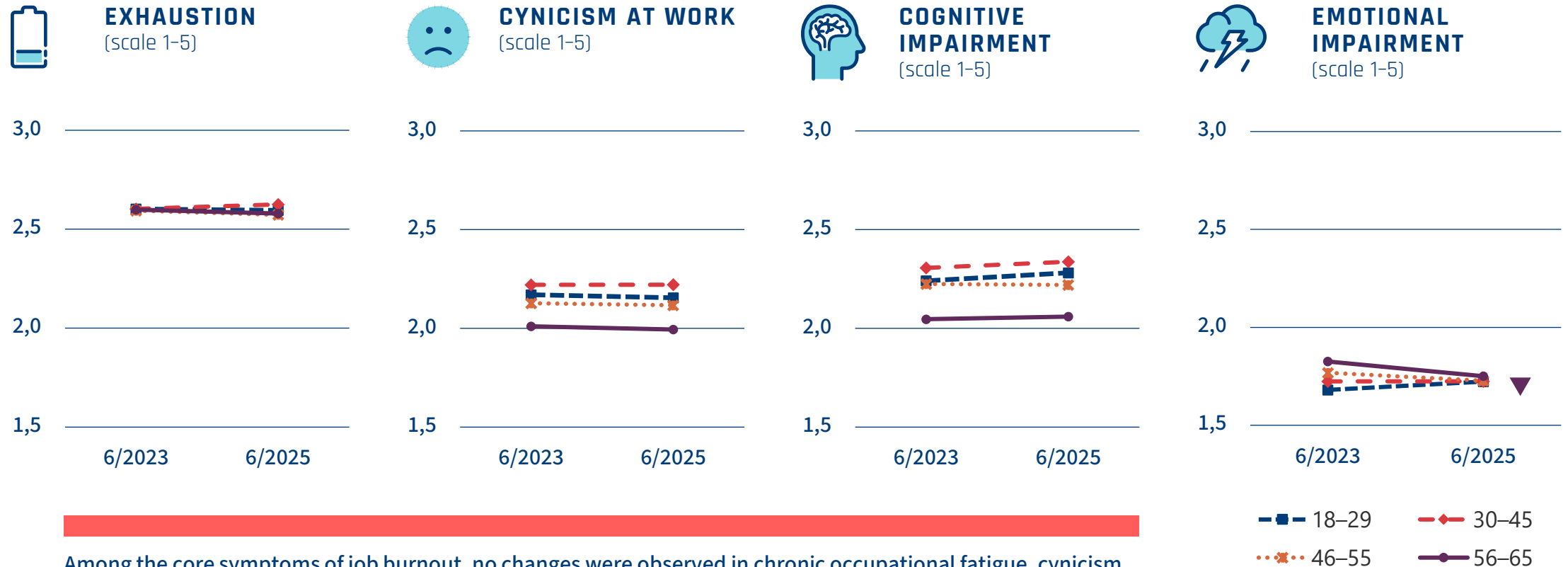
No changes were observed in burnout symptoms between summer 2023 and summer 2025.

JOB BURNOUT RISK GROUPS



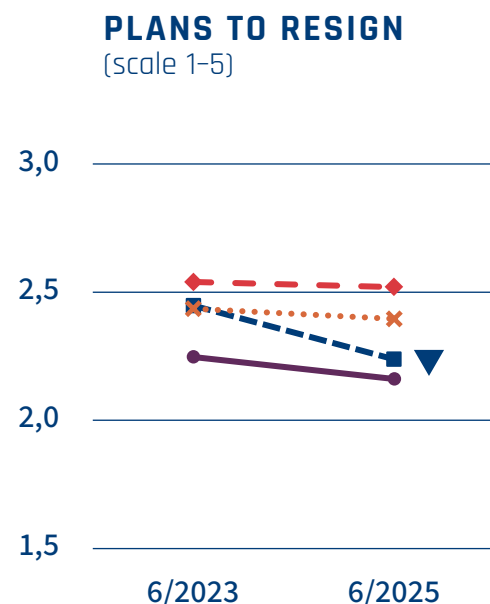
No changes were observed in the risk groups for burnout symptoms between summer 2023 and summer 2025 in any of the age groups studied.

Employees aged 56–65 experience slightly less cynicism and cognitive disorders on average

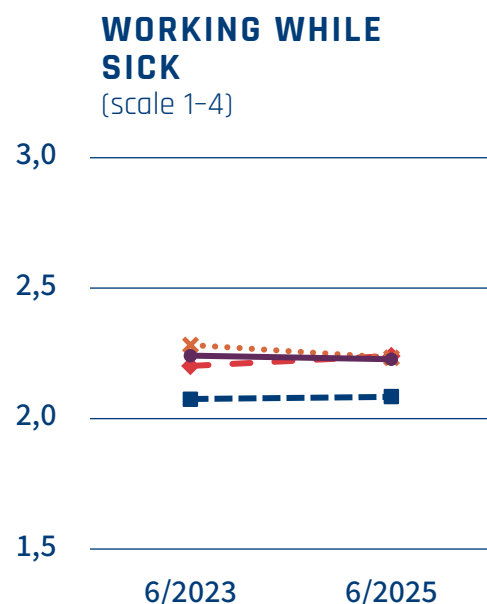


Among the core symptoms of job burnout, no changes were observed in chronic occupational fatigue, cynicism at work and cognitive disorders between summer 2023 and summer 2025 in any of the age groups studied. However, emotional impairment had decreased slightly among 56–65-year-olds.

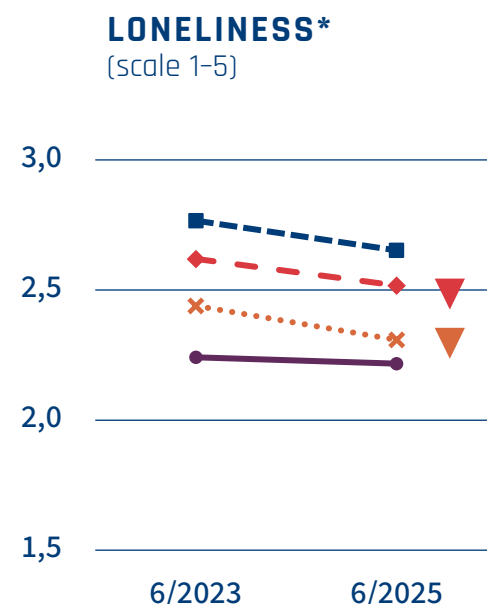
Intentions to resign among young adults decreased from summer 2023



Intentions to resign have decreased slightly among 18–29-year-olds between summer 2023 and summer 2025.



No changes in working while sick were observed in any of the age groups studied. Working while sick is slightly less common among 18–29-year-olds.



Loneliness has decreased slightly among 30–55-year-olds since summer 2023.

■—■ 18–29 —◆— 30–45
 ...×... 46–55 —●— 56–65

In summer 2025:

Considered resigning from work often:

- 18–29 years.: 21%
- 30–45 years: 26%
- 46–55 years: 22%
- 56–65 years: 18%

Worked while sick more than twice in the last 6 months:

- 18–29 years: 33%
- 30–45 years: 41%
- 46–55 years: 40%
- 56–65 years: 41%



Felt lonely:

- 18–29 years.: 31%
- 30–45 years: 26%
- 46–55 years: 21%
- 56–65 years: 18%



Young adults are allowed to make more independent decisions at work and see the positive results of their work more often

RELATIONSHIP OF THE EMPLOYEE'S AGE WITH THE SOCIAL RELATIONSHIPS, DEMANDS AND RESOURCES OF WORK IN THE SUMMER OF 2025.

Positive among younger employees

-  Less excessive workload and tasks are perceived as challenging enough. Work is also expected to turn in a better direction in the future.
-  More servant leadership and trust in the supervisor, as well as receiving support when necessary.



Negative among younger employees

-  Less experience of competence, making independent decisions and seeing positive results, and more physically demanding work.
-  Less hope and more loneliness at work.


CHANGES


Changes in work resources or demands based on age from summer 2023 to summer 2025.

Positive changes

-  Independent decision-making and seeing the positive results of work have increased among 18–29-year-olds.
-  There is a growing of feeling being heard in the work community among 30–65-year-olds.

Negative changes

-  Physical workload, role conflicts and bureaucratic demands have increased among 30–45-year-olds.

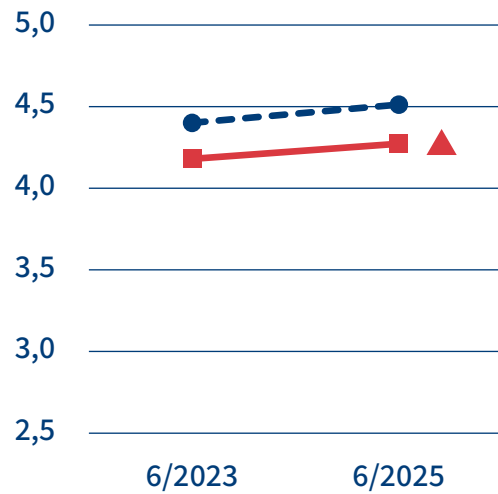


One in ten supervisors have severe burnout, although they have more resources at work

Employees get bored more often than supervisors



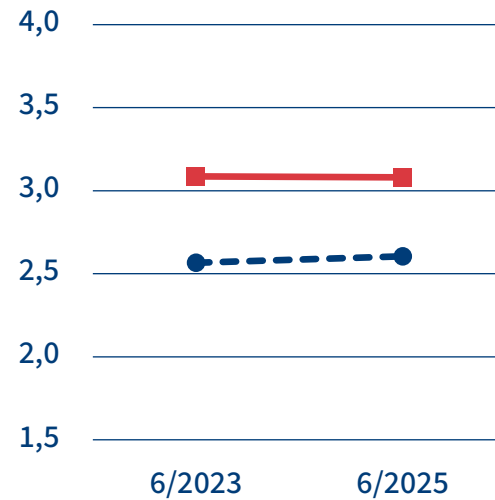
WORK ENGAGEMENT
(scale 0-6)



Work engagement has increased slightly among employees since summer 2023.



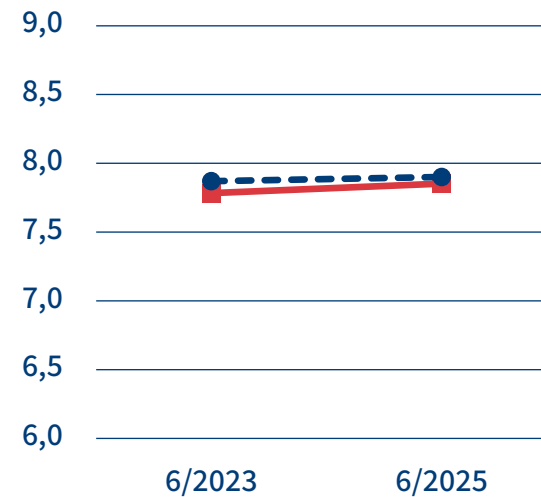
JOB BOREDOM
(scale 0-6)



No changes were observed in boredom at work between summer 2023 and summer 2025.



WORK ABILITY
(scale 0-10)



No changes were observed in work ability between summer 2023 and summer 2025.

—■— Employee —●— Supervisor

In summer 2025:

A total of 48% of employees and 57% of supervisors had experienced high work engagement.

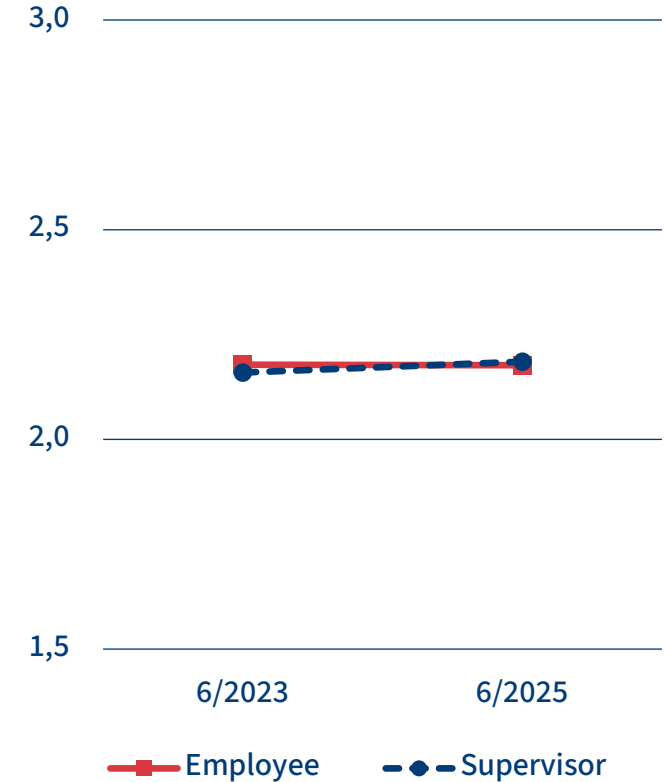
A total of 14% of employees and 7% of supervisors have felt boredom in their work.

A total of 38% of employees and 43% of supervisors rated their work ability as good.

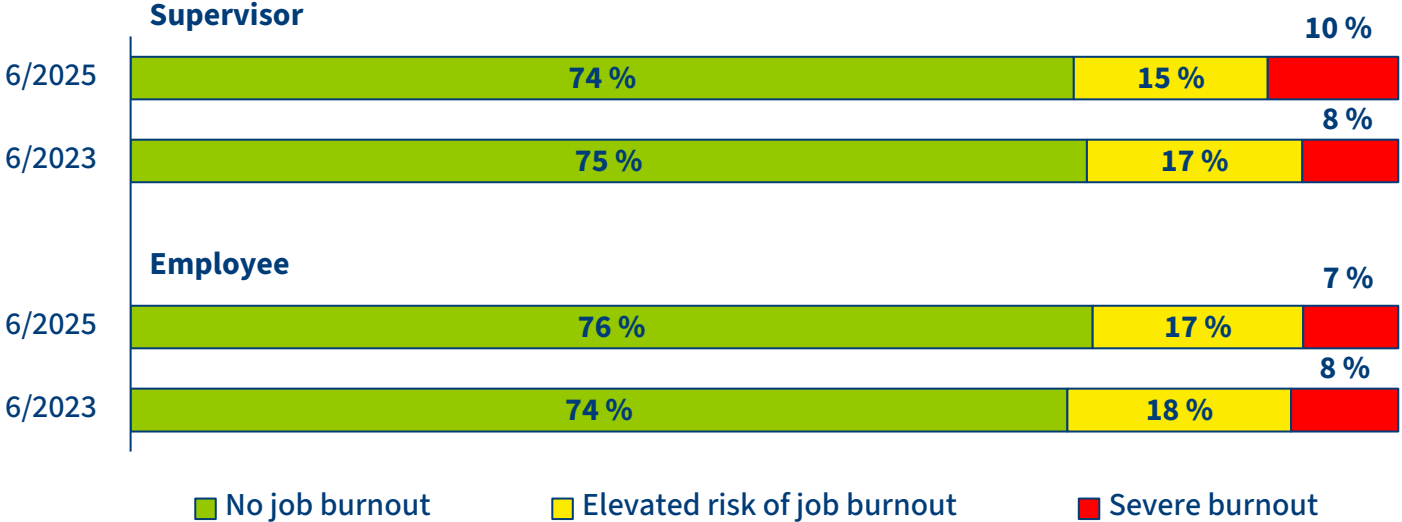
One in ten supervisors experiences severe burnout



JOB BURNOUT SYMPTOMS
(scale 1-5)



JOB BURNOUT RISK GROUPS

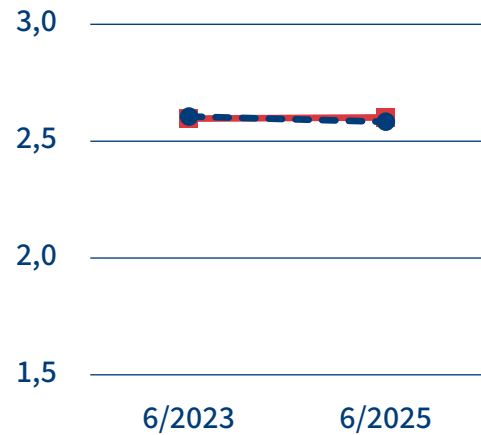


No changes were observed in job burnout among employees or supervisors between summer 2023 and summer 2025. There were also no changes in job burnout risk groups. In the summer of 2025, 7% of employees and 10% of supervisors belonged to the category of probable job burnout. Correspondingly, 17% of employees and 15% of supervisors were in the group for heightened risk of job burnout.

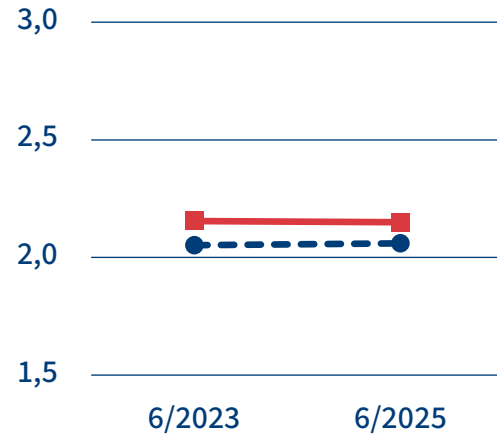
Cognitive disorders have increased slightly among supervisors among the symptoms of job burnout



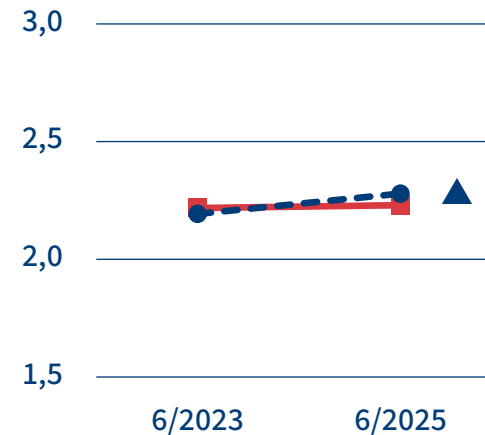
CHRONIC WORK FATIGUE
(scale 1-5)



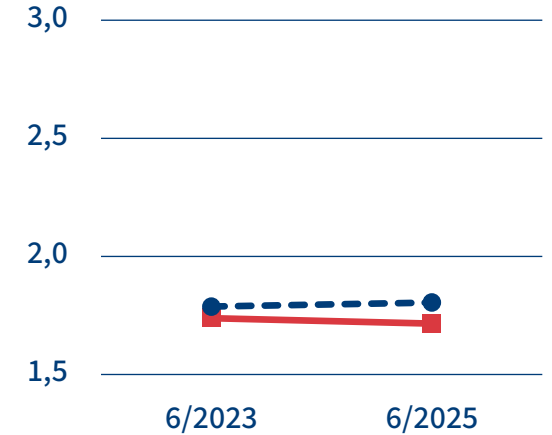
CYNICISM AT WORK
(scale 1-5)



COGNITIVE IMPAIRMENT
(scale 1-5)



EMOTIONAL IMPAIRMENT
(scale 1-5)



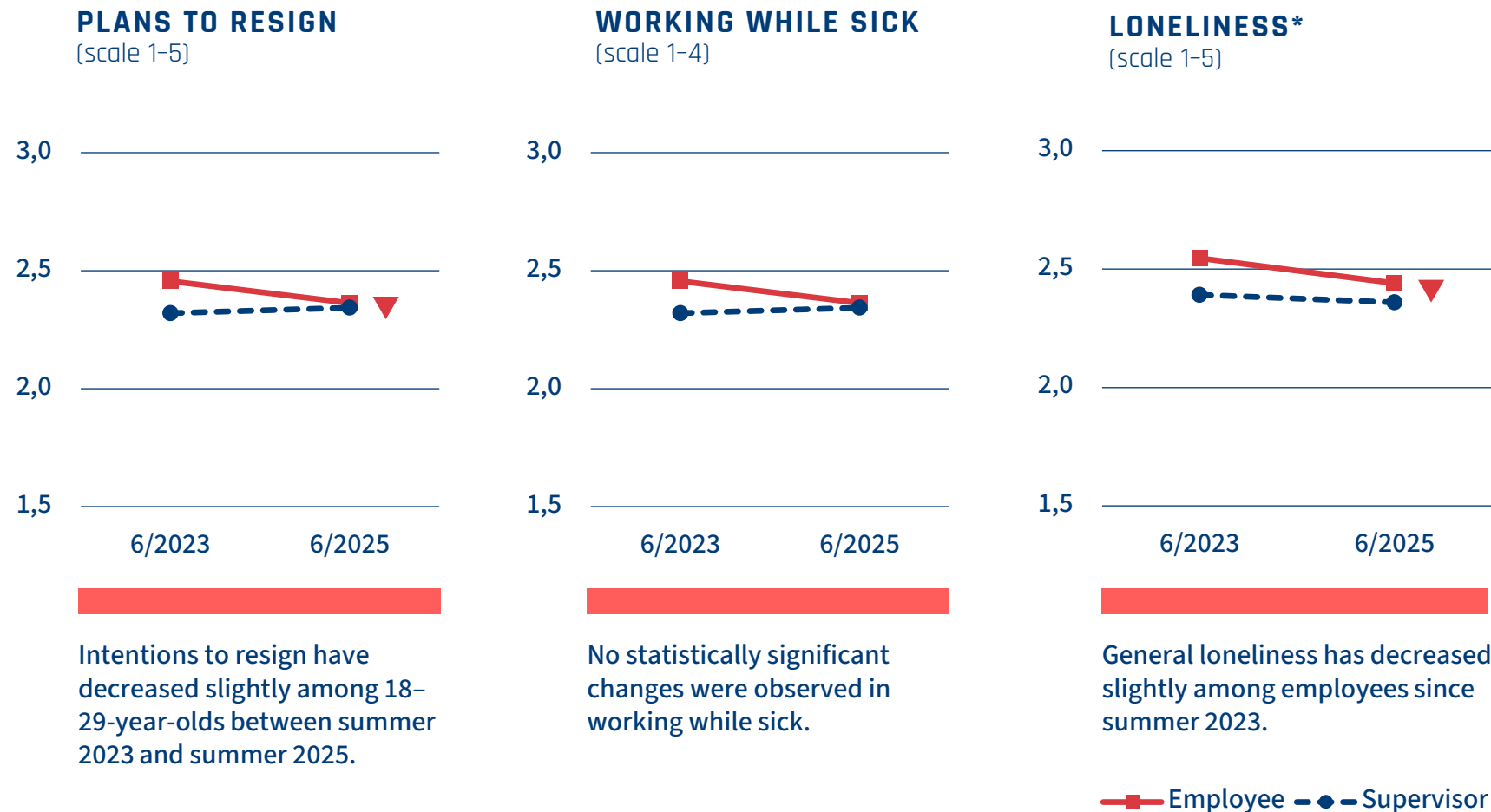
No changes were observed in chronic work fatigue and cynicism at work between summer 2023 and summer 2025. Employees experience slightly more cynicism at work than supervisors.

Cognitive disorders have increased slightly among supervisors since summer 2023.

No changes in emotional impairment were observed between summer 2023 and summer 2025.

—■— Employee —●— Supervisor

Positive changes in plans to resign and loneliness among employees



In summer 2025:

A total of 22% of employees and 21% of supervisors had often thought about resigning.

A total of 40% of employees and 43% of supervisors have worked sick at least twice in the last 6 months

A total of 21% of employees and 23% of supervisors felt lonely.

Supervisors still have more of nearly all work resources compared to employees

DIFFERENCES BETWEEN RESPONDENT GROUPS

Statistical differences in work resources and demands between employees and supervisors in summer 2025.

Supervisors

... have more of nearly all work resources than employees. Of the demands of work, they experience excessive workload more.

Employees

... experience the demands of work more than supervisors


1) physical workload 2) monotony of work
3) bureaucratic demands 4) concern about the future of one's own work
and 5) uncertainty of the future of one's own work.

...trust more in their colleagues and receive support from both colleagues and supervisors when needed.

CHANGES

Changes in work resources or demands for employees and supervisors between summer 2023 and summer 2025.


Positive changes

 Employees can make more independent decisions in their work and feel that they are better heard in their work community.

Negative changes

 Both employees and supervisors have less faith that their work will change for the better in the future.

 Employees experience more role conflicts and bureaucratic demands than before.








Remote work might have both positive and negative consequences for the well-being at work, social relationships, work resources and work demands.







Positive and negative associations with remote work

Examined by studying statistical correlations between the amount of remote work and possible consequences in summer 2025. Studied respondents who reported working remotely for at least 10% of their working hours ($n=1,855$). The analyses were controlled for the effects of education, age and supervisory position. The associations presented here were statistically significant ($p < 0.05$) although weak (correlation sizes between 0.11 – 0.19).

POSSIBLE IMMEDIATE POSITIVE PHENOMENA RELATED TO REMOTE WORK:

-  Perceived better health.
-  Less physical workload and perceived excessive workload.
-  Fewer experiences of having to show emotions at work that do not correspond to real emotions.
-  Fewer symptoms of exhaustion, workaholism and working while sick.
-  Fewer experiences that work takes energy away from other areas of life.

POSSIBLE IMMEDIATE NEGATIVE PHENOMENA RELATED TO REMOTE WORK:

-  Less compatibility between work and personal values and fewer experiences of competence at work.
-  Fewer experiences that work has a positive impact on other people's lives and perceiving the positive results of work less.
-  Less support from colleagues, less trust in them and less being heard in the work community.
-  More perceived loneliness at work
-  More boredom at work and less work engagement.
-  A lesser effect of work enriching personal life.

Methods of the How is Finland doing? Key results on trends in Finnish well-being at work, 1/2



Finnish work engagement has increased in the last two years, but job burnout and boredom at work are still more common than before the pandemic.

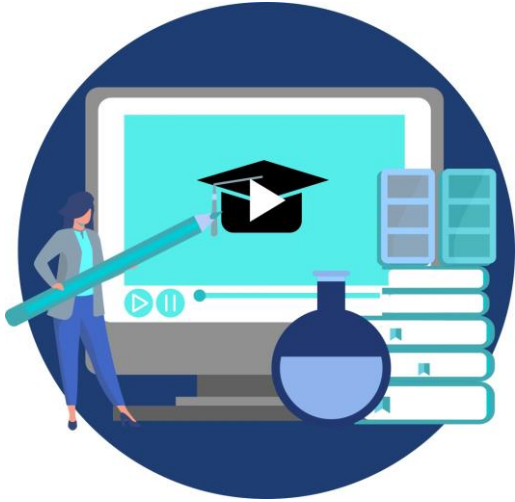


There are few changes in job resources and demands. Belief in the improvement of one's own work has deteriorated slightly in two years.



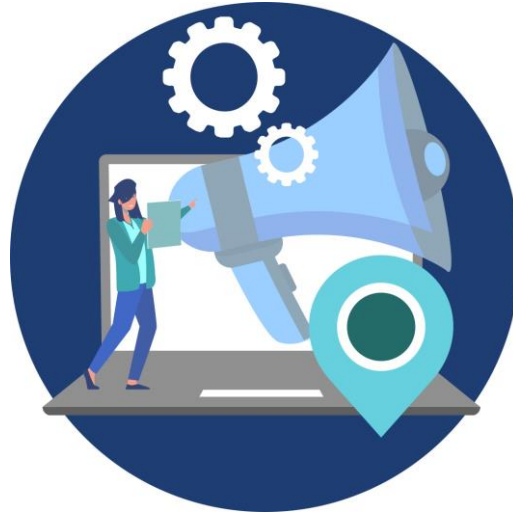
The younger the age group, the poorer the well-being at work. Younger individuals experience less work engagement and more symptoms of burnout, as well as boredom at work.

Methods of the How is Finland doing? Key results on trends in Finnish well-being at work, 2/2



Intentions to resign have decreased since 2023 and especially among people under the age of 30. Loneliness is also less prevalent. Remote work is still linked to more loneliness.

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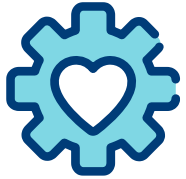


Work engagement among employees has increased. One in ten supervisors have severe job burnout. Supervisors are supported by their job resources, but the amount of work puts a strain on them. Belief in the future has weakened among both groups.



Remote work is linked to both positive and negative phenomena: less workload and, on the other hand, less job resources and work engagement.

Tips and tools for employees and workplaces



The Mental Health Toolkit includes free tools and materials:
[The Mental Health Toolkit \(ttl.fi\)](https://tvl.fi)



One of the tools is the How are you feeling? survey on well-being at work, that more than 100,000 Finns have already used to assess their own well-being at work:
[How are you feeling? survey on well-being at work \(ttl.fi\)](https://tvl.fi)



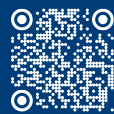
The assessment tool used in studying burnout symptoms is freely available:
[Työuupumuksen arviointi Burnout Assessment Tool \(BAT\) –menetelmällä \(julkari.fi\)](https://julkari.fi)

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Thank you



More information about work life? Follow the Finnish Institute of Occupational Health on social media and visit our website at ttl.fi. Remember to also sign up for our newsletter!



More information and previous results:
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how-is-finland-doing](https://ttl.fi/en/research/projects/how-is-finland-doing)