

RESILIENCE BY THE NUMBERS

10 STATISTICS • 8 INDEPENDENT STUDIES

Ten data points on how resilient the workforce actually is — and what changes when resilience is built.



Every figure is sourced on page 2.

SOURCES

Numbers correspond to the badges on page 1. Visit the address listed to see the underlying data.

#	Statistic	Where to see the data
01	85% of workers have experienced symptoms of burnout and exhaustion from work-related stress	https://findmojo.com/everyday-resilience/
02	72% of U.S. employees face moderate to very high stress at work — a six-year high; heavy workload is the top driver (35%)	https://newsroom.aflac.com/2025-10-09-American-workforce-burnout-reaches-6-year-high
03	Employees who experienced five or more changes at work were 13.2× more likely to be highly resilient	https://www.hrdive.com/news/2021-workplace-trends-show-an-emphasis-on-people-adp-studies-say/592033/
04	Only 16% of global employers invest in adaptability and continuous-learning programs	https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/developing-a-resilient-adaptable-workforce-for-an-uncertain-future
05	Only 19% of U.S. workers qualify as Highly Resilient — 81% fall into the “vulnerable” category	https://www.adpresearch.com/research/workplace-resilience-study/
06	73% of employees with strong organizational support report high engagement, against 12% of those with low support — a sixfold difference	https://www.mckinsey.com/featured-insights/week-in-charts/innovation-ignition
07	56% of employees score high on resilience and 28% on adaptability, but only 23% score high on both	https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/developing-a-resilient-adaptable-workforce-for-an-uncertain-future
08	96% of higher-resilience employees report a sense of belonging, against 5% of lower-resilience employees	https://newsroom.thecignagroup.com/resilience
09	Employees high in both resilience and adaptability are 3× more likely to report high engagement and almost 4× more likely to report increased innovative behavior	https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/developing-a-resilient-adaptable-workforce-for-an-uncertain-future
10	Resilience training produces a moderate, statistically significant gain in resilience: pooled SMD 0.37 (95% CI 0.18–0.57) across 25 randomized trials	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4210242/

Percentages are reported as published; the studies differ in sampling frame and in how they define and measure resilience, so figures are directional rather than strictly comparable across rows.