

# The Burnout Report

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The complete guide for Internal Comms  
and HR professionals



# What impact is burnout having on **employees' productivity and wellbeing?**

To better understand this challenge, we surveyed 1,001 full-time employees and 251 HR and Internal Communications professionals across the UK. Our research explores the true impact of 'always on' culture and highlights the growing necessity for clear boundaries and positive work cultures, with recommendations from industry experts.

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# Our research

We commissioned a survey from Censuswide between 04/04/2025 - 07/04/2025 with 1,001 UK full-time employees in companies with 10+ employees (18+), and 251 UK HR/Internal Comms professionals in companies with 10+ employees (18+). Censuswide abides by and employs members of the Market Research Society and follows the MRS code of conduct and ESOMAR principles. Censuswide is also a member of the British Polling Council.













*Over 1,000 employees and 250 HR and Internal Comms professionals surveyed from across the UK, in all age groups from 18 to 55+*

Identifies as:	Employees	HR & IC professionals
Male	478	104
Female	518	146
Non-binary	2	0
Other	1	0
Prefer not to say	2	1

## Across a wide range of sectors:

### Employees

### HR & IC professionals

	Architecture, Engineering and Building	45	8
	Arts and Culture	7	0
	Education	92	21
	Finance	98	13
	Healthcare	180	38
	HR	22	99
	IT & Telecoms	143	13
	Legal	20	4
	Manufacturing & Utilities	90	13
	Retail, Catering & Leisure	110	9
	Sales, Media & Marketing	30	9
	Travel & Transport	44	11
	Other	120	13

# Our expert contributors

## Joanna Parsons

CEO, The Curious Route



Joanna Parsons is CEO of The Curious Route, an internal comms consulting practice based in Dublin, Ireland. She is a lecturer in Strategic Internal Communication with the Public Relations Institute of Ireland and the author of “Innovative Internal Communication” published by Kogan Page in 2024. Joanna is a Fellow of the Institute of Internal Communication and has won multiple communication awards for her work over the years. She is a content creator at heart and you can find her internal comms content on LinkedIn, YouTube, TikTok and Bluesky.

## **Ryan Tahmassebi**

People Science Director, WorkBuzz



Starting his career as a Business Psychologist in 2012, Ryan has spent over a decade supporting hundreds of businesses to create cultures characterised by positive, psychologically healthy and thriving employees. During that time he has held several leadership roles, both in-house and agency side, including heading up the consulting team at Karian & Box – now part of the Ipsos Group, one of the world's largest research companies. He is currently the Director of People Science at WorkBuzz, helping organisations worldwide to harness the power of employee voice.

# What the data tells us

The 'always on' culture where employees are expected to be available at any time, even outside of working hours, is having an overwhelming impact on employee engagement, wellbeing and work-life balance.

This toolkit brings together actionable insights from our research and industry experts, providing practical advice and resources to start making lasting changes in your organisation.





## Employees

**70%**

have experienced  
burnout at work

**86%**

said they would be more  
likely to apply for a job at  
a company that openly  
promotes a Right to  
Disconnect policy

**79%**

agree they would be  
more loyal to a company  
that respected their  
personal time

**69%**

agree that they would  
be more productive at  
work if they knew their  
time outside of work was  
protected

**46%**

said that overwhelming  
workload was the  
biggest contributor of  
their burnout

**47%**

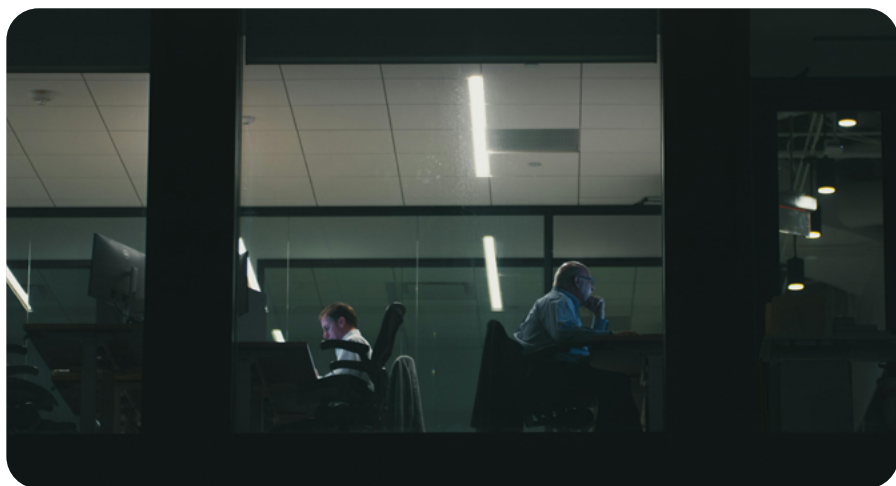
often work unpaid  
overtime

**32%**

agree their manager  
does not respect their  
time outside of work

Internal communicators and HR professionals dedicate themselves to improving the employee experience, but in the process, are they neglecting their own?

The reality is that IC professionals often bear the weight of being 'always on' and available, ensuring seamless communication while juggling leadership demands, content creation and employee engagement. We can't forget that internal communicators are employees too and they also deserve a healthy, balanced work life.



**HR & Internal  
Comms  
Professionals**

**76%**

have experienced  
burnout at work

**73%**

agree they are expected  
to be 'always on'

**62%**

worry that saying no  
will impact how they  
are perceived

**58%**

feel pressure to be  
available outside of  
working hours

**61%**

say that overwhelming  
workload is the biggest  
contributor to their  
burnout

**54%**

say their responsibilities  
have increased in  
the last year without  
additional support or  
headcount

**53%**

have considered  
leaving their job to  
workload or burnout

**41%**

check their emails and  
messages outside of  
working hours on a  
daily basis

# Understanding the topic

## What is the Right to Disconnect?

The Right to Disconnect gives employees the ability to truly 'switch off' from work outside of their contracted working hours. It's been legislated in some European countries including Ireland, Portugal, Belgium, Italy, Spain and France.

The UK Labour government included it in their manifesto but have since taken it off the political agenda. We believe there is still a need to give people the right to switch off outside of working hours to improve their overall wellbeing and satisfaction at work.

We asked participants:

**If your employer introduced a policy around the Right to Disconnect, what do you think it would improve?**

Employees

HR & IC professionals

61%



59%



**Work-life balance**

51%



54%



**Mental health  
and wellbeing**

41%



41%



**Employee morale**

37%



38%



**Job satisfaction**

34%



32%



**Employee  
productivity**

32%



30%



**Job performance**

28%



33%



**Staff retention**

20%



22%



**Reduced  
absenteeism**

7%



6%



**I don't think it  
would improve  
anything**

## What is burnout?

It's a common theme throughout the HR and Internal Comms industry that we're overworked and under-resourced. This means we find it difficult to switch off, which can cause many of us to experience burnout.

**'Burnout' is recognised by the [World Health Organisation \(WHO\)](#) as an occupational phenomenon, resulting from unmanaged, chronic workplace stress. It differs from stress in that it is longer term and develops over time, impacting your ability to function, leaving you feeling detached from day to day life.**

The WHO categorises 'Burnout' with three key elements:

- Depleted energy or exhaustion
- Increased mental distance, negative feelings or cynicism towards your job
- Reduced efficiency in your role

**Our survey  
revealed that 70%  
of employees and  
76% of HR and  
IC professionals  
have experienced  
burnout at work.**

Let's dig deeper into the different experiences of burnout.

## Types of burnout

### Overload

Pushing beyond your role can lead to exhaustion and overwhelm, especially when boundaries blur – like answering weekend work texts.

‘Going the extra mile’ turns harmful when your to-do list never ends and personal wellbeing suffers.

### Under-challenged

Boredom at work and feeling that you’re not reaching our full potential can lessen your sense of self-worth.

Disengagement can make days drag, leading to distractions, dissociation from daily tasks and feelings of cynicism from not challenging the creative side of your brain.

### Worn-out burnout

Feeling helpless, even when solutions are available? It may signal burnout. Exhaustion can cloud your judgment and self-belief.

A break, added structure, and guidance from managers can help you regain clarity and confidence during tough times.

### Habitual burnout

When everything accumulates, the mental and physical exhaustion becomes chronic.

It can be difficult to separate stress from your normal life, and it can feel like there is no escape. If you feel this way, seek professional help, especially if you start to experience dark and negative thoughts.



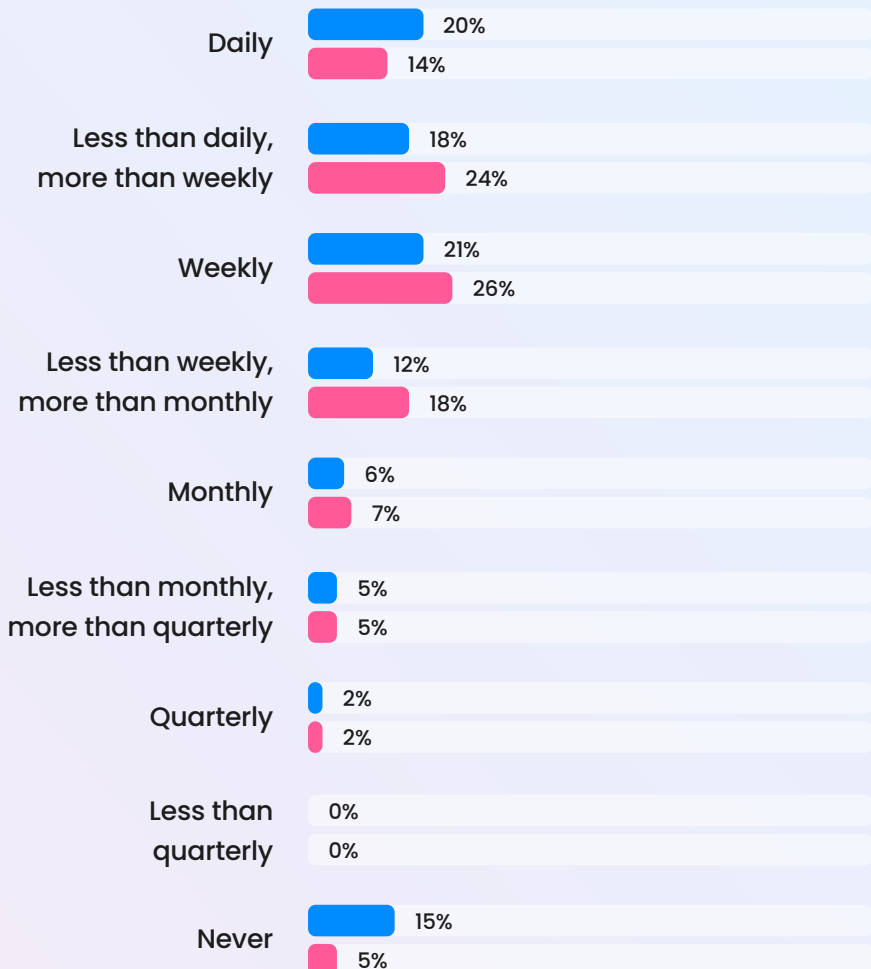


Employees



HR & IC professionals

## How often, if ever, do you work outside of your contracted hours?



Our research found that the biggest contributors to burnout in Internal Comms and HR teams are:

**61%**

Overwhelming workload

**39%**

No reward or recognition

**37%**

Unrealistic deadlines

**31%**

Poor prioritisation from managers

**19%**

Poor relationships

**18%**

Lack of autonomy

The top contributors to burnout in the wider workforce are:

**46%**

Overwhelming workload

**32%**

No reward or recognition

**27%**

Not enough capacity in my team

**27%**

Poor leadership

**25%**

Unrealistic deadlines

**17%**

Poor prioritisation from managers



## Recognising the signs of burnout

Burnout can manifest in different ways for different people, so it's important to recognise this when self-reflecting and checking in on others. Sometimes, the signs of burnout can be physical, others may be mental, so it can take some probing to really understand the root causes of certain behaviours.

**“Sometimes even in organisations with thousands of employees, one person is expected to be the internal comms director, manager and specialist all in one. When you couple that with the traits of people in these roles, they’re very helpful, very altruistic, collaborative and really want to help people. It’s a recipe for disaster, which leads to alarming statistics like this.”**

**Joanna Parsons, CEO at The Curious Route**

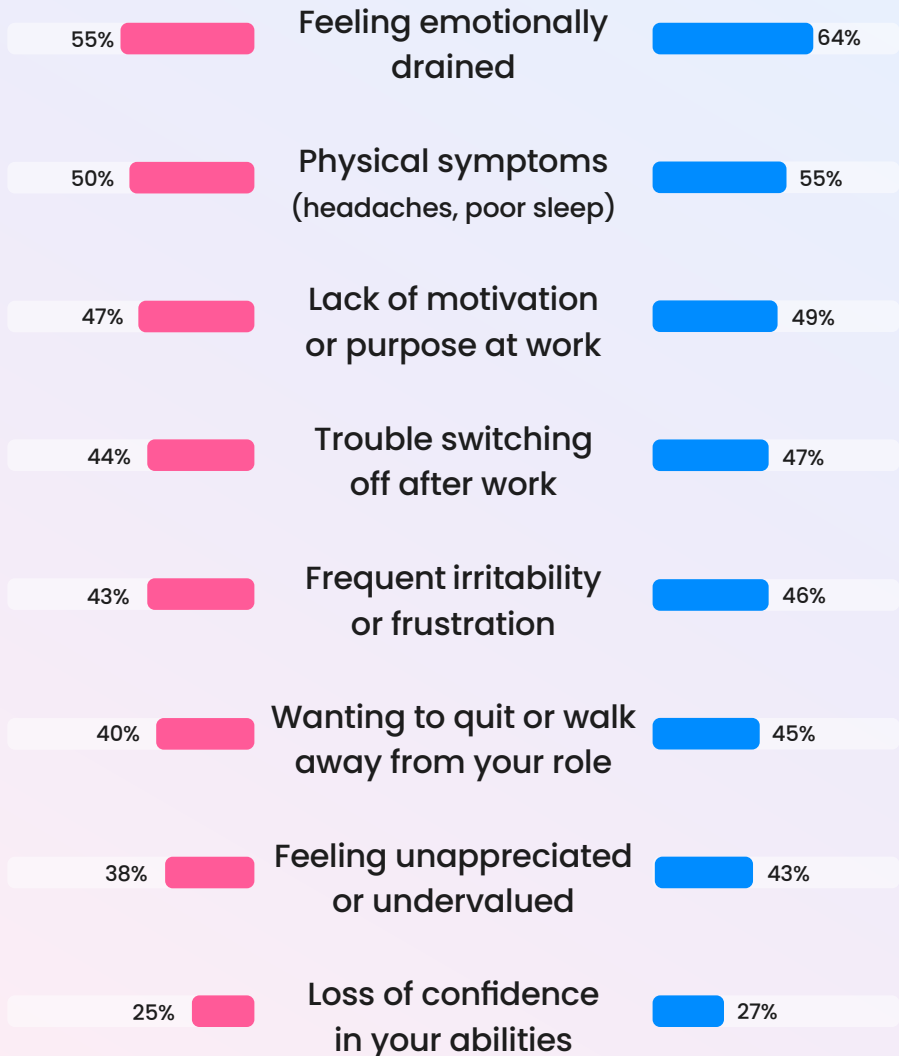


Employees



HR & IC professionals

## Signs of burnout that survey respondents have personally experienced



## **You may be struggling with **overload** burnout if you:**

- Constantly feel exhausted, even after a good night's sleep
- Put the demands of your job before your personal life
- Feel you have no time for a life outside of work
- Feel your output quality is lacking due to a busy brain

## **You may be experiencing **under-challenge** burnout if you:**

- Regularly feel tired, bored, unmotivated and unfulfilled at work
- Would love the opportunity to work on something more challenging
- Feel like work drags, but also don't feel like putting any effort into a job that offers no development opportunities
- Develop a more negative outlook on your work, colleagues and feel no passion for your job any more

**“Burnout can have a severe impact on productivity and all aspects of our life. We need to really be looking at the root cause of burnout and how do we culturally prevent this from happening in the first place inside of our organisations?”**

**Ryan Tahmassebi**, People Science Director, WorkBuzz

## You may be at risk of **worn-out** burnout if you:

- Feel no resilience and will give up when things don't go as planned
- Often feel unable to cope or that you have no control over anything at work
- Feel demoralised about starting work every day and struggle to separate your work stress from your daily life
- Start experiencing physical ailments like illness, high blood pressure, unexplained aches and pains or trouble sleeping

To gather insights from your wider workforce we have created a Burnout Signs survey, where people can anonymously take part to identify risk factors of burnout. It provides recommendations based on scoring and is a good starting point to measure employee wellbeing.

### **Recommended resource:**

# Culture and burnout

Long hours do not equate to maximum productivity. They can, however, equate to significant burnout and high employee turnover. We should work to live, not live to work, with the responsibility for achieving a strong work-life balance sitting at an organisational level.

**Overcoming burnout requires a cultural shift if we are to reduce attrition and retain our most talented employees. But how do we make that culture shift?**

When managed and delivered effectively, employee surveys can provide a great starting point to benchmark employee happiness, motivation and general wellbeing at work. Identify your strengths and areas for improvement, then communicate the outcomes, prioritise quick wins and promise to deliver on longer term change with a wider team to support the initiatives.



While culture should be reflected from the leadership team, it is a collective effort to create and maintain a culture that is supportive, fun and authentic. Invite colleagues to form a committee that organises events, initiatives and forums for employees to get involved and do more at work than 'work'. Giving your people the opportunity to shape the 'extra-curricular' activities at work could enhance a sense of belonging, especially for those experiencing under-challenged burnout. A thriving culture can form strong bonds with people across the organisation, which can have a positive impact on job satisfaction and employee retention when done right.

**"We could be fantastic at prioritising our wellbeing, but if we're working in a culture that doesn't care about wellbeing, we will still feel those pressures and experience things which can lead to burnout, like poor communication, a lack of clarity about the future, or unrealistic job demands."**

**"This needs to be something which aligns from leaders, right through to managers, to individuals, to truly prevent burnout across our organisations."**

**Ryan Tahmassebi**, People Science Director, WorkBuzz

A working environment where people feel safe to speak up, free from judgement and one that values employees' ideas, is one that will thrive. When people can talk freely without fear of being silenced or ignored, we can uncover excellent insights into how things work throughout the organisation. What may seem easy to leadership may prove more difficult in practice, so understanding all perspectives is crucial.

Recognising the issues faced within teams and getting them the support they need can do wonders for reducing the impact of burnout and lowering stressors of daily work.

To take things a step further, employers should host regular employee training on managing stress and speaking up when things get difficult to avoid ever reaching a dangerous state of burnout.



# Leadership and burnout

We are very much influenced by the behaviour of our managers and our managers' managers. As such, leadership really needs to pave the way on encouraging effective prioritisation of workload to nurture a healthy work-life balance. Shifting leadership mindset won't happen overnight, but all leaders should be educated on the importance of only contacting colleagues during working hours, ensuring that their teams are well equipped to complete their tasks within their contracted working patterns.

**“If you work in internal comms, don’t take responsibility for organisational culture because it doesn’t sit with you. It sits with the leadership team. Compelling research shows that in hierarchical organisations, people look to senior leaders and actively scrutinise them to see what behaviours and actions are acceptable in this organisation. So if your leaders are always working late, they’re boasting about how they worked on the weekends, you can’t fix that culture with communication because it’s based on leadership actions. If they don’t role model it, you’re really in a bad place. Please don’t feel like you have to fix that through comms because you can’t.”**

**Joanna Parsons, CEO at The Curious Route**

Whilst leadership must pave the way, two-way communication between employee and employer is what will highlight the biggest red flags and individuals most at risk of burnout. Once you understand this, you can work together on solutions.

Employee insights are key, especially for leaders who are not near their workforce day in, day out, to understand the struggles, frustrations or hurdles that they face. But they need to be communicated in terms that matter for leaders.



**“We need to be better at connecting the cultural indicators with the business performance indicators. How often have you talked to a friend about how engaged or disengaged they are at work? It’s not a language we use. As soon as you start talking to leaders and managers about engagement, they naturally shut off. We should focus more on what you fundamentally want your people to experience working for your business and how you can demonstrate whether that’s a lived experience or just words on your website and office walls?”**

**Ryan Tahmassebi**, People Science Director, WorkBuzz



# How **you** can combat burnout

So why are HR and Internal Comms professionals so burnt out and what can we do about it? Experts Joanna Parsons, CEO of The Curious Route and Ryan Tahmassebi, People Science Director at WorkBuzz share their top tips.

## Set boundaries

62% of HR and Internal comms professionals worry that saying no will impact how they are perceived. 58% also feel pressure to be available outside of working hours. The nature of these high pressure roles is to care. But what happens when we care too much and put pressure on ourselves?

Joanna says, “I’ve learned a phrase which really resonated: “passion fatigue”. People in internal comms are so passionate about their job, helping people and delivering great work. Finding work that energises you and gives you purpose can be detrimental if you don’t balance it well. We need to watch out for that and be aware of it in ourselves. I think it helps to reflect and think, am I causing any of this problem for myself?”



Try logging off on time, taking lunch breaks and not responding to emails outside of your working hours. Setting these boundaries will help you feel less stressed and enable you to perform your best work.

Joanna adds:

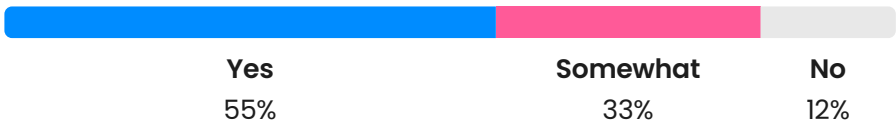
**“Take your work emails off your personal phone IMMEDIATELY!”**

## Manage and prioritise your workload

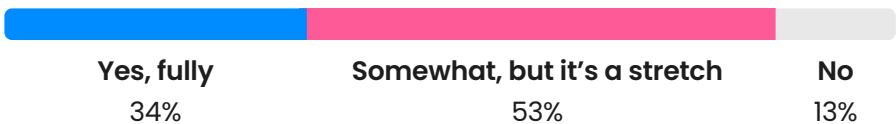
So what can we do when we're unable to set boundaries due to unrealistic job demands? Be open and honest with your manager about your workload and how you are feeling. Work with them to prioritise tasks and ensure that everything you do has a reason behind it. Joanna helpfully adds: "Ask yourself what is the objective of my role? Have a 'to do' list and a 'to don't' list."

We asked HR and IC professionals:

**Have your responsibilities increased in the last 12 months without additional support or headcount?**



**Do you feel your team is adequately resourced to meet the demands of your role?**



Lots of individuals are operating without clarity on their department or organisational strategy. Reflecting on this gives you the power to agree with your manager:

- What are my priorities?
- What am I on track to deliver?
- What are my priorities over the coming weeks and months?

Whilst you may be bombarded by other requests and non-urgent tasks, this clarity gives you the permission and the scope to say 'no' to excess requests and tasks that are not aligned.

#### Top tips from Joanna on managing workload



**Don't be a perfectionist!**



**Delegate, delegate, delegate**



**Use templates and video walk throughs for key stakeholders**



**Talk to your manager and get clear on your role**

## Make time for leisure activities

It can be tempting to put off an exercise class or an evening walk when you're feeling tired or drained. But exercise is key for tackling burnout and can be a powerful tool to improve mood. Make sure to block time in your diary and go with a friend so you're less likely to skip it and they can hold you accountable.

69% of employees agree that they would be more productive at work if they knew their time outside of work was protected. That's almost 7 in 10 people saying that more downtime to not think about work would make them do better when they are at work!

Arrange meetups with friends and family for walks or coffee, book a class on a specific day each week or schedule a trip to the cinema or a football match with friends. Having these booked in will force you to take time out and step away from work. Trust us, whatever you choose to do, you'll feel much better for it.

**P.S. Use your full annual leave allowance!** It's there to be used however you please, whether you stay local or see the world. Life is for living, so don't forget to do exactly that!

**69% of employees agree that they would be more productive at work if they knew their time outside of work was protected.**

## Do work that energises you

Reflect on jobs that energise and drain you and start to keep a journal. If you focus on tasks that genuinely excite you and make you feel fulfilled, this will naturally prevent burnout.



**“When you’re spending too much time doing things you don’t enjoy, that’s naturally going to lead you towards burnout. Think about the aspects of your role that you most enjoy and how you can shape more of your role to do more of that, as well as understanding what energises other people. Fundamentally, you need managers and leaders who really get this to champion it and drive it forward.”**

**Ryan Tahmassebi, People Science Director, WorkBuzz**

# How **businesses** can combat burnout

## **Keep communication clear and honest**

Consistent and open communication from the top down is key. Showing an understanding and appreciation of employees who are going above and beyond during busy and stressful times is paramount. Finding ways to communicate how you are going to overcome any turbulent or challenging times as a business is also crucial.

When people are already overwhelmed or disengaged, an endless stream of emails or content that is not relevant to their interests or job role is going to be ignored.

Reducing noise from irrelevant comms is key to re-engaging your people. Being able to tailor who sees each piece of content can be crucial in nurturing teams through busy or challenging periods.



**“Ask people how they want to be communicated with.”**

Ryan Tahmassebi, People Science Director, WorkBuzz

**“We want to look at communications as a whole and make it easier, simpler and quicker because we forget sometimes employees aren’t at work to hear our beautiful communications. They’re there to do a job, and that’s what we’re supposed to enable them to do.”**

Joanna Parsons, CEO at The Curious Route

## Nurture a culture that encourages open and honest conversations

There's no voice more valuable than the employee voice. They are the ones who come back every day to power through and deliver. To retain your most talented and valued colleagues, you must show that you listen and act on their feedback, both supportive and constructive.

Use insights from employee surveys to understand sentiment and identify issues to address before they escalate. Instead of being afraid to collect negative feedback, we should encourage honest feedback from people at all levels to collectively create and maintain a culture that puts people first.

Gathering this data will help to identify which departments or job types are at the biggest risk of burnout. Special measures can be established to streamline or spread out the workload to ensure that more sustainable ways of working are introduced. Communicating directly with these teams will show an appreciation of the work they do and provide reassurance that you're taking measures to improve their work-life balance.

Let's also not forget to create safe channels for reporting and regular feedback, with the ability to make them anonymous, whether it is embedded into your employee app or managed by a third party.

**“Speaking your leaders’ language is key to getting through to them. Reframe the conversation and ask: What would need to be true in our organisation for our colleagues to feel more positively about leadership? What would need to be true in our organisation or culture for less colleagues to feel under strain? Sometimes when you frame the conversation that way, it leads to a much better quality of discussion and contribution from leadership teams because it feels less like they’re under attack.”**

**Ryan Tahmassebi, People Science Director, WorkBuzz**

## Lead by example

**46% of HR and Comms professionals regularly feel guilty logging off at the end of the working day.**

It's no surprise that people inherit toxic working habits from their managers and feel afraid of logging off at a 'normal' time if their manager is still working. Behavioural change needs to be led from the top and toxic work patterns need to be addressed, with a fair distribution of responsibilities across teams.

Showing appreciation for employees who are going above and beyond is only encouraging to a certain point. Unfortunately, the reality is that often, working yourself into the ground is being recognised and rewarded instead of discouraged. Leadership mentality is to recognise that the job will still be there tomorrow and to respect that prioritisation and delegation of tasks is key to shared success. Communicating clear expectations for deliverables and encouraging people to only complete tasks within their normal working hours is needed to encourage a reset of work-life balance.

Switching off outside of working hours is paramount to long-term job enjoyment and productivity. This behaviour should be embedded from day one of an employee's journey with the company, including coaching on avoiding contacting colleagues outside of their normal working hours. After all, the more well-rested we are when we come to work, the more energy we can dedicate to our job. It's a win-win.



## Review company policies

Following on from our entitlement to enjoy leisure time, introducing a policy on employees' right to switch off or disconnect would be a great starting point. Often, having something written down and recorded for all to confirm they have read and understood is the best way to ensure compliance. Just as you would require other HR policies to be reviewed regularly, so should this.

It's important to remember that you can't just introduce a policy and expect it change the culture. Behavioural change from the top-down is what will pave the way to a stronger culture, which happens through trust. If we work on culture, we'll get to this outcome of reduced burnout as a direct result.

**We have created a policy template to get you started.**

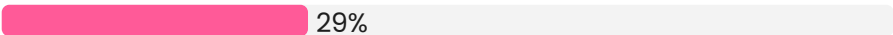
**“The organisations that are the best at preventing burnout and managing the wellbeing and engagement of their colleagues are the ones that are really focusing on culture and getting really strong leadership management communication in place. Then you have the kind of company where you can’t even quite put your finger on why it’s happening because it just is.”**

**Ryan Tahmassebi, People Science Director, WorkBuzz**

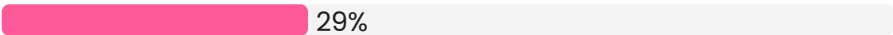
We asked HR and IC professionals:

**Who, if anyone, do you believe should be responsible for implementing and championing a Right to Disconnect policy within an organisation?**

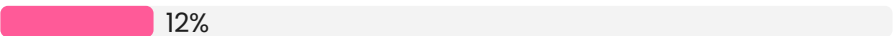
**Senior leadership/Executive team**



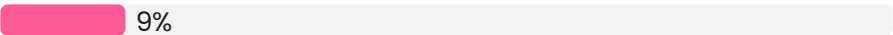
**HR**



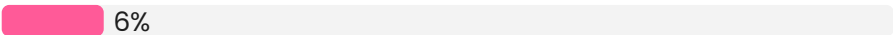
**Shared responsibility across departments**



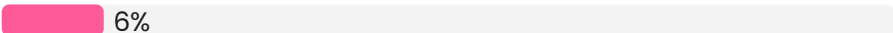
**People managers**



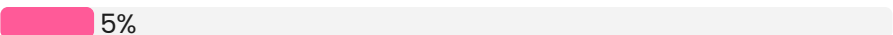
**No individual or department in particular**



**Legal/Compliance**



**Individuals**



**Internal Communications**





**We believe that in the coming years, a Right to Disconnect could become a key element of an employee package and a competitive edge in the job market, just as flexible working now is. The data from our survey certainly backs up this notion. Now is also a great time to review other policies you may have around flexible working and those that encourage a healthy work-life balance.**

**Our survey revealed:**

**86%**

**said they would be more likely to apply for a job at a company that openly promotes a Right to Disconnect policy**

**79%**

**agree they would be more loyal to a company that respected their personal time**

## Use data to tell a story

Culture needs to be set by the leadership team. When communicating with leaders, speak about what they care about. Joanna Parsons references Bill Quirke in his book, *Making the Connections*: “Internal Comms turns strategy into action.”

Joanna adds: “Culture doesn’t sit with Internal Comms. It sits with your leadership team. Challenge leadership and use data to tell a story. Delivering on the strategy, making more money, retaining customers or increasing market share. They have to report on business performance to the board, so that’s what they really care about. Connecting cultural indicators with Business Performance Indicators will really help.”

As soon as you start talking about culture change in the context of cost savings, staff retention and quality control, leadership will take stock.

# Explore our resources

This research has highlighted an alarming need for employers to take responsibility for behavioural change at work and empower employees to prioritise work-life balance to ultimately perform better at work.

Tools like Oak Engage can help to personalise news delivery, reduce information overwhelm and digitalise processes so that people can get their jobs done more efficiently within working hours and leave on time to unwind.

We hope you have found the expert insights useful. Please also feel free to explore the resources mentioned in this report over the next few pages.

# Burnout survey questions

We have outlined the best questions you can put to your employees to get a strong understanding of the current risk or evidence of burnout among your workforce.

We would suggest that you run this survey at regular intervals, such as quarterly, to monitor the mental wellbeing of your teams and gather insights on the impact of the work being done internally to promote work-life balance.

Be mindful of the timing when sending out this survey, too. We're talking about burnout, so we don't want to catch people at the busiest part of their working day, or in the midst of a week of deadlines. Communicate with managers to identify when is best to distribute your survey.

We would suggest that the answer options for each of these questions are:

- Never
- Rarely
- Sometimes
- Often
- Always

We have added some open-ended questions at the end, should you wish to gather more optional insights from your people.

## **Ensure you act on the results**

Make the survey worth your while and create a post-survey plan to meet with key stakeholders and analyse the data to start planning improvements. Be sure to communicate the findings of your survey with your colleagues and keep them informed with any new initiatives or changes that come from it.



## Section 2: Attitudes to work

5. How frequently do you feel disconnected or disengaged from your work or colleagues?
6. How often do you feel cynical or negative about your job or workplace?
7. How often do you feel that your work is no longer meaningful or rewarding?
8. How frequently do you feel like you have little control over your workload or tasks?

## Section 3: Work-life balance

9. How often do you find it difficult to balance work with personal or family life?
10. How often do you feel like you're working outside of regular work hours (e.g., evenings, weekends)?
11. How often do you feel guilty about taking time off (e.g., annual leave, sick leave)?
12. How frequently do you feel that your work-life balance is unsustainable?

## Section 4: Motivation and engagement

13. How often do you feel motivated to do your best at work?
14. How often do you feel that your contributions at work are recognised and valued?
15. How often do you find yourself feeling apathetic or detached from work projects?

## Section 5: Support and resources

16. How often do you feel that you have the necessary resources and support to complete your work effectively?
17. How comfortable do you feel discussing stress or burnout with your supervisor or HR?
18. How often do you feel that your company actively promotes mental wellbeing and stress management?

## Open-ended questions:

19. In your opinion, what are the biggest factors contributing to your stress or burnout at work?
20. What changes or improvements would help you feel more supported and less overwhelmed at work?



## Conclusion:

Thank you for taking the time to complete this survey. Your input is valuable, and we are committed to using this information to make improvements that support your wellbeing at work. Please know that if you're feeling stressed or burned out, resources such as counselling and stress management programs are available.

## Assessing the results

We would suggest that each response option is assigned with a numerical value so that you can help users ascertain their risk level of burnout. For example, assign the following values and calculate a total based on the responses, out of a maximum score of 80:

- Never = 0
- Rarely = 1
- Sometimes = 2
- Often = 3
- Always = 4



### **Score of 41 – 60: High risk of burnout**

It appears that you are experiencing significant signs of burnout and we should address this before it escalates any further. Please reach out for support and we will ensure we can do all we can to help reduce stress and overwhelm and rebalance your goals to ensure you're doing work that makes you happy.

### **Score of 61 – 80: Severe risk of burnout**

From the responses you have given, it is likely that you are experiencing severe burnout and we need to resolve this urgently. We are concerned about your wellbeing, let us intervene and understand how we can help you to take a step back, reprioritise and relieve the overwhelming feelings you are experiencing.

# Setting boundaries checklist

Here are some top tips to keep in mind when setting boundaries. The more you can implement the better! How many of these can you tick off?

- ☐ Delete Teams and/or work emails from your personal phone
- ☐ Don't share your personal number with work colleagues
- ☐ Add your regular working hours to your email signature
- ☐ Start and finish work at the same time each day
- ☐ If contacted outside work hours, reply only during work time
- ☐ Save a quick response note on your phone for out-of-hours messages
- ☐ Review your to-do list weekly and block time in your calendar for each task

- ☐ Schedule regular team check-ins during work hours
- ☐ Plan and commit to non-work activities with friends and family
- ☐ Turn off work notifications outside of working hours
- ☐ Say 'no' to non-urgent requests
- ☐ Don't schedule or accept meeting invites outside your work hours
- ☐ Take your full lunch break and try to get some fresh air
- ☐ Decline/cancel any meetings when on annual leave
- ☐ Set an out of office message for time off with details of another contact
- ☐ Use your full holiday allowance each year

# Right to Disconnect policy template

## *[Insert company name]* Right to Disconnect policy

Date published: *[dd/mm/yy]*

Review date: *[dd/mm/yy]*

At *[Company Name]*, we believe that protecting our employees' wellbeing is essential to building a healthy, sustainable workplace. We understand the importance of allowing everyone time to rest, recharge, and enjoy life outside of work. This Right to Disconnect Policy sets out how we support all employees in maintaining clear boundaries between work and personal time, so they can thrive both professionally and personally.

### Purpose

This policy outlines *[Company Name]*'s ("the Company's") commitment to supporting employee wellbeing by encouraging healthy boundaries between work and personal time. It sets out employees' right to disconnect from work-related communications outside of their regular working hours, helping to maintain a healthy and sustainable work-life balance and prevent burnout.

## Scope

This policy applies to all employees of *[Company Name]*, including full-time, part-time, remote, office-based, frontline, mobile, temporary and contract workers. *[Delete or insert job types as relevant to your organisation]*

## Policy statement

*[Company Name]* values the health, wellbeing and long-term engagement of all employees. Disconnecting from work outside of contracted working hours is vital for mental and physical wellbeing.

Employees are entitled to fully disconnect. This means there is no obligation to respond to emails, phone calls, instant messages or any other work-related communications outside of contracted hours, unless under specific, agreed circumstances.

Through this policy, we aim to foster an environment where rest, recovery, and work-life balance are prioritised, contributing to a more productive, inclusive and supportive workplace culture.

## Definitions

- **Right to Disconnect:** The entitlement not to engage in work-related activities outside regular working hours, unless agreed otherwise or in emergency situations.
- **Regular working hours:** The contracted hours as defined in each employee's employment agreement *[insert example, e.g. 09:00 – 17:00 Monday to Friday]*.
- **Emergency situations:** Urgent issues requiring immediate action to protect business continuity, staff or clients.

## Company obligations

The Company will:

- Define and communicate employees' regular working hours clearly
- Ensure employees are not required to work beyond a 48-hour week unless an opt-out agreement is signed
- Enable employees to take statutory and contractual rest breaks, rest periods and annual leave without interruption
- Promote wellbeing and work-life balance across all teams and levels of management
- Monitor workloads to prevent excessive working hours and potential burnout

## Employee obligations

Employees are expected to:

- Manage their working hours responsibly and take rest periods as required
- Refrain from routinely sending communications outside of colleagues' regular working hours unless unavoidable
- Use tools such as email scheduling features to manage out-of-hours communications
- Clearly communicate their working hours in signatures, calendars, or status updates
- Notify their manager if work demands consistently prevent appropriate rest or personal time



## Communications

Employees should avoid sending emails, messages or making calls to colleagues outside of regular working hours unless pre-agreed or in emergencies. If out-of-hours communication occurs, it should not have the expectation of an immediate response.

Managers should lead by example. Where necessary, they should attach disclaimers to out-of-hours communications, such as:

*"I am sending this outside normal hours for my convenience. There is no expectation of a response until your usual working hours."*

Employees are not expected to respond to informal or social communications outside of their normal working hours unless they choose to do so. Communication via social media platforms [is/is not – delete as appropriate] considered a formal communication channel.

## Meetings

Meetings should be scheduled during regular working hours whenever possible. Employees are not expected to attend meetings outside of their agreed working hours or during rest breaks.

## Exceptions

- The right to disconnect is to be respected at all times, with only a few rare circumstances where prior agreement has been made, or immediate action is required. These exceptions include:
- Emergencies: Immediate action is necessary to prevent harm, loss, or business disruption.
- Business continuity: Critical issues requiring urgent resolution.
- Agreed flexibility: Arrangements mutually agreed in advance between employee and manager.
- The Company defines reasonable communication windows as *[insert timeframe, e.g., between 8am and 7pm]*.

## Wellbeing and work-life balance

The Company encourages employees to:

- Establish clear boundaries between work and personal time
- Engage in leisure activities and downtime after working hours
- Raise any workload concerns impacting their ability to switch off with their line manager as soon as possible

For employees working remotely, additional support and guidance on managing home-work boundaries will be provided.

## Reporting issues

If an employee feels their right to disconnect is not being respected, they are encouraged to raise the matter informally with their manager first.

If unresolved, concerns can be escalated through the Company's formal grievance process as outlined in the Grievance and Disciplinary Policy.

## Non-compliance

Failure to comply with this policy may result in disciplinary action in accordance with the Company's Disciplinary and Dismissal Policy. This includes repeated violations of contacting employees outside regular working hours without valid justification.

## Review and updates

This policy will be reviewed *[e.g., annually]* and updated as necessary to ensure ongoing relevance and alignment with employment legislation and best practice.

For any questions regarding this policy, please contact *[insert HR contact information]*.

# About Oak Engage

**Oak Engage empowers you to reach and engage your deskless and desk based workforce, streamline onboarding and deliver targeted communications – all through one smart platform.**

It's the essential go-to for employees wherever they are. From accessing the latest company news, to finding important documents and resources, everything they need is in one place.

The world's biggest brands trust us for a reason. We deliver measurable impact for businesses across the globe.

If you would like to learn more about how Oak Engage can transform your employee experience, speak to one of our experts.

Trusted by the world's biggest brands



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showcasing our intuitive and easy-to-use platform.  
Tailored to meet your specific needs.

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