

Hudson

employee burnout



Burnout Britain

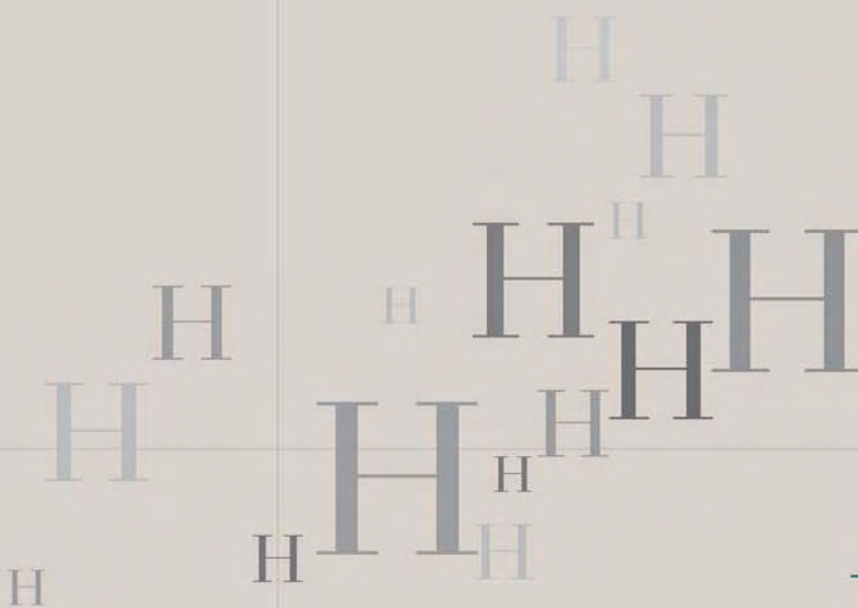
Raising the Alarm for Employers

A Hudson Report
June 2005

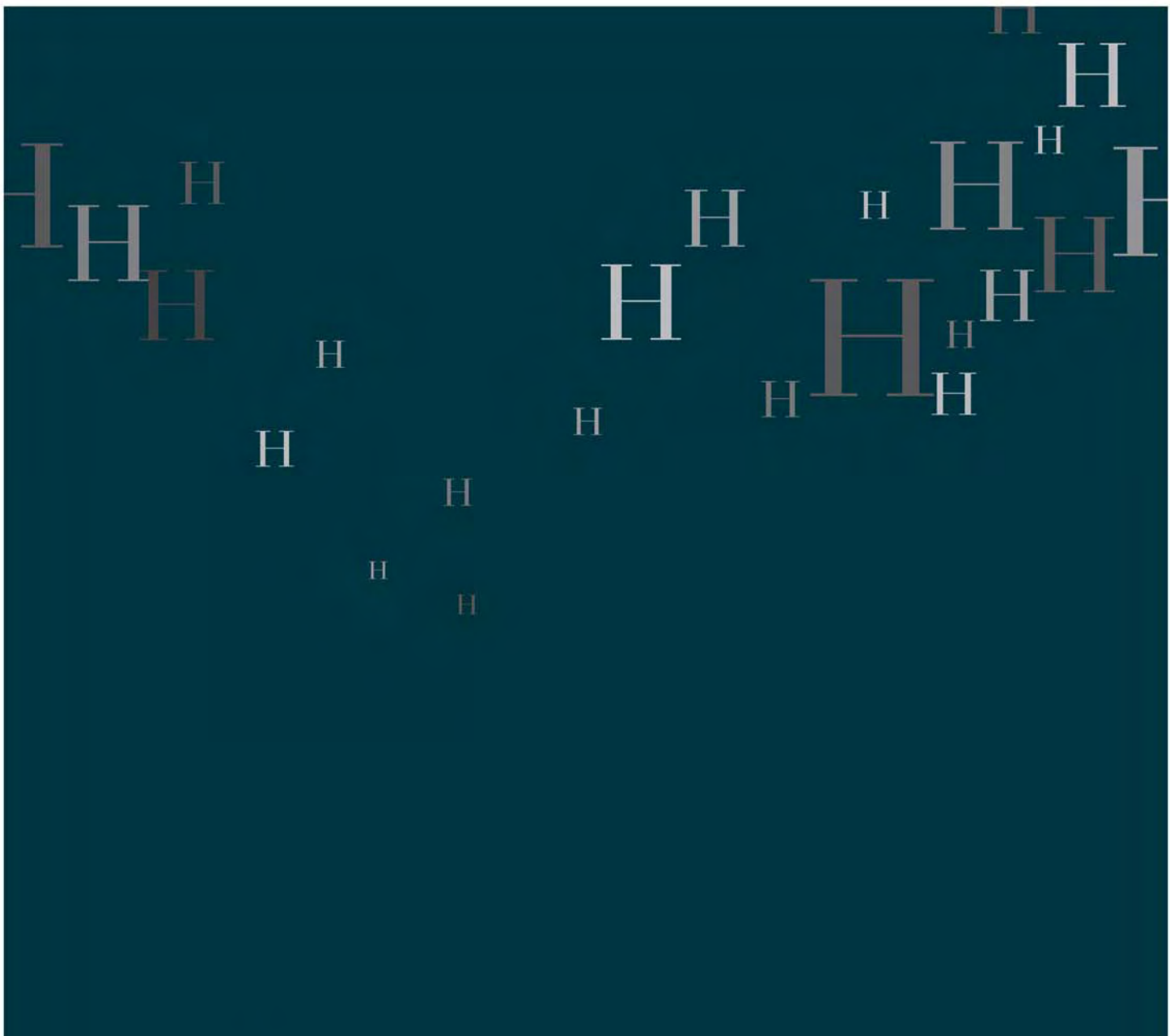


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Chapter 1

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Burnout Britain?

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Executive Summary

Burnout Britain examines awareness and opinion among both UK employers and employees of employee 'burnout'¹. It forms part of an annual programme of qualitative and quantitative research conducted by global recruitment and HR consultancy, Hudson, looking at issues and trends affecting the modern workplace. The increase in severe workplace stress, and the impact of worker fatigue on wider business performance and talent retention, has become an increasing cause for concern amongst both employers and employees.

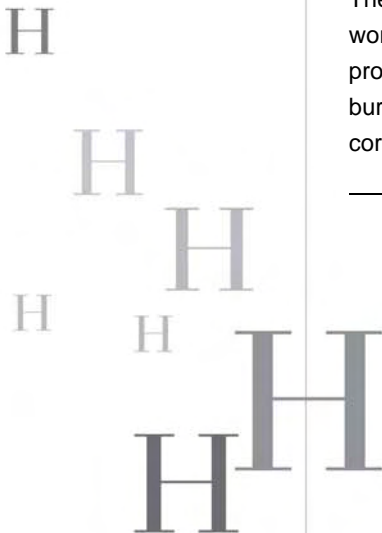
The report revealed a widespread acceptance among employers and employees that the phenomenon of burnout is real and present in the current UK working environment. Moreover, not only is it clear that burnout is prevalent among UK workers, the problem is also getting worse, with both employers and employees recognising an increase in extreme workplace stress and fatigue in recent years.

In terms of the causes of this rise, both employers and employees blamed a more competitive and fast-paced business environment. 'The increased pace of business life' and 'an increased competitive environment' were cited as the key reasons behind the increase, in addition to a 'decrease in the number of employees to do the same amount of work'.

The increase in burnout has made a tangible impact on working life, for both employers and workers. For the former, the implications of burnout are more than simply a reduction in productivity and increasing absenteeism. The research reveals employers increasingly feel burnout is affecting their bottom line by contributing to a loss of talent and damaging corporate reputation and ultimately profitability.

Burnout differs from stress in that it causes people who have previously been highly committed to their work to become disillusioned, losing all interest and motivation. Sufferers face physical, emotional and mental exhaustion, a sense of reduced personal achievement and a lack of concern for customers and clients, experienced by almost one in six (15%) employees surveyed by Hudson. Definition of burnout sourced from Hudson experts and Mind Tools. For more information, go to www.mindtools.com.

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And more personally, employers themselves are also feeling the affects directly with more than a third stating burnout had happened to one or more colleagues.

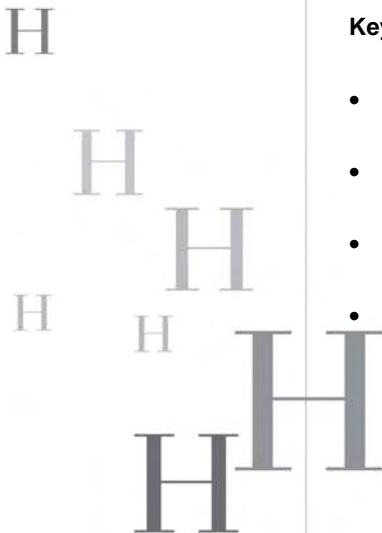
For an employee, the implications of burnout can be far-reaching. Its impact extends to their own health, sense of well-being and overall attitude to their jobs and career. Although the research revealed the numbers of employees currently experiencing full burnout are low, a significant proportion of workers are experiencing typical symptoms or displaying worrying levels of workplace apathy and disinterest, including loss of sleep, emotional exhaustion and high stress levels.

Yet, despite being unanimous in their acknowledgement that burnout exists and the problem is worsening, employers still tend to only deal with the issue on a largely reactive basis with many employers simply not having any formal process in place for helping an employee who had suffered from burnout; still less actively encourage their staff to work fewer hours.

Many workers simply do not believe their employer had taken measures to address issues of increased workload and pressure. For that reason, the research revealed an apparent underlying discrepancy between what employers *claim* to be doing and what they are actually *seen* to be doing by employees; one which could prove costly for employers and workers alike.

Key findings

- More than half (52%) of Britain's **employees** claim to have experienced one or more symptoms of over-work or burnout in the last six months
- One in two **employees** (49%) and **employers** (46%) thought the situation had worsened in the last five years
- 4% of **employees** believed they were burned out or near to burnout. A further 8% said they rarely enjoyed their work and were stressed most of the time.
- **Employees** (76%) and **employers** (78%) were most likely to believe that the increased pace of business life was a cause of burnout.



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Key findings Contd.

- 52% of **employees** and 35% of **employers** believe that burnout had happened to one or more colleagues.
- One in seven (14%) of the HR managers interviewed have lost one or more members of staff due to burnout
- Over a third of **employers** (36%) have witnessed a decline in productivity and the vast majority (79%) report an increase in the number of sick days being taken
- 59% of **employers** have no formal process in place for helping an employee who is suffering from burnout (falling to just 30% amongst smaller **employers**)
- More than a third (35%) of **employees** are concerned that their **employers** have made no attempts to address increased workloads
- One third of **employees** (31%) have experienced physical or emotional exhaustion in the last six months and 26% suffered loss of sleep or illness due to worrying about work.

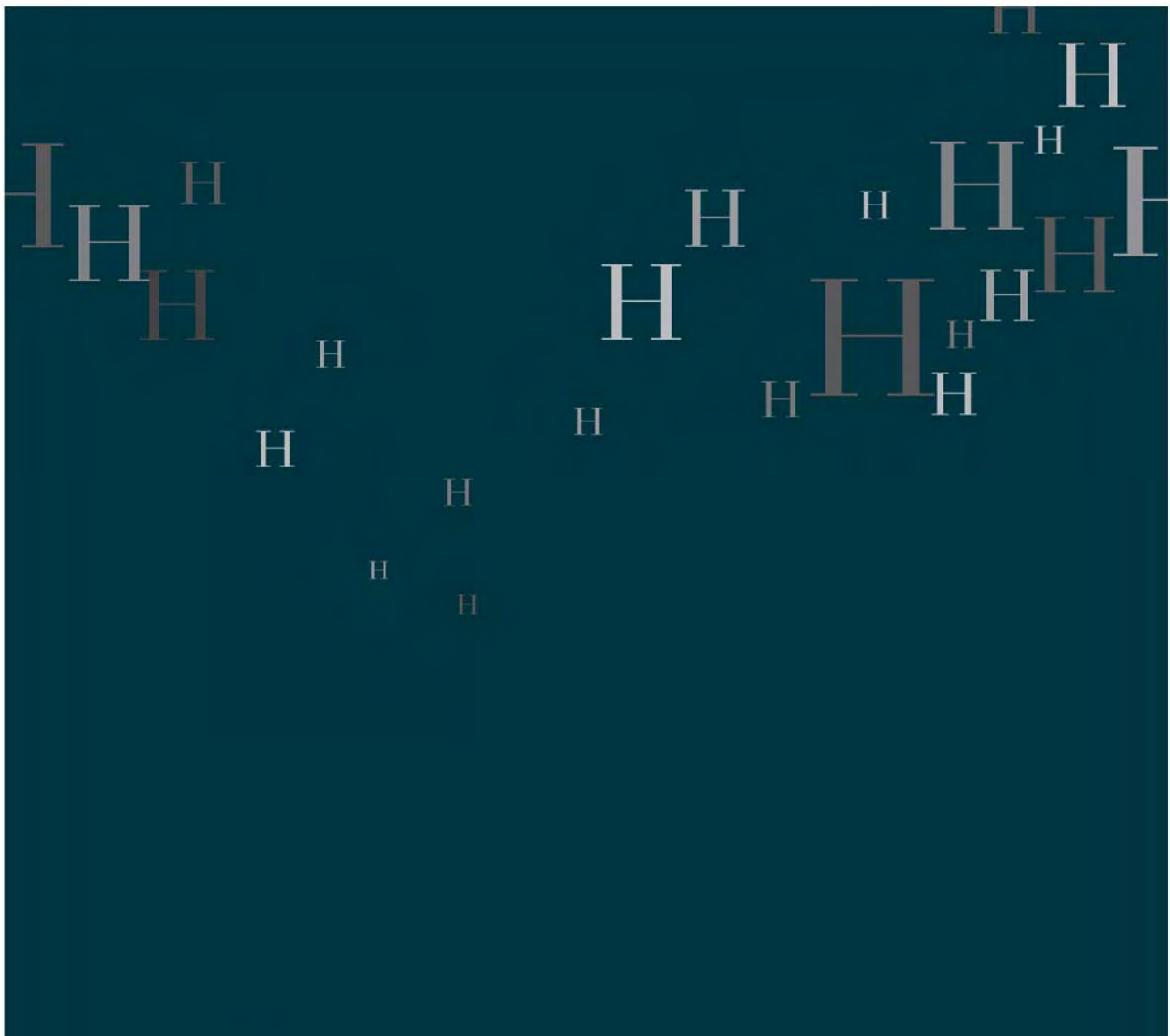
What is clear from the report: prevention is better than cure. Employers need to consider new measures and protocol for identifying burnout *before* it happens, and offer employees new means of managing stress and fatigue. The research showed that many are already taking steps to provide confidential advice and web-based support, but too few workers feel their employers are taking an active interest in their welfare.

What should employers do to prevent burnout?

- Build better support networks for employees
- Increase clarity around role and delivery expectations, and revisit job design for roles where burnout is common
- Help employees build additional skills to enable them to perform their job more efficiently
- Give clearer out-of-hours expectations
- Encourage employees to work fewer hours
- Recruit more employees to deal with permanent and/or temporary workload increases
- Don't just deal with situations as they arise.



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Chapter 2

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Introduction

To analyse the causes, prevalence and impact of burnout in more detail, research was carried out amongst 505 employees and 501 employers spanning a range of sectors, business sizes and regions. Employees were of middle management level, with employers represented by HR managers and directors.

The following definition of burnout was read to all research respondents prior to questioning:

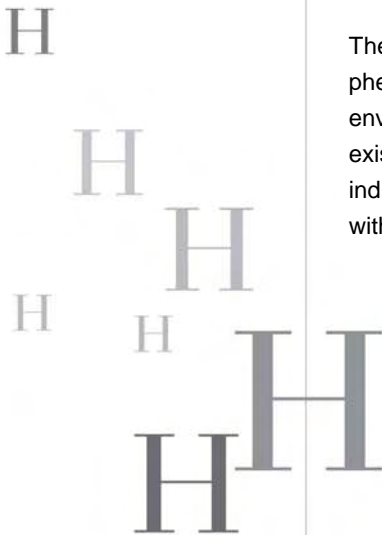
“A state of physical, emotional and mental exhaustion caused by involvement in demanding situations in the workplace and prolonged exposure to stress and long hours. Burnout occurs when people who have previously been highly committed to their work become disillusioned, losing all interest and motivation. The road to burnout can be a long one, with symptoms increasing gradually in intensity and frequency over a period of many months and, occasionally, years.”

Burnout: Growth and Causes

Prevalence in the workplace

The report revealed a widespread acceptance among **employers** and **employees** that the phenomenon of burnout, as defined above, is real and present in the current UK working environment. More than 96% of **employees** and 92% of **employers** acknowledged its existence. **Employees** themselves are conscious of burnout in their own workplaces and industries - 74% believe it exists within their business sector, and more than half (52%) within their own organisation.

As far as **employers** are concerned, whilst 92% also believed burnout exists as a real workplace issue, far fewer (just 35%) admit to it being a problem within their own company (compared to 52% of **employees**), and only 54% believe it exists within their sector.



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For both **employers** and **employees**, recognition of burnout was common across all sectors with little variation. **Employees** engaged in accountancy (81%), technology, media and telecommunications (80%) and financial services (77%) were more likely to believe burnout existed within their sector. While **employees** working in manufacturing & engineering (66%) and marketing, advertising and sales (68%) were less likely to believe burnout existed in their sector.

Employers in the public and third sectors (62%) and financial services (61%) were most likely to believe burnout existed within the sector and marketing, advertising, PR and sales **employers** were least likely (42%). **Employers** in financial services (46%) and the public and third sectors (44%) were also most likely to believe burnout existed specifically within their organisation, whereas accountancy (21%) and TMT (24%) **employers** were least likely to believe burnout had happened among their own staff.

Fig.1 Belief that burnout exists

Employees and employers believing burnout exists	Proportion of employees	Proportion of employers
In the UK	96%	92%
In their business sector	74%	54%
In their organisation	52%	35%
Bases: All employees/employers		



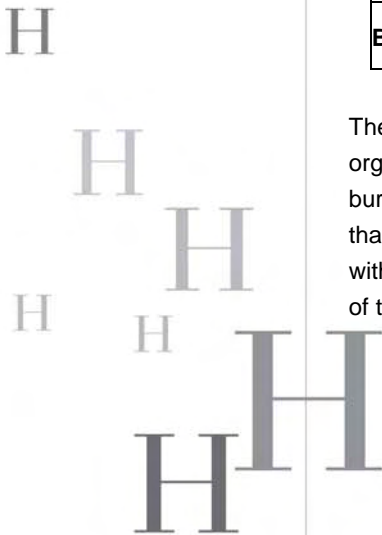
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Fig.1 Belief that burnout exists contd.

Employees believing burnout exists within their organisation by sector	Proportion of employees
Public Sector / Third Sector	68%
Legal	59%
TMT	59%
Financial Services	55%
Retail/FMCG/Leisure/Travel.	53%
Construction/ Property	50%
Manufacturing/Engineering.	48%
Marketing/Ad/PR/Sales	44%
Accountancy	32%
Base: All employees	

The presence and awareness of burnout does, however, vary according to the size of the organisation. **Employees** in larger businesses were somewhat more likely to believe that burnout existed in their organisation with 70% of those working in an organisation of more than 500 **employees** believing it was present. This falls to 60% for those in organisations with between 201 and 500 **employees**, 43% for those with 101 to 200 colleagues and 45% of those with between 50 and 100 co-workers.



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Similarly, **employers** in larger organisations were the most likely to believe burnout existed among their own colleagues, with 43% of **employers** with more than 500 staff recognising burnout among their workforce, compared to 29% among those with between 50 and 100 staff.

Increase in incidence of burnout

Not only is burnout prevalent among UK workers, the problem is also getting worse, with both **employers** and **employees** recognising an increase in extreme workplace stress and fatigue in recent years. Almost half of all **employees** (49%) and **employers** (46%) who acknowledged that burnout existed said that, in their opinion, the situation had worsened in the last five years. Only 15% of **employees** thought it had improved and a further third believed the situation had remained the same. **Employers** were in agreement, with 46% stating the problem had got worse in the last five years, 34% the same and 15% better.

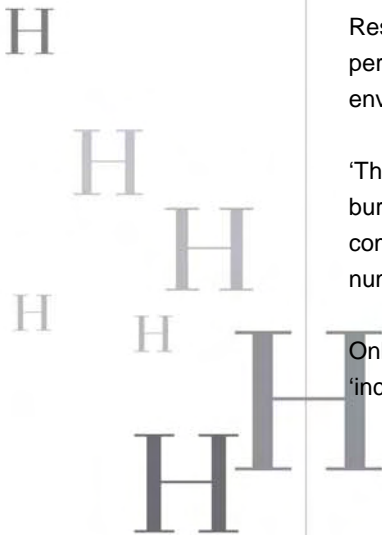
Older **employees**, in particular, have noticed an increase in workplace stress levels, with 55% of those aged over 35 believing it had worsened in recent years, compared to just 43% of those aged 35 and under.

Causes

Responses from both **employers** and **employees** were very much in agreement on the perceived causes of burnout, blaming a more competitive and fast-paced business environment.

'The increased pace of business life' was regarded as the most important factor causing burnout by 76% of **employees** and 78% of **employers**, followed closely by an 'increased competitive environment.' 70% of **employees** also pointed towards a 'decrease in the number of **employees** to do the same amount of work'.

Only one third (27%) identified 'colleagues' use of flexible working arrangements' and 'increased globalisation of working practices' (37%) as factors encouraging burnout.



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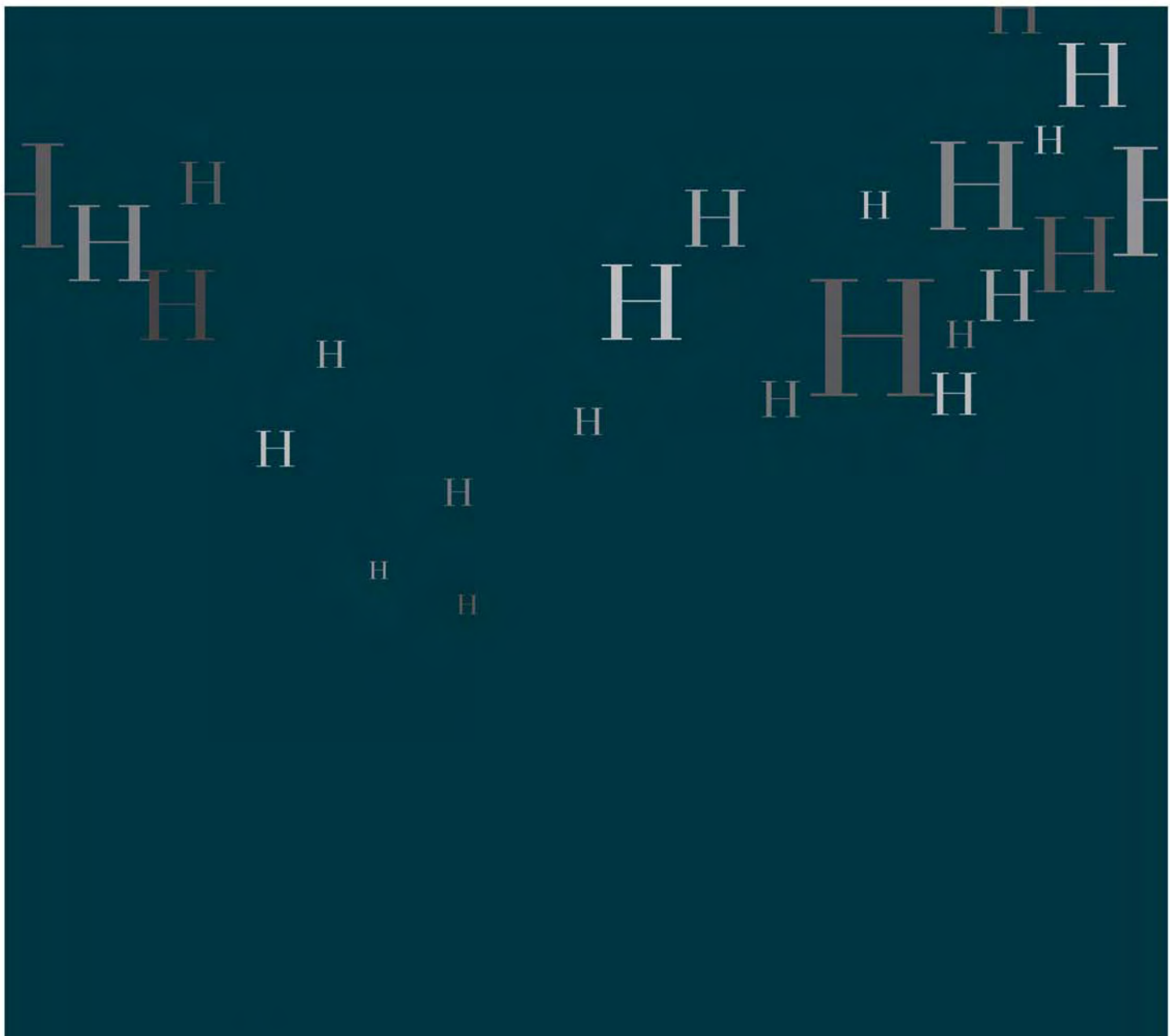
Fig 2. Causes of burnout

Main causes of burnout [Major factor + Factor responses]	Proportion of employees	Proportion of employers
Increased pace of business life and demands	76%	78%
Increased competitive environment	71%	67%
Decrease in number of employees to do the same amount of work	70%	63%
Increased requirement for 24/7 availability and response	66%	65%
Increased worry that problems will arise in an employee's absence	57%	49%
Increased use of fast-response technology, such as email, PDAs, mobile phone, voicemail, Blackberry	56%	57%
Increased globalisation of working practices (e.g. requirement to deal with offices in different time zones)	37%	33%
Colleagues' use of flexible working arrangements	27%	26%

Bases: All employees/employers believing burnout exists

Relatively few **employees** viewed advances in technology and 24/7 accessibility as a catalyst for burnout, aside from older **employees** (aged over 46), over two thirds of which (69%) viewed 'increased use of fast-response technology' as a cause of burnout compared to just one in two (50%) of their colleagues aged 35 and under.





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Burnout: Role of Employers

Impact of burnout

When it comes to examining how burnout manifests itself in the workplace, the implications for **employers** are more than simply reduction in productivity and increasing absenteeism. **Employers** increasingly feel burnout is affecting their bottom line by contributing to a loss of talent and damage to corporate reputation and profitability. One quarter of larger organisations (more than 500 **employees**) recalled losing one or more members of staff as a result of burnout.

More than a third of **employers** (35%) stated burnout had happened to one or more colleagues and 15% believed that burnout had directly affected business profits and/or their corporate reputation. One in seven (14%) of HR managers interviewed have lost one or more members of staff due to burnout, with 36% witnessing a decline in productivity and 79% reporting an increase in the number of sick days being taken.

When asked to rank the five key indicators of employee burnout, 45% of **employers** believed that an increase in the number of sick days being taken was the most important indicator of approaching employee burnout. The least likely indication of employee burnout (5%) was 'more **employees** downshifting careers'.

Fig 3. Signs of burnout

Signs of burnout observed in workforce Base: All employees	Average rank score [1 = most important]
Increased number of sick days taken	1.9
Increased number of employees taking time off for stress-related reasons	2.6
Declining levels of productivity	3.0
Increased number of employees leaving the organisation	3.2
More employees downshifting careers	4.4

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Addressing pressures and workload

Despite being unanimous in their acknowledgement that burnout exists and the problem is worsening, **employers** tend to deal with the issue mainly reactively. More than half of **employers** (59%) do not have any formal process in place for helping an employee who had suffered from burnout, choosing instead to deal with the situation on a case-by-case basis. Only one in five (19%) actively encourage their staff to work fewer hours.

This has not gone unrecognised by **employees**. One in three (35%) **employees** believed their employer had not taken measures to address issues of increased workload and pressure. The smaller the company, the less likely it is such processes will be established. Almost half (47%) of **employees** of smaller companies felt they didn't have sufficient measures in place, compared to just 26% of those working in organisations with more than 100 staff.

The research revealed a discrepancy between what **employers** *claim* to be doing and what they are actually *seen* to be doing by **employees**. Among **employers**, 79% believed they had taken measures to address increased pressures and workload, increasing to 87% amongst larger **employers**. The widest disparity between the perceptions of **employees** and **employers** was within construction (41% of **employees** stated that their **employers** had not taken action, but only 6% of **employers** believed they had not taken action) and law (28% v. 6%).

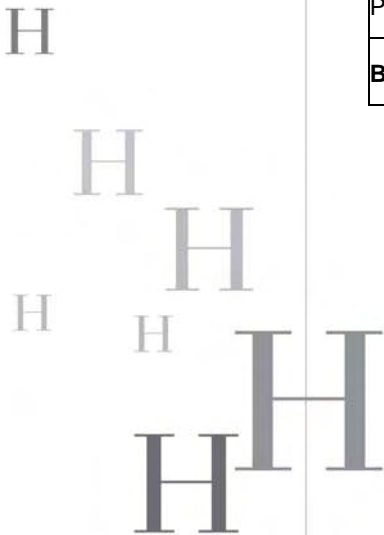


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Fig 4. Addressing increased pressures and workload

Employees and employers believing their organisation has <u>not</u> addressed issues of pressure and workload	Proportion of employees	Proportion of employers
Retail/FMCG/Leisure/Travel	47%	32%
Manufacturing /Engineering	43%	26%
Construction/Property	41%	16%
Accountancy	40%	26%
Financial Services	34%	13%
Legal	28%	6%
TMT	27%	16%
Marketing/Ad/PR/Sales	26%	18%
Public Sector/Third Sector	24%	14%
Base: All employees/employers		



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Treatment and prevention

It is clear that some **employers**, however, are taking action or creating processes to deal with burnout:

- 32% provide a confidential advice line
- Almost half (47%) stated that they had recruited more **employees** to support over-burdened departments or teams
- 70% provide regular training to enable **employees** to fulfil their roles
- 67% encourage a healthy balance between work and home life
- 65% provide support for **employees** experiencing stress
- Almost half (49%) would provide counselling or mentoring
- 35% had literature on dealing with burnout and 15% had information available over the Internet.

Three measures are regarded by almost two-thirds of **employers** as means of invigorating staff and preventing burnout among **employees**. These are:

- Building support networks (69%)
- Increased clarity regarding roles and delivery expectations (66%)
- Assisting **employees** to build additional skills to help them perform their job more efficiently (65%).

Giving **employees** more time off (27%) and encouraging **employees** to work fewer hours (30%) were viewed as the least effective means of invigorating staff and preventing burnout.



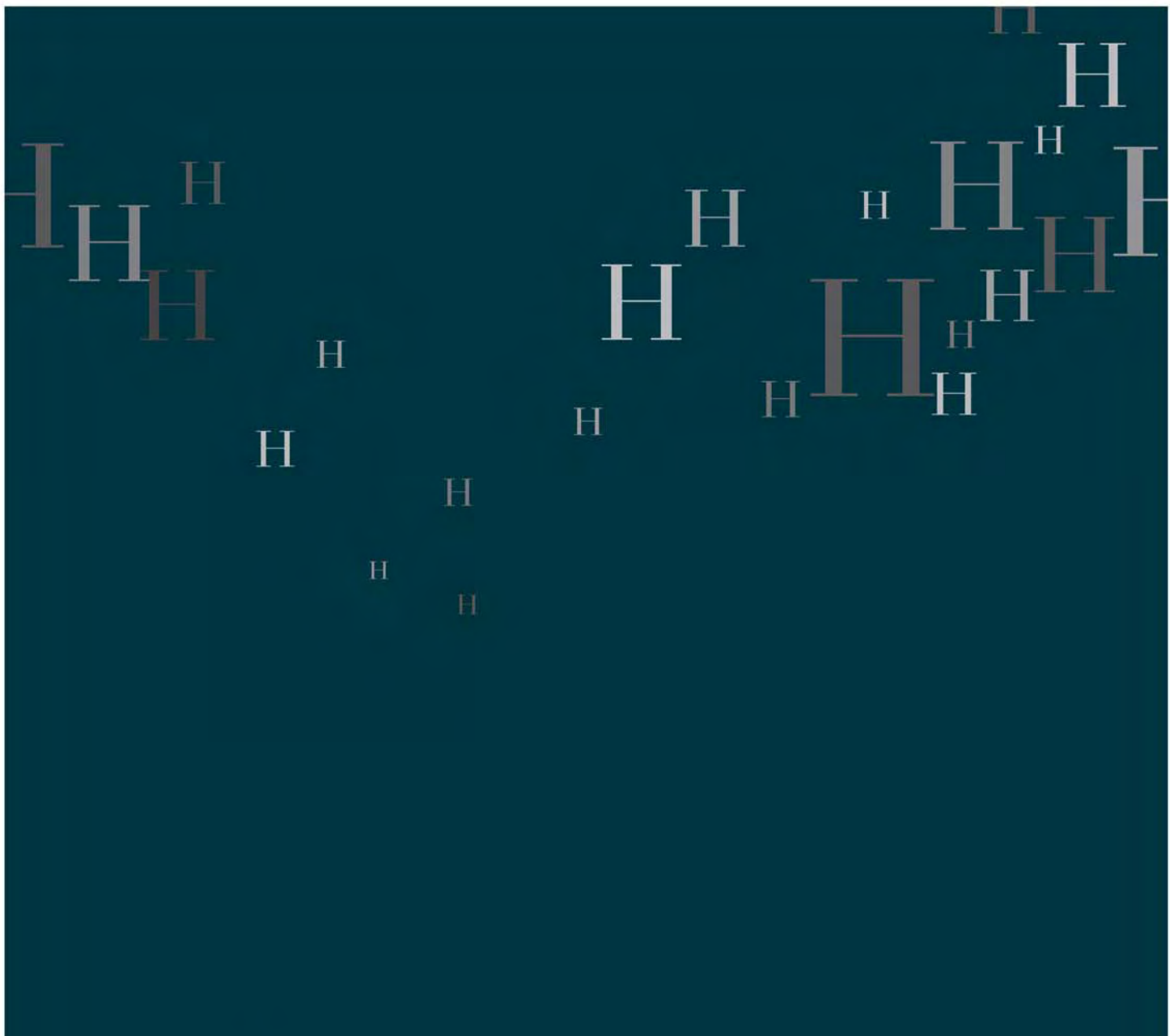
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Fig 5. Preventative measures

Actions to invigorate staff and prevent burnout	Proportion of employers
Build better support networks for employees within your organisation	69%
Increase clarity around role and delivery expectations	66%
Assist employees in building additional skills to help them perform their job more efficiently	65%
Provide external career management programmes or training opportunities	52%
Clearer guidance on out-of-hours expectations in their roles	49%
Revisit job design for roles where burnout is a common occurrence	46%
Recruit more employees to deal with increased expectations/workloads	43%
Encourage employees to work fewer hours	30%
Give employees more time off	27%
Base: All employers	





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Burnout: The Employee Experience

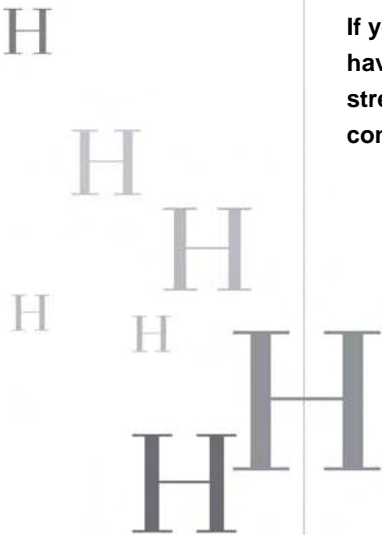
Half (52%) of **employees** interviewed admitted to having experienced one or more symptoms of overwork, stress or burnout in the past six months, with nearly a third (31%) experiencing physical or emotional exhaustion. Over half of **employees** (52%) believe one or more of their colleagues has experienced burnout.

Although the numbers of **employees** currently experiencing full burnout are low (only one in twenty five **employees**, or 4%, feel they are burnt out or are close to reaching burn out), a significant proportion of workers are experiencing typical symptoms or displaying worrying levels of workplace apathy and disinterest.

One in twelve (8%) stated that they rarely enjoyed their work and are stressed most of the time. Only one in ten (11%) said that they are never stressed at work. The situation is particularly acute within the public sector where (63%) of **employees** have experienced one or more of the symptoms of overwork or burnout.

Employees in marketing, advertising, PR and sales were the most likely (14%) to feel stressed most of the time, along with those in manufacturing and engineering. Lawyers and accountants were the least likely to feel stressed all the time.

If you are male, aged 45 to 55 and working in the South West, you are most likely to have experienced symptoms of burnout, with 14% of older employees stating they felt stressed all the time and men five times more likely to state they were burnt out and considering leaving their employer or the industry than women (5% v. 1%).



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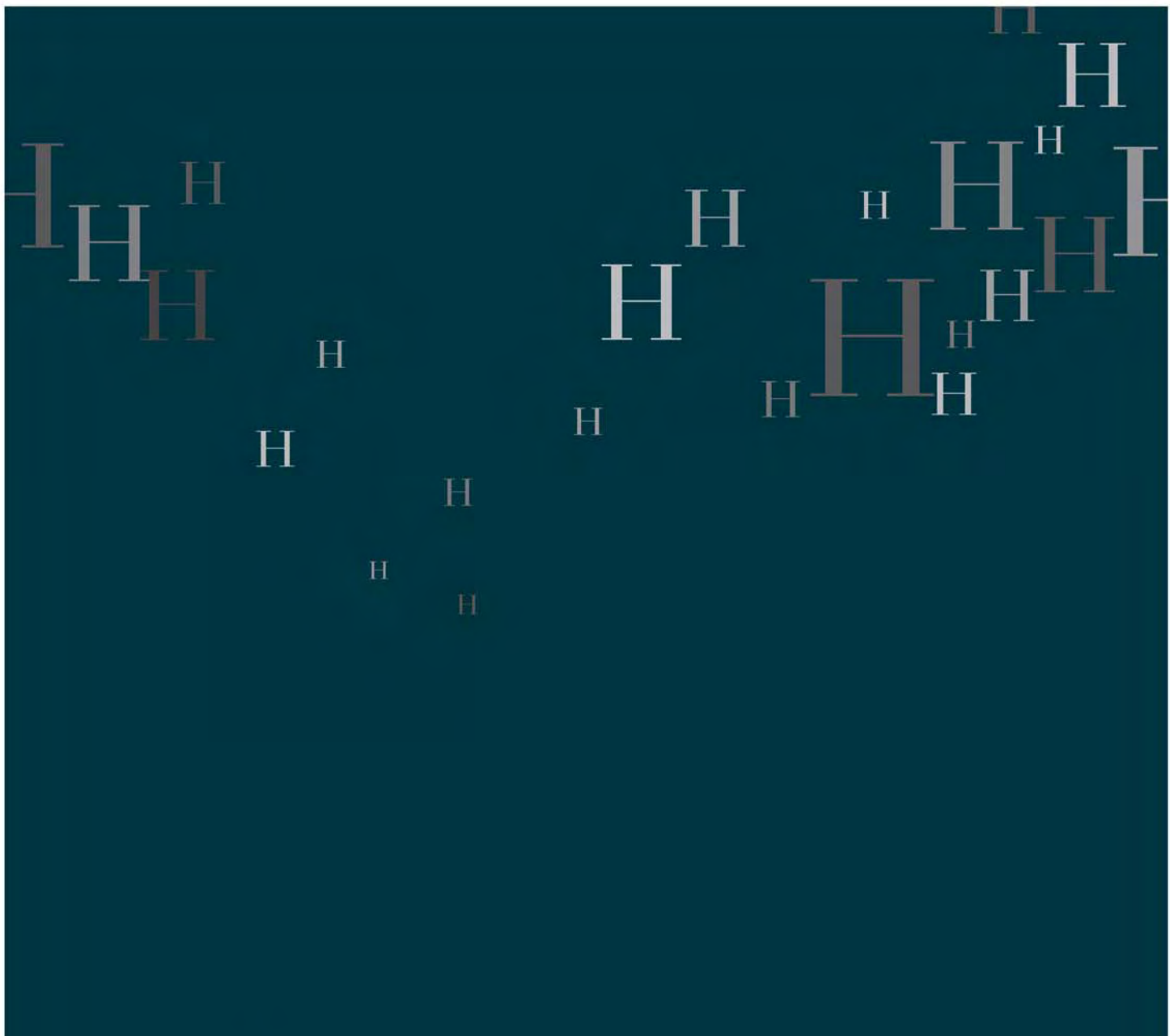
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Fig 6. Incidence of burnout

Employees believing burnout exists within their organisation by sector	Burnt-out or close to burn out	Stressed most of the time	Combined total
Public Sector/Third Sector	7%	12%	19%
Financial Services	5%	5%	9%
TMT	5%	7%	12%
Retail/FMCG/Leisure/Travel	4%	10%	15%
Accountancy	4%	2%	7%
Legal	4%	0%	4%
Construction/ Property	3%	10%	14%
Marketing/Ad/PR/Sales	2%	14%	16%
Manufacturing/Engineering.	2%	5%	7%
Base: All employees believing burnout exists			

The implications of burnout for the individual can be far-reaching. Its impact extends to **employees'** health, sense of well-being and overall attitude to their jobs and career. Over a quarter of workers (26%) have suffered loss of sleep or illness directly attributed to worry about their work. 23% have felt a reduction in their sense of personal achievement and 18% have experienced irritation being expressed by family or friends about their frequent out-of-hours working. Almost one-in-six (15%) have experienced a lack of concern towards customers or colleagues and one in eight (12%) believe they have suffered increased illness which they suspected was a direct result of being overworked.



Chapter 5

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Managing Burnout: Recommendations for Employers and Employees

Burnout is an acknowledged and growing presence within all elements of the UK workforce with the potential to impact significantly on talent retention and employee satisfaction. But how can employers and employees best prevent burnout and help manage demanding workloads and rising stress levels?

Employers

What can your organisation do to prevent burnout among your workforce? Hudson recommends the following:

- 1. Build better support networks for employees within your organisation.*
Some large organisations have a confidential staff helpline. Others provide staff with a personal manager who is not their line manager, enabling employees to discuss problems with someone who is removed from their immediate situation. Consider corporate fitness programmes, health checks and allowing employees to work from home.
- 2. Increase clarity around role and delivery expectations.*
Feedback should not be left until career review time. Monthly indications on how employees are performing should be collected from colleagues or business partners and relayed, along with constructive suggestions for change.
- 3. Help employees build additional skills to enable them to perform their job more efficiently.*
Time management and assertiveness training are good all-rounders, and ensure specific training suited to each employee's role is conducted annually, at the very least.
- 4. Give clearer guidance on out-of-hours expectations.*
Handing over a Blackberry or mobile phone without giving an indication of how it is expected to be used can lead to an 'always on' mentality.
- 5. Encourage employees to work fewer hours.*
Ensure managers understand that working long hours is not a sign of a strength or commitment and does not drive productivity. Encourage them to lead by example, announcing loudly that they are leaving on time, rather than skulking out guiltily.



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6. *Revisit job design for roles where burnout is a common occurrence.*

Don't bury your hand in the sand. Think creatively about how pressurised roles can be restructured. Consider jobsharing, using interim consultants or introducing more people to a team. Why not involve your employees in the redesign of their own roles?

7. *Recruit more employees to deal with permanent and/or temporary increased expectations/workloads.*

Think ahead – ensure you have a reliable agency on standby to find you good temporary workers at short notice. Be realistic about the total amount of man hours required to complete a project and the number of productive hours there are in a day.

8. *Give employees more time off.*

Giving time off costs you less in the long run. You could reward good ideas or clever working with an extra day off or introduce an earlier home time on Fridays.

9. *Watch out for signs of burnout.*

Don't bury your head in the sand. Burnout occurs when people who have previously been highly committed to their work become disillusioned, losing all interest and motivation.

10. *Don't just deal with situations as they arise.*

Be open with employees about burnout and provide advice and guidance for avoiding burnout on your intranet, in newsletters and during mentoring sessions.

Employees

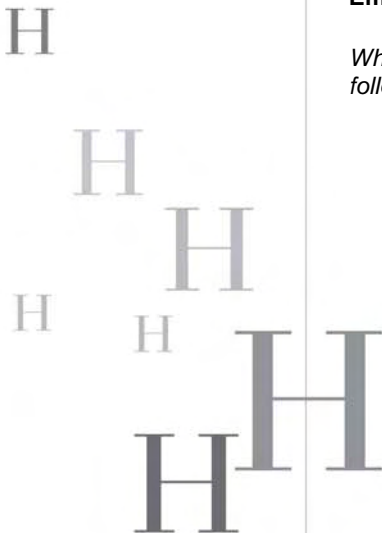
What can you do if you're suffering or approaching burnout? Hudson recommends the following:

1. *Don't suffer in silence: talk to your manager or human resources department.*

People suffering from burnout assume it's their problem and that there is something wrong with them. When problems are brought into the open, remedies become clearer. Someone outside your situation will be able to identify pressure points and suggest, or introduce, solutions.

2. *Take a holistic view of your situation.*

It's possible that it is not just work that is contributing to burnout. Is your diet good? Do you exercise regularly? Do you have an external release, a hobby or pastime? Without outside interests, work can become all-consuming.



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Employees Contd.

3. *Consider seeking support outside of your workplace.*

People that may be able to help include friends and family, your doctor or qualified occupational health professionals.

4. *Don't just take time off from work.*

You may need a break, but the problems will still be there when you return. Tackle the cause, rather than applying a temporary sticking plaster.

5. *Be clear about what is demanded from you.*

If feedback isn't forthcoming, ask for it. Don't wait until review time to discover what is expected of you.

6. *Suggest ways in which your role could be redesigned.*

All managers like to be presented with a solution, rather than a problem. Make a convincing case for how a reorganisation of your role could be beneficial to the company.

7. *Give yourself designated times to check email.*

Make a concerted effort not to check emails as soon as you see that little envelope pop up on your screen. Look at emails every half hour or try to go for a whole hour! If it's that urgent, someone will call you, rather than send an email. And if you've got a Blackberry, allow yourself to check it no more than once at the weekend or evening.

8. *Talk to colleagues at your level.*

You cannot be the only one suffering in this way. Talk to colleagues and find out how they are feeling. Approaching your boss in a group will make a greater impact. Or ask colleagues for advice on coping with pressure. Some people are better at it than others, so learn from them.

9. *Remember, what seems like a crisis now will be a distant memory tomorrow.*

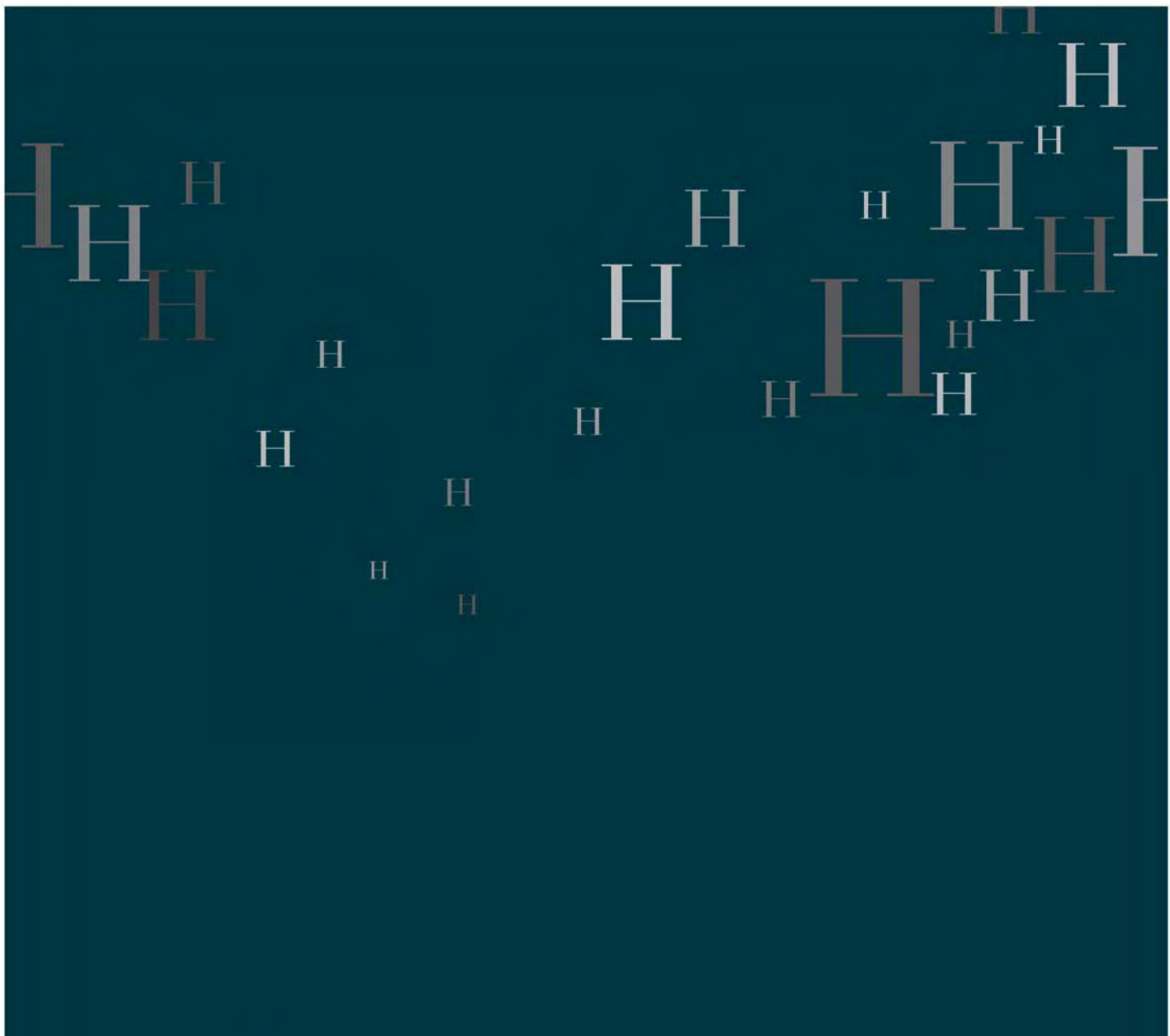
Try to recall when you last took a day off work. Did problems arise while you were away? Yes? Try to delegate before you go away – and not just in the hour before you leave the office. Get into the habit of informing and including others in your day-to-day work, and you will find they are far more inclined and able to help out while you are not around.

10. *Get into the habit of leaving on time at least one night a week.*

Once you have left on time a few times, you will realise that the world does not stop without you. And there is a great world out there to be explored after five o'clock...



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Chapter 6

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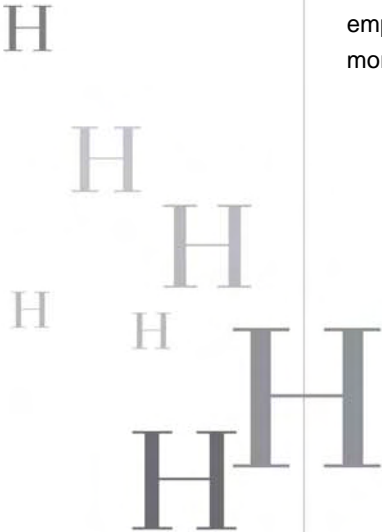
Conclusion: Prevention is Better than Cure

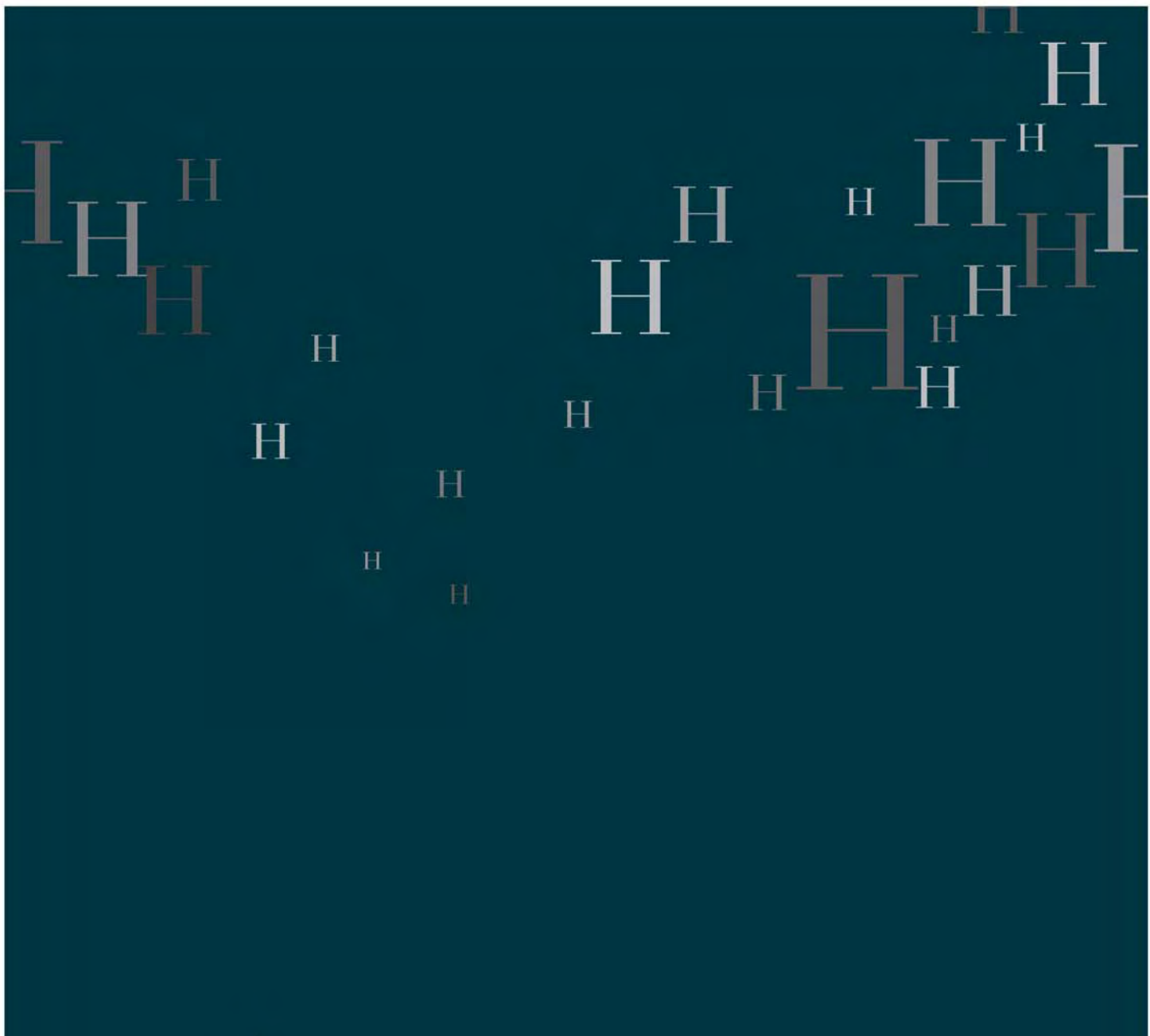
Burnout goes deeper than workplace stress; it constitutes severe emotional, physical and mental fatigue resulting in a deep-seated disillusionment and disinterest among employees. Yet, despite the severity of the condition, a seriousness recognised by UK employers and employees, it is by no means rare.

The research revealed a consensus among employers and employees alike that burnout is a growing issue for the UK workforce and one that businesses can no longer afford to neglect. Burnout has implications beyond the individual employee and immediate workforce. It not only reduces the productivity and motivation of the current employees, but can also lead to loss of talent, damage to corporate reputation and, consequently, a reduction in profits.

Clearly, productivity is an issue for employers in a competitive marketplace. However, working long hours rarely results in greater productivity. In order to hold on to top talent, companies must address the need to work smarter; managers must be more aware of how effectively staff work and less concerned about the number of hours spent at their desks.

By giving employees the right help and information, employers can ensure they retain their best talent and eliminate the impact that burnout can have on the bottom line. Equally, employees need to ask for help before it gets too late and become involved in designing a more effective and manageable role for themselves.





Chapter 7

Hudson

Burnout Britain?

Raising the Alarm for Employees.

Appendix A: Methodology and Sample

The research was undertaken by The Survey Shop.

Employees

The sample was drawn from a cross-section of UK companies, public sector and third sector organisations. Quotas were set for business sector, Scotland and company size.

Respondents were qualified as having no managerial responsibility or being in middle management.

Respondents were evenly drawn from nine broad sectors, with 14% from the public/third sector and between 9% and 12% from other sectors.

Within the public/third sector, 17% were from central government, 44% from local government, 21% from the health service and 18% from the third sector.

21% worked in organisations with more than 500 employees, 18% had 201 to 500 colleagues, 17% 101 to 200 and 43% 50 to 100.

501 interviews were conducted anonymously by telephone over the period 3rd to 10th May 2005.



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Employers

The sample was drawn from a cross-section of UK companies, public sector and third sector organisations. Quotas were set for business sector, Scotland and company size.

Respondents were qualified as having HR managerial responsibility.

Respondents were evenly drawn from nine broad sectors, with 16% from the public/third sector and between 8 and 13% from other sectors.

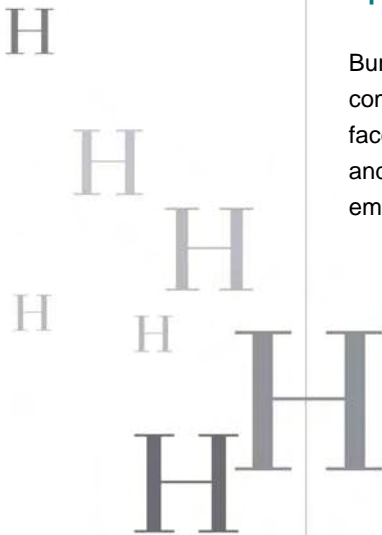
Within the public/third sector, 15 were from central government, 36% from local government, 21% from the health service and 28% from the third sector.

22% worked in organisations with over 500 employees, 16% had 201 to 500 colleagues, 17% 101 to 200 and 45% 50 to 100

505 interviews were conducted anonymously by telephone over the period 3rd to 10th May 2005.

Appendix B: Definition of Burnout

Burnout differs from stress in that it causes people who have previously been highly committed to their work to become disillusioned, losing all interest and motivation. Sufferers face physical, emotional and mental exhaustion, a sense of reduced personal achievement and a lack of concern for customers and clients, experienced by almost one in six (15%) employees surveyed by Hudson.



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Appendix C: An Hypothetical Example of Burnout

I may be a sales manager in a medium-sized division or company. I may not realise that I am close to, or have actually reached, burnout but I am aware that my world has changed. I feel swamped by the weight of correspondence that descends on me. Despite my awareness of my internal stakeholders and external customers, I have lost the concern that I previously had for these people. Further, I am getting less and less satisfaction from what I achieve and I do not seem able to replenish my energy reserves.

Those around me notice that I am occasionally frustrated and can sometimes appear apathetic. If my colleagues at work were to ask how I felt, I might say that my efforts are unrecognised and unrewarded. At times, emotional distress might even cause physical symptoms.

Appendix D: About Hudson

Hudson delivers specialised professional recruitment, outsourcing, and human capital solutions worldwide. From single placements to total solutions, the firm helps clients achieve greater organisational performance by assessing, recruiting, developing and engaging the best and brightest people for their businesses. Hudson is a division of Hudson Highland Group, Inc. one of the world's leading professional recruitment, retained executive search and human capital solution providers. The company employs more than 3,800 professionals serving clients and candidates in more than 20 countries through its Hudson and Highland Partners businesses. More information is available at www.hudson.com.

Hudson Contacts

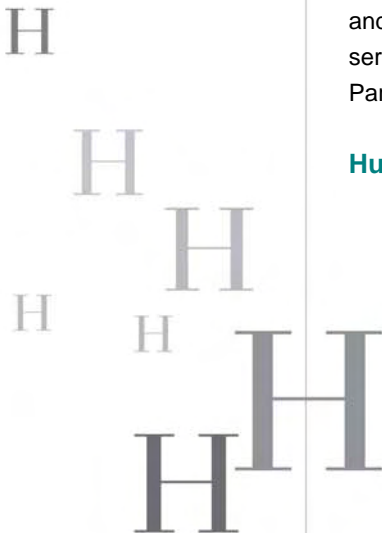
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