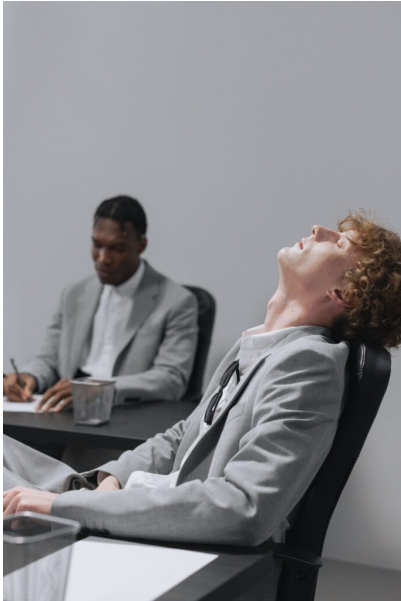


Heat-Quitting: 46% of UK Managers Report Struggling to Maintain Morale During Heatwaves

3 hours ago



Almost half (46%) of UK line managers say they're struggling to maintain team morale during the hot weather. While over a third (38%) have noticed drops in productivity, 11% have also recorded more employee absences.

The new research from [Robert Walters](#) highlights the growing impact of high temperatures on workplace morale, productivity and attendance. This is creating conditions for what the global talent solutions partner has coined "heat-quitting", where employees disengage as working conditions become increasingly uncomfortable.

The issue has reached parliament, with Green Party MP Hannah Spencer recently proposing a bill to establish maximum working temperatures for UK workers. While the [Met Office](#) reports that 2026 marks the first year that temperatures have reached above 35 degrees in May, June, and July.

Habiba Khatoon, Director – Midlands at Robert Walters comments, "As we approach the end of July and the UK experiences its fourth heatwave, it is clear the extreme weather doesn't represent a one-off inconvenience but an increasingly important issue employers must address. Now is the time for leaders to consider the strategies they can implement to ensure staff have safe, comfortable working conditions as temperatures rise."

Further findings from Robert Walters suggest many organisations are yet to act. 40% of leaders claim employee comfort is a top priority during heatwaves, yet over two-thirds (68%) of white-collar

professionals say their employer hasn't implemented any official measures to help them manage in the heat.

"One of the biggest mistakes leaders can make is treating these periods as business-as-usual. White-collar workers may be spending their time at an air-conditioned office or next to a desk fan, but this doesn't mean the high temperatures haven't disrupted work routines from daily commutes to energy and concentration levels," Habiba continues.

The research illustrates how rising temperatures are weighing heavily on workplace dynamics. While UK leaders are aware that adjustments are necessary to tackle the effects of the increased heat on staff, many remain unsure of which strategies or policy changes to implement.

Habiba concludes, "Employers should consider the small changes they can make to better organise how work is done as UK summers become hotter.

"Cold drinks and air conditioning can help people stay comfortable in the short-term, but adjustments like modifying working hours to avoid the hottest parts of the day, giving employees more flexibility over where and when they work, helping managers reshuffle priorities, and delaying non-essential meetings until it's cooler are likely to make a more lasting difference. Taking these steps can help reduce cases of heat-quitting and keep teams productive."