



MOORE THAN ARTHRITIS | FREE RESOURCE

Managing Fatigue at Work

Plan energy, reduce avoidable demand and protect participation.



WORKPLACE INCLUSION Practical, respectful and evidence-informed guidance for sustainable work.

Supporting People | Raising Awareness | Building Community | Living Beyond the Diagnosis

Stronger together. Beyond limits.

General workplace information - not individual medical or legal advice | Version 1.0 | August 2026



Managing Fatigue at Work

Plan energy, reduce avoidable demand and protect participation.

KEY MESSAGE Fatigue is not the same as ordinary tiredness. A sustainable plan balances consistency, recovery and meaningful work.

Pattern Notice time-of-day and post-activity effects.	Workload Prioritise essential outputs and reduce avoidable duplication.	Breaks Use planned recovery before exhaustion peaks.
Task mix Alternate physical, cognitive and lighter work.	Environment Review travel, noise, temperature and workstation demands.	Communication Agree what happens on a difficult or flare day.

Scope This resource offers general workplace information. It cannot determine whether a person is legally disabled or what is reasonable in a specific case.



What can make workplace inclusion harder

Look beyond diagnosis labels to the interaction between the person, the role, the environment and workplace systems.

Boom and bust Overdoing on a better day can lengthen recovery.	Presenteeism Staying visible may hide falling function or safety.	Fixed schedules Symptoms may not match rigid start and break times.
Travel demand Commuting can consume significant energy.	Meeting overload Back-to-back concentration leaves no recovery.	Misunderstanding Invisible fatigue may be mistaken for low motivation.

AVOID ASSUMPTIONS Individual experience, role demands and effective support vary.



Actions that may reduce disadvantage

Use a person-centred discussion and competent advice where needed. Adjustments should be effective, proportionate and reviewable.

Track function briefly Record when performance or recovery changes.	Protect peak time Use higher-energy periods for priority work.	Schedule micro-breaks Short planned pauses may be more effective than late rest.
Batch and alternate Group similar tasks, then change demand.	Agree flexibility Explore timing, location and workload options.	Review health changes New or worsening fatigue needs clinical assessment.

Confidentiality Agree what information may be shared, with whom and for what practical purpose. Health information requires particular protection.



From first conversation to review

A consistent process improves trust, accountability and the chance that support works in practice.

1. Map a typical workday
2. Identify high-demand tasks and travel
3. Choose two practical changes
4. Agree a trial with the manager
5. Monitor output and recovery
6. Review and adapt

Questions for the conversation

- What work outcome matters most?
- Which task, practice or environment creates the barrier?
- What has helped or made things harder before?
- Which options should be tried or assessed?
- Who will act, by when, and when will we review?

Keep it practical Record the decision, reason, action owner, target date, confidentiality agreement and review point.



Use this page to prepare or record action

Complete only the fields that are relevant. Keep personal health information secure and share it only through appropriate routes.

1. My strongest work period is:

2. The greatest energy demand is:

3. A task I can alternate is:

4. A planned recovery point is:

5. My difficult-day contact route is:

6. Review date:

Action record Decision: _____ Owner: _____ Target date:

Review date: _____ Measure of success:



Use the right route for the issue

Workplace inclusion can involve equality law, employment rights, health and safety, data protection, HR policy and medical care. One conversation may not resolve every part.

Important Call 999 for severe chest pain, severe breathing difficulty, collapse or stroke symptoms. New, marked or unexplained fatigue needs medical review.

Appropriate next steps may include

- Review the adjustment or work plan with the employee and manager
- Use HR, occupational health, health and safety or Access to Work where appropriate
- Seek medical advice for new, severe or worsening health symptoms
- Use a union, Acas, Citizens Advice or independent legal advice for employment concerns
- Call 999 for a life-threatening emergency or use NHS 111 for urgent medical help that is not an emergency

Jurisdiction Equality Act 2010 information in this resource applies to England, Scotland and Wales. Northern Ireland has separate disability-discrimination legislation and support routes.



Trusted workplace information

Use current primary guidance and obtain professional advice for the facts of an individual case.

- [1] **NHS - Living with rheumatoid arthritis.** Balancing activity, rest and health support. [Open source](#)
- [2] **Acas - Reasonable adjustments.** Making, discussing, recording and reviewing adjustments. [Open source](#)
- [3] **GOV.UK - Applying for flexible working.** Current statutory request process. [Open source](#)
- [4] **HSE - Display screen equipment.** Workstation assessment, breaks and training. [Open source](#)
- [5] **NICE NG197 - Shared decision making.** Person-centred decisions and clear information. [Open source](#)

Evidence checked: 21 August 2026. Review sooner if UK employment, equality, health or data-protection guidance changes.

Related Moore Than Arthritis workplace resources

- Talking to Your Employer About Arthritis
- Reasonable Adjustments in Practice
- Managing Pain, Fatigue and Flare-Ups at Work
- Line Manager Support Toolkit
- Workplace Accessibility Self-Assessment Toolkit

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Website: www.moorethanarthritis.co.uk

Email: info@moorethanarthritis.co.uk

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Disclaimer This resource provides general educational information and is not medical, occupational-health, employment or legal advice. Moore Than Arthritis does not determine disability status, employment rights or the reasonableness of an adjustment. Obtain advice from an appropriately qualified professional about individual circumstances.

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