



The Employee Attention Recession

and the Intent Gap it creates.

REPORT BY FRESH | MAY 2026
RESEARCH CONDUCTED BY OPINION MATTERS | APRIL 2026



In April 2026, Fresh Intranet commissioned independent research with 1,000 professionals and employees across the UK and United States, surveying both the people who create internal communications (N=500 overall, 250 - UK, 250 - US) and the people who receive them (N=500 overall, 250 - UK, 250 - US). What the data reveals is a growing gap between what organisations believe is landing and what employees are actually understanding. This is the Intent Gap; and it's wider, and more urgent, than most organisations realise.

Executive Summary

88% have used AI to summarise internal comms¹; **58%** do so regularly.

95% of employees trust AI to accurately summarise comms; vs **92% of IC professionals** fear it distorts meaning.

Only 12% read internal communications in full.

83% of employees receive too much internal content², **35%** say far too much, they can't keep up.

Implications

Most organisations are measuring reach, not understanding; creating false confidence that communications are landing.

AI-mediated interpretation is already mainstream and largely ungoverned; **only 33% of organisations** have formal monitoring in place.

The attention recession isn't an engagement problem. Employees want to engage. Volume has made it very difficult.

Actions

Subtract before you add, audit what you publish, consolidate channels, and treat attention as a finite resource.

Design content to survive mediation; structure for clarity, lead with intent, and signal what deserves full attention.

Build measurement that tracks understanding, not just delivery and start developing visibility into how content is interpreted off platform.



Introduction

Only 12% of employees read internal communications in full.

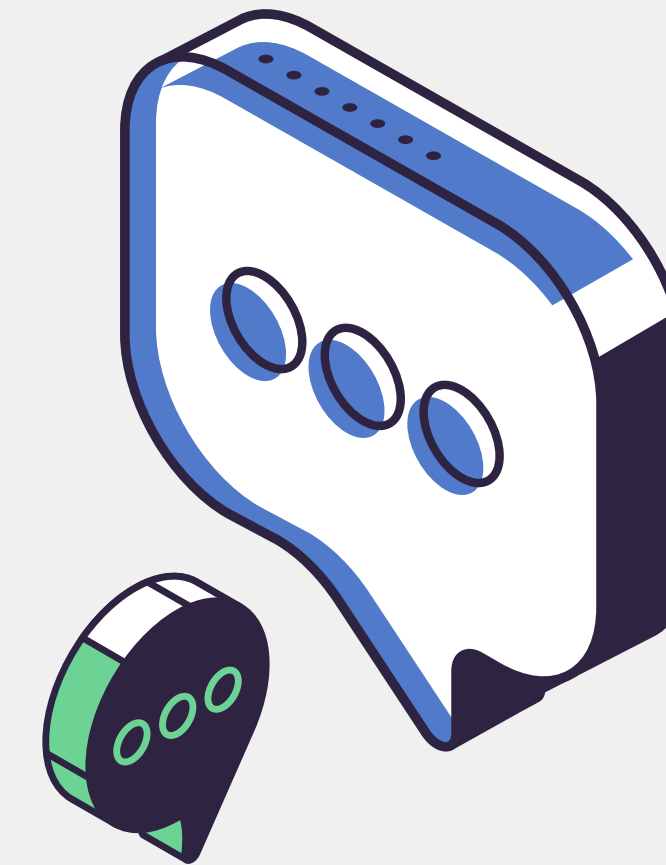
Of the rest, 70%³ are actively filtering, skimming, summarising, or increasingly handing it to an AI. A further 18% have no single thing they typically do with it. Reading in full is now the least common active response to receiving an internal communication.

This isn't a story about disengaged employees or failing communications teams. 91% of employees say internal communications feel relevant to them always or most of the time, including those who are skimming or using AI to summarise. They want to engage. The problem is simple: there is just too much content coming in for anyone to give it the attention it deserves.

What has changed, and fast, is what is happening inside the gap between sending and understanding. Employees are no longer just reading or ignoring internal communications. Increasingly, they're handing them to AI.

An AI tool summarises a company update. A Copilot digest compresses a week of announcements into three bullets. A chatbot answers a question about a policy by drawing on content that may have been through several rounds of automated reinterpretation. The communication that leaves your hands and the communication that arrives with your employees are not always the same thing.

This is the **Intent Gap**. And based on research with 1,000 professionals and employees across the UK and the United States, it's wider than most organisations realise and, as AI adoption accelerates, is likely to grow.



“Organisations have built sophisticated systems for sending internal content. What they have not built is visibility into how that content is interpreted once it leaves their owned channels.”

The central premise of this report



About this research

This report draws on two surveys conducted by **Opinion Matters in April 2026**, involving 1,000 respondents in total.

Survey A 500 employees who are influencers and decision makers for the creation, management, operation &/or distribution of their organisation's intranet / digital workspace / internal content, working in companies employing 1000+ people in the UK (N = 250) and USA (N = 250)

Survey B 500 employees who are users of their organisation's intranet / internal content working in companies employing 1000+ people in the UK (N = 250) and USA (N = 250)

Together, these two surveys give us something relatively rare in internal communications research: both sides of the conversation, at the same moment in time, on the same set of questions. What communicators believe is happening. What employees say is actually happening. The distance between those two things is the Intent Gap.

Both surveys guaranteed a minimum of 50 respondents per sector across Professional Services (excluding legal), Financial Services, and Legal Services, with natural fallout across all other industries.

A note on frontline workers appears later in this report. The surveys weren't designed with frontline populations as a primary audience, but the data captured a cohort of 92 frontline and deskless workers whose responses contained signals worth noting.

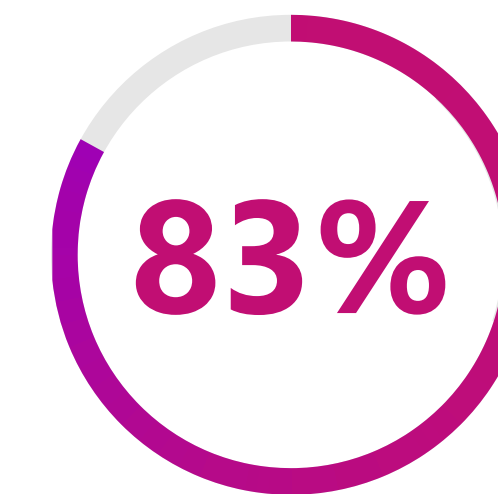
A note on interpretation: the findings in this report are drawn from surveys of 1,000 professionals and employees. They are designed to be indicative rather than definitive, and to surface patterns and tensions worth exploring rather than to establish precise benchmarks. Where we draw broader conclusions, we do so on the basis of the data combined with the wider body of evidence in the field. Survey respondents were recruited from Opinion Matters' research panels, a factor that may mean digitally active employees are somewhat over-represented relative to the broader workforce population.

The Attention Recession

The biggest factor in whether an employee reads an internal communication isn't who wrote it (22%), how well it was designed (engaging format (video, infographic, well-designed, 26%), or how important the subject matter is / whether it seemed directly relevant to me (25%). It's how many other internal communications they have received recently (30%).



That finding from our employee survey points to something important about the environment internal communications operates in today. Attention isn't just in short supply. It's rationed, protected, and actively managed by the people you are trying to reach.



of employees say they receive too much internal content²



say "far too much, I can't keep up"

These aren't edge cases or disengaged outliers. They are the majority of the workforce. Our findings align with [Gallagher's 2026 State of the Sector](#), which found the same proportion of IC professionals identify overload as a growing problem. Two independent surveys, two sides of the conversation, the same number. The volume crisis is real, recognised, and not going away.



What happens after you hit send

Our employee survey asked: when you receive an internal communication, what do you typically do?

Only 12% read in full. One in five (20%) reads only if the content seems directly relevant to their role. One in five (20%) is also increasingly using an AI tool to summarise it. 18% have nothing that they typically do with it. 13% only engage if their manager flagged it.



12% of employees read internal communications in full, the least common active response

These are rational, adaptive responses to an environment of persistent overload. When the volume of incoming information exceeds what can meaningfully be processed, people develop filters. They decide, often quickly and unconsciously, what deserves full attention and what can be skimmed, summarised, or set aside.

Importantly, 91%⁴ of employees say internal communications feel relevant to them always or most of the time, and 72% say they need to read or act on most or all of what they receive. The attention recession isn't an engagement problem. It's a volume problem. Employees are filtering content they would otherwise want to read, because the volume has left them no other option.

The question this creates for communicators is structural: if only 12% are reading in full, what do the other 88% actually understand and is that close enough to what you intended?

Why communications get skipped

Three reasons dominate. The most common is volume fatigue (18%): too many communications recently, and this one didn't clear the threshold. The second is delegation: the assumption that a manager, colleague, or the grapevine would flag it if it really mattered (15%). Third is pre-emption: the employee had already encountered the information elsewhere (13%).

In each case, the employee has outsourced the decision about what matters. Worth noting: colleagues are the top or near-top discovery channel across all three content types in our survey. The informal network carries significant distribution weight that organisations have no visibility into or governance over. The AI interpretation layer isn't the only unmonitored one.

This is where the Intent Gap begins, not at the point of sending, but at the point of filtering. As those filters become more automated and more trusted, the distance between what you publish and what people understand grows.



What makes an employee actually read something

We asked 500 employees to identify what most influences whether they read an internal communication in full, rather than skimming or skipping it. They could select up to three factors. The results are telling, not because any single driver dominates, but because of how evenly they cluster, and what that pattern reveals about the decision employees are making.

The top-ranked factor, cited by 30% of respondents, was recent volume: the cumulative weight of communications received before this one arrives. Employees aren't evaluating each message in isolation. They're managing a running total, and every new communication is assessed against that context. This isn't a content problem. It's a congestion problem; and it sits largely outside the control of the individual communicator.



The single biggest influence on whether an employee reads in full isn't the content, the sender, or the format - it's how many other communications arrived before it

Close behind, 28% cited personal stakes; whether the communication was about something that could affect their role, pay or benefits. This is the clearest signal of genuine attention: employees will read when the content has a direct consequence for them. When it doesn't the bar for full readership rises sharply.

Format came third at 26%, with employees citing engaging design, video and infographics as meaningful factors in whether they read in full. Length and brevity came fourth at 26%, notably almost as influential as personal relevance, and considerably more actionable for communicators than changing the subject matter itself.

A relevant subject line or headline landed at 25%, a reminder that readership decisions are frequently made before the content is ever opened. Who sent the communication mattered to 22% with named senders, particularly senior leaders, more likely to prompt full readership than a generic comms team attribution.

And manager endorsement, where a manager had flagged or discussed a communication, was cited by 20%; the lowest individual driver, but the one with the clearest organisational lever attached to it.

What the data shows, when read as a whole, is that full readership isn't primarily a function of content quality. It's a function of context. Volume, timing, perceived stakes and format are all factors that act on the reader before they have assessed whether the communication itself is worth their time. The most effective communications aren't the ones that try to capture the most attention. They're the ones that earn it by being genuinely necessary, clearly structured, and honest about what they're asking the reader to do.

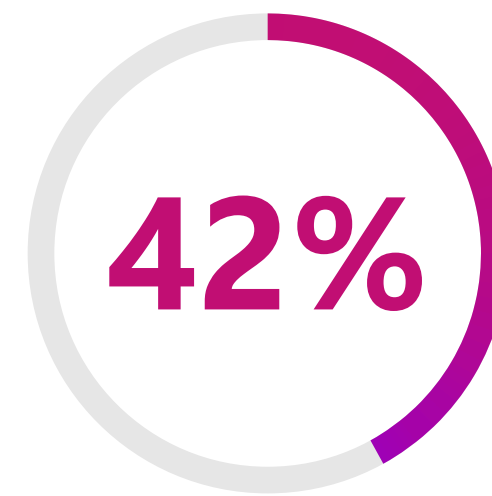


The Confidence Gap

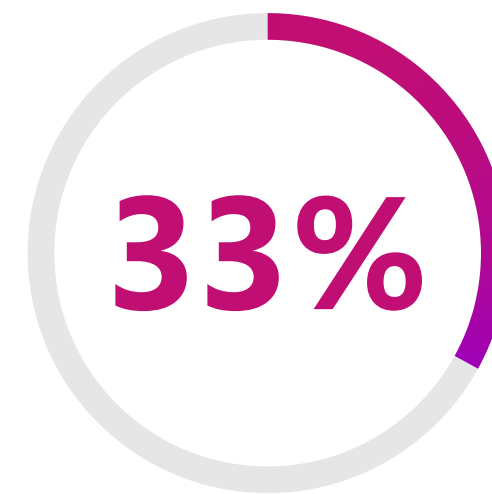
Ask most internal communicators how their content is performing and you will get a confident answer. Ask them how they know, and the confidence tends to shift.

When measurement is imprecise, when the tools available tell you more about reach than understanding, belief naturally fills the gap. The belief, broadly, is that things are working. The content is landing. Employees are getting the message.

Our research suggests a more complicated picture.



42%
of IC professionals believe their communications land well, but have limited evidence



33%
have strong evidence that content is understood as intended but the majority are operating on confidence, not confirmation

Nearly a fifth (16%) honestly say they don't know how their content is interpreted once published. A further 8% suspect a gap but haven't quantified it. Roughly two thirds (67%) of the professionals in our survey are operating without reliable visibility into whether their communications are working.

When the confidence gap goes unaddressed, the cost is organisational. Strategic communications that don't land create misalignment; teams pursuing different priorities based on different understandings of the same message. Change programmes stall when the rationale didn't survive the summary. Leadership credibility erodes when employees sense a gap between what is said and what is meant. These aren't communications problems. They're operational risks, and they compound quietly over time.



The measurement problem underneath the confidence

The most common measurement approaches are employee surveys and pulse checks (40%), engagement metrics like likes and comments (35%), AI-generated summaries and dashboards (35%), anecdotal manager feedback (34%), and intranet analytics (33%).

Notice what is missing. Direct measurement of whether content was understood. Any visibility into how content performs once it has been reinterpreted by AI or shared informally. This is consistent with the wider field: Gallagher's 2026 data found 70% of IC professionals are still measuring outputs rather than outcomes, a pattern our research reflects. When your primary signal is whether someone opened something rather than whether they understood it, it's rational to be confident. There is limited data pointing the other way.

"70% of IC professionals are stuck tracking basic output metrics — clicks, opens, page views. Only 12% are measuring business impact."

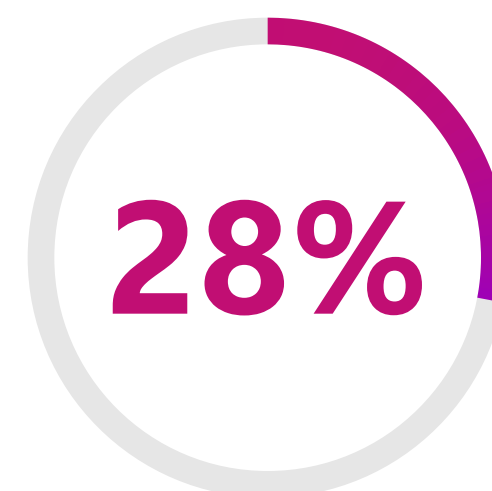
Gallagher Employee Communications Report 2026

A measurement paradox worth naming

35% of IC professionals rely on AI-generated summaries or dashboards as a measurement mechanism, the joint second most common approach. At the same time, 92%⁶ are concerned that AI summaries distort the intended meaning of their content. The tool generating their measurement data is the same tool they worry is corrupting their content. That tension is worth naming clearly because until we do, it's very hard to design around it.

What employees tell us

Only 24% of employees feel they need all of the communications they receive. 48% need most. 22% need about half. More than a quarter (28%)⁵ feel they need half or fewer; not because it's bad, but because it doesn't belong with them. The gap isn't about quality. It's about calibration.



of employees feel they need half or fewer of the communications they receive⁵

⁵ Combines 'About half of them' and 'Very few of them' options

⁶ Combines 'Very concerned' and 'Somewhat concerned' options



The AI Visibility Gap

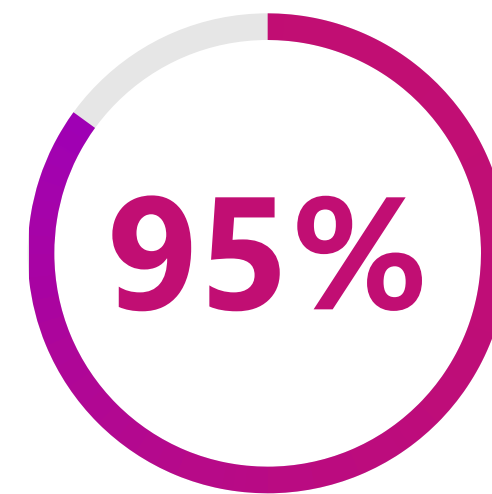
In 2024, internal communicators were asking whether employees might start using AI to summarise their content. In 2026, that question has been answered.

The vast majority already have (88%)¹. And the organisations responsible for creating that content have, in most cases, no formal visibility into how it's being reinterpreted. This is the AI Visibility Gap and it sits at the heart of the Intent Gap.

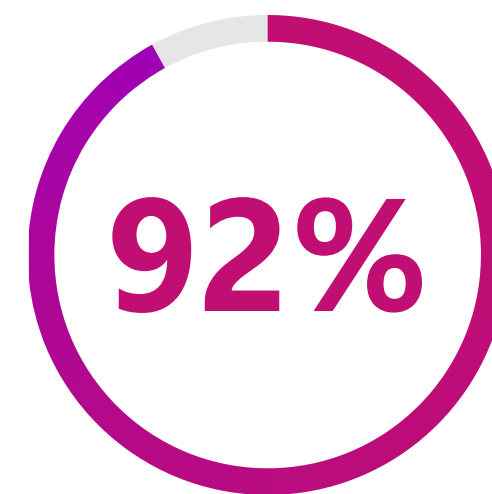
To be clear: this is a visibility narrative, not a fear narrative. AI tools are genuinely useful; they reduce cognitive load, surface information quickly, and help employees stay oriented under persistent overload. The intent gap isn't created by AI, it's revealed by it.

The central paradox

Our two surveys returned a pair of numbers that deserve to sit next to each other.



95% of employees are confident that AI accurately captures the key points of their internal communications⁷

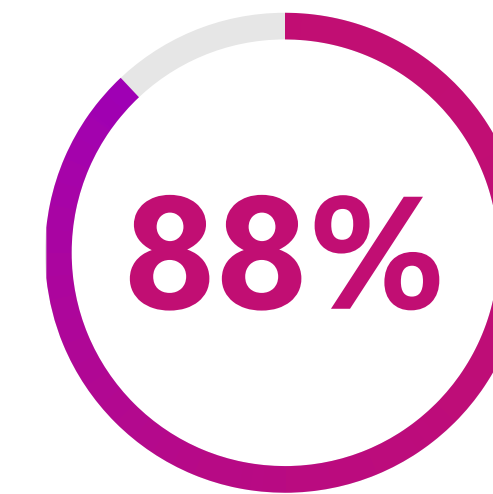


92% of IC professionals are concerned that AI-generated summaries will distort the intended meaning or tone⁶

These questions aren't identical; one asks about accuracy of key points, the other about distortion of meaning and tone. What makes the contrast significant isn't a simple contradiction but a shared blind spot: both groups are operating on assumptions the other cannot easily verify. Neither has reliable visibility into what happens between sending and understanding.

⁷ Combines 'Very confident' and 'Somewhat confident' options

The scale of employee AI adoption



88% of employees have used AI to summarise or interpret internal communications and 58% do so regularly¹

For more than half of the workforce in our survey, AI-mediated consumption of internal content has become part of how work gets done. It isn't experimental or the habit of a tech-savvy minority. It's mainstream. When asked what they do with internal communications, 20% say they use an AI tool to summarise it; above skimming (16%), ignoring unless flagged (13%), and reading in full (12%). AI summarisation is now more common than reading in full.

(The 88% figure cited earlier reflects cumulative adoption; employees who have used AI for this purpose at some point. The 20% reflects typical behaviour per communication: what an employee does when a specific message arrives. Both figures are significant; they're measuring different things.)



AI as a discovery channel

The shift goes beyond summarisation. In our sample, AI-generated summaries were the most commonly cited discovery channel for company news; cited by 28% of employees, above the company intranet (25%), above email from leadership (21%), above Teams notifications (24%). Employees aren't just using AI to compress content they have already decided to read. A significant number are using it to decide what is worth reading in the first place.



28% of employees in our sample named AI-generated summaries as their most common way of discovering company news; ahead of the intranet, email, and word of mouth

If the first encounter with a piece of content is an AI summary, the intranet's role as primary source of record is being mediated before the employee even arrives there. Content that depends on full context, emotional register, or careful phrasing may arrive with employees in a form that loses something important in compression.

Professional awareness: high. Governance: lagging.

98.6%⁸ of IC professionals are aware that employees are using AI to summarise internal content. 57% describe themselves as fully aware. Awareness, however, has not translated into governance.

"75% of IC functions are still at the experimental or reactive stage of AI adoption. Those operating with formal AI governance are 10 times more likely to reach enabled maturity."

Gallagher Employee Communications Report 2026



33% of organisations actively monitor how employees consume content outside owned channels, with formal policies in place

The large majority know AI-mediated consumption is happening but don't yet have structured ways to understand it, respond to it, or design for it. Our governance finding (that only 33% of organisations have formal monitoring in place) sits alongside Gallagher's 2026 data, which found 75% of IC functions still at reactive or experimental stages of AI adoption. The pattern is consistent across both surveys, that most are still working out how to use AI for drafting, let alone how to govern what AI does to their content when employees use it.

A further 37% monitor informally. 20% would like to but don't. 2% weren't aware this was even possible.



What professionals are most worried about

The concerns IC professionals raise about AI-mediated interpretation cluster around three themes. That carefully crafted content may arrive differently than designed, with meaning or emphasis shifted in compression. That AI summaries flatten urgency or elevate something peripheral, misrepresenting what actually matters. And that the cumulative effect of employees consistently encountering reinterpreted communications erodes trust over time.

Only 7.6%⁹ are unconcerned. This near-universal concern coexists with near-universal awareness that the behaviour is already happening at scale. The question is no longer whether to engage with AI-mediated interpretation. It's how to design for a world where it's the norm.

The UK and US show some interesting differences. When asked how concerned they're that AI-generated summaries could distort the intended meaning or tone of internal communications, US professionals express higher concern; 97.6%⁷ compared to 87.2%⁷ in the UK. Both figures are striking, and the gap likely reflects how rapidly AI adoption is moving in US organisations right now.

Confidence follows a similar pattern. When asked which statement best describes how well their internal communications are understood by employees, only 26.8% of US respondents said they have strong evidence that content lands as intended, compared to 38.8% in the UK. US IC professionals aren't only more concerned about AI distortion, they're also working from a less certain foundation.

What unites both groups is perhaps more telling: the most common response on both sides was “we believe it lands well but have limited evidence”, 45.2% in the US and 38.8% in the UK.

The intent is there. The visibility, less so. That's the gap this report sets out to explore.



Leadership, Maturity and the Goldilocks Syndrome

Closing the Intent Gap requires more than better content. It requires better conditions. And for many organisations, the structural conditions are making the gap harder to close, not easier.

Two themes emerge. The first is a leadership absence that quietly undermines everything the IC function produces. The second is a pattern of fragmentation, too many problems, too many channels, too many demands that makes it impossible to solve anything decisively. We call this the Goldilocks Syndrome.

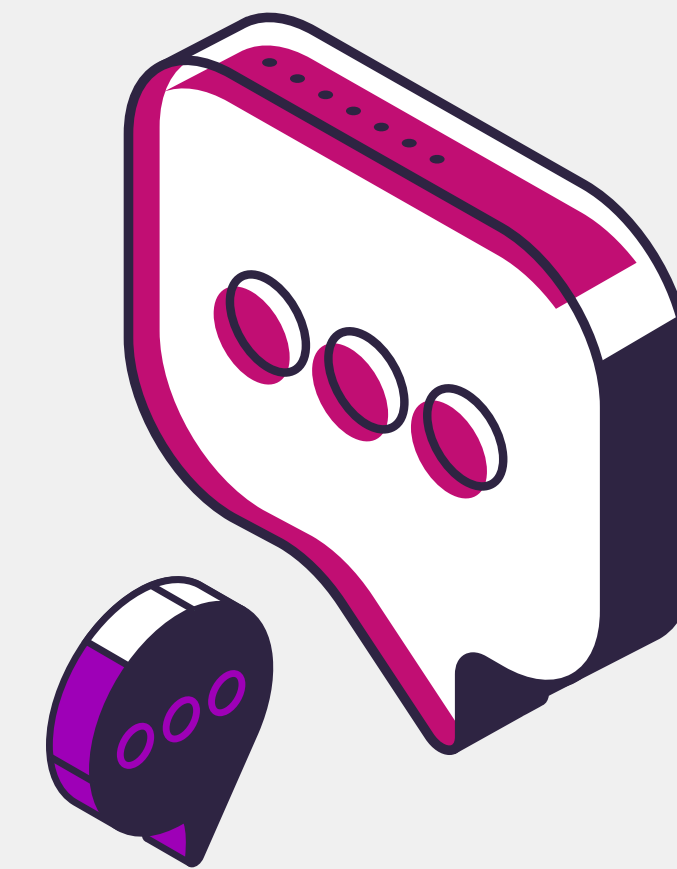
The leadership blind spot

Only 27% of leaders globally actively shape messaging and are visible in communications. 40% approve content but delegate execution entirely. 23% are largely absent. Almost 1 in 10 (9%) are totally absent.

1 in 3 (32%) organisations have leadership largely or totally absent from internal communications¹⁰

Leadership absence creates a signal problem. Employees cite the sender as a meaningful factor in whether they read something in full (22%). Content from a named, visible leader carries different weight than content from a generic comms sender. This isn't a blame narrative; it's a structural blind spot the data makes visible.

The manager layer compounds it. Gallagher found that 87% of IC professionals identify manager communications capability as a moderate or significant risk, the single biggest perceived risk to communications objectives. Yet fewer than 1 in 4 organisations provide manager toolkits to support it. The channel employees most trust receives the least structural support.



"87% of IC professionals say manager effectiveness is a risk to their communications goals. Only 21% provide toolkits to support managers in that role."

Gallagher Employee Communications Report 2026

¹⁰ Combines 'Leadership is largely absent from internal communications' and 'Leadership is totally absent from internal communications' options



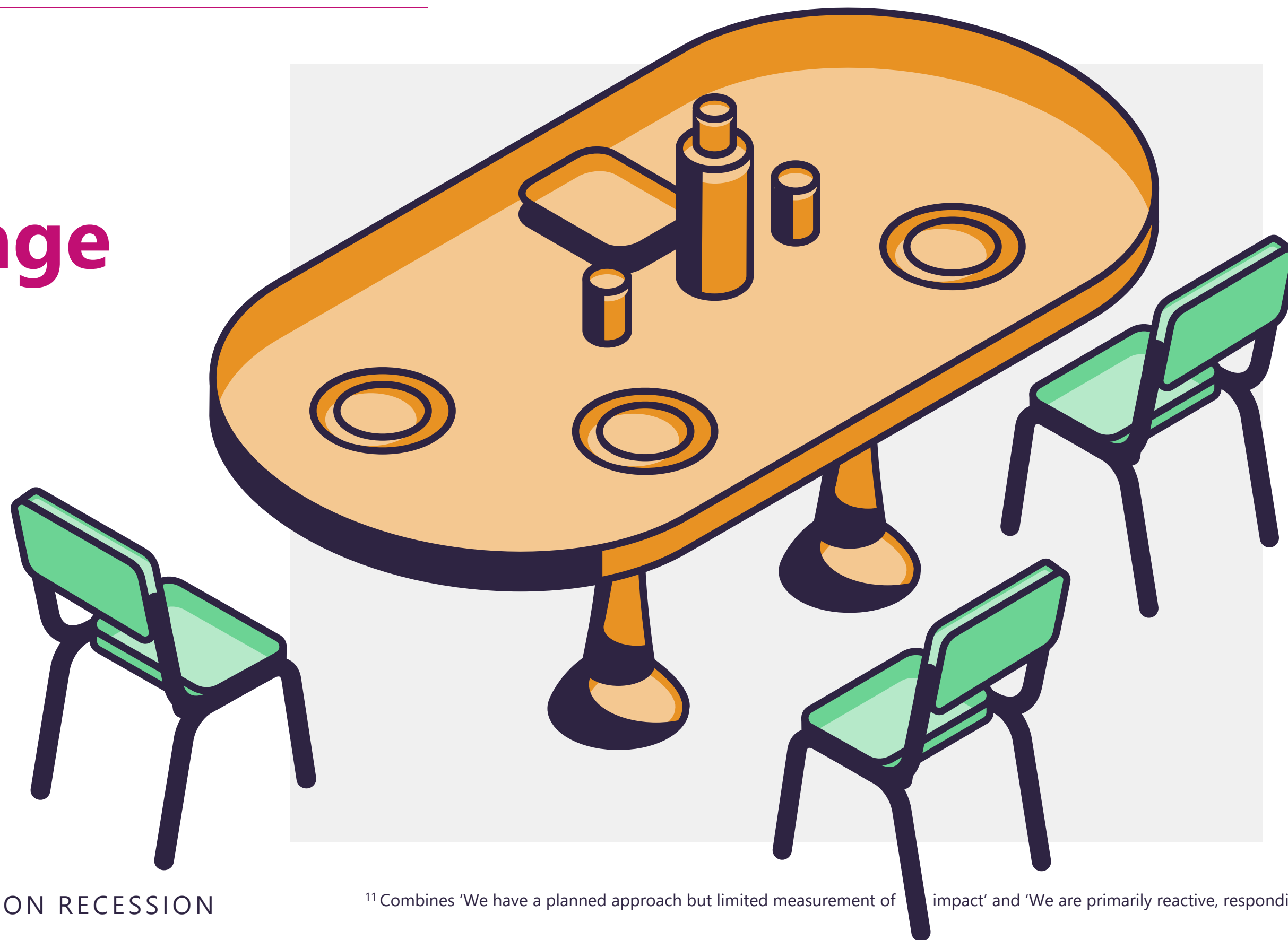
The Goldilocks Syndrome

One of the most revealing patterns in our data is what doesn't appear: a single dominant challenge the profession could focus on solving. We asked IC professionals to identify their biggest communications challenges. The top ten responses all scored between 20% and 26%.

2.6 percentage points

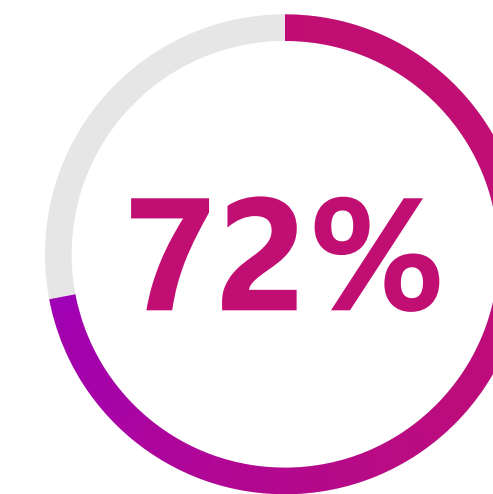
separates the top 6 internal communications challenges, nothing dominates, everything is slightly wrong at once

We call this the **Goldilocks Syndrome**. Too many channels, but not the right ones. Too much content, but not the relevant content. Every parameter slightly off, simultaneously, with no single lever to pull. The way out isn't to fix everything at once. It's to accept that addition is the wrong instinct. Before you build anything new, audit what you already publish. Before you open another channel, close the ones that aren't working. Subtract before you add.



The maturity picture

41% describe their function as having a planned approach but limited measurement. 31% are primarily reactive. Only 23% have a mature defined strategy. Just 5% are truly advanced, using data to continuously optimise.



of IC functions are either planned-but-limited or primarily reactive, only 5% describe themselves as advanced and data-driven¹¹

Gallagher found that 73% of IC professionals aspire to operate as strategic consultancies, but only 18% say that is currently their reality. Closing the Intent Gap requires sustained strategic effort: measurement beyond reach, AI governance, structured feedback on whether communications are understood. These aren't tasks reactive teams can easily prioritise, however talented the individuals involved.

¹¹Combines 'We have a planned approach but limited measurement of impact' and 'We are primarily reactive, responding to events and requests as they arise' options



The Human Judgement Premium

The professionals in our survey aren't anti-AI. They're anti-distortion. And their instinct about where the greatest distortion risk lies is remarkably consistent.

When we asked which areas of internal communications are most reliant on human judgement, the answers clustered clearly around content that is sensitive, significant, and human.

The defended territories

Five areas came out clearly ahead. Employee wellbeing communications (37%). DEI messaging (37%). Cultural and tone-of-voice decisions (35%). Leadership messaging and narratives (35%). Change management communications (32%).

The top 5 areas where IC professionals say human judgement is non-negotiable: employee wellbeing, DEI messaging, cultural tone, leadership narratives, change communications.

These represent the content types where the gap between what is said and what is understood carries the highest human cost. A poorly reinterpreted policy update is an inconvenience. A poorly mediated wellbeing communication (one that strips emotional context from a message about mental health support) can cause real harm.

What this means for how you design content

Content most vulnerable in compression tends to rely on tone as well as words. An AI summarising a change management communication may accurately capture the what, the timeline, the action required while losing the why: the reassurance, the acknowledgement of difficulty, the signal that the organisation understands the impact.

Designing for mediation means leading with the most important thing, making emotional register explicit rather than implicit, and using structure to signal what should not be summarised away. This isn't a response to AI. It's good communications practice, made more urgent by the AI context.

High-stakes communications should carry an explicit signal: this deserves your full attention. Employees making rational choices under pressure will respect that signal. Give them a good reason to override the default filter and most of them will.



Three Design Levers

The data in this report doesn't point to a crisis requiring a revolution. It points to a gap that requires design. The organisations that will close the Intent Gap aren't necessarily the ones sending better emails. They're the ones rethinking how communications are structured, sequenced, and built to survive the way employees actually encounter them today.

Three principles emerge from the research. They're not a complete prescription. But they offer a direction of travel the data supports clearly.

Design lever 1: Subtraction is strategic

Adding more: more channels, more campaigns, more content, more formats, doesn't improve communications effectiveness in an attention-constrained environment. This follows directly from the data: 30% of employees cite recent volume as the single biggest factor in whether they read something at all. Above relevance, format (26%), sender (22%), and subject line (25%). The problem communicators are trying to solve with more content is, in part, being caused by it. It compounds the problem. Gallagher's 2026 data shows that organisations communicating at high volume see a 24% increase in audience burnout risk and a 30% increase in leadership trust risk compared to those communicating at medium volume. More, without greater precision, makes things worse.

Subtraction means being deliberate about what gets published. Auditing channels and consolidating where possible. Sequencing major communications rather than layering them. Treating every piece of content as a bid for a finite resource (employee attention) and asking honestly whether it earns that bid.

It also means saying no. The ability to push back on requests that add to overload rather than cutting through is one of the most valued capabilities of an IC function and most credible when grounded in data. This report is designed to be part of that evidence base.



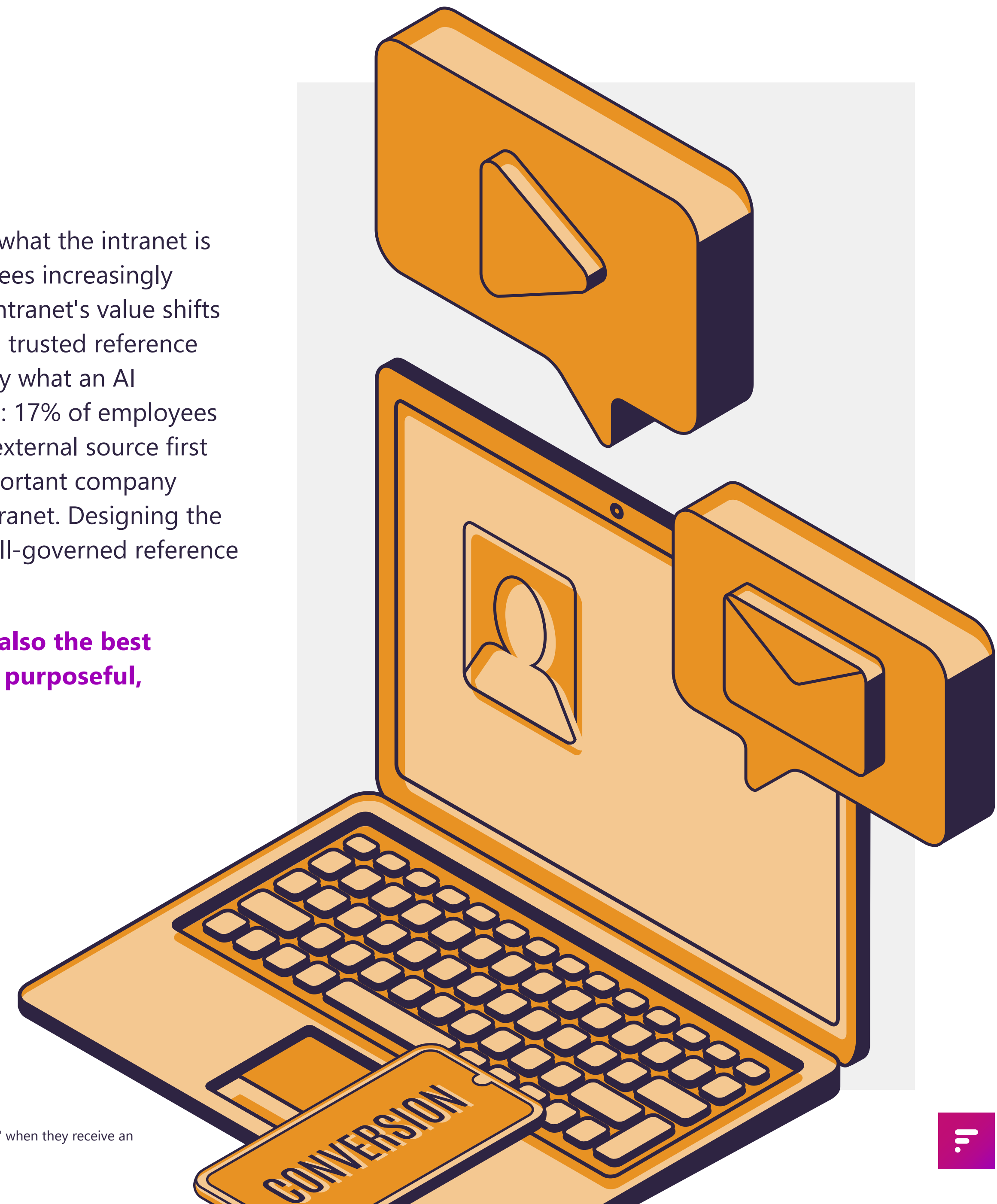
Design lever 2: Build for mediation

Content published today will, for a significant proportion of employees, first encounter human attention as an AI summary. Our data puts that proportion at roughly 20%¹² for any given communication, and for the 58% of employees who use AI regularly, that figure will be considerably higher. Designing for mediation isn't a future consideration. It is a present one. The question isn't whether to accept this, but how to design for it.

Content that survives mediation well puts its most important information first. It makes intent explicit rather than relying on inferred tone. It uses clear hierarchy so that a summarising algorithm (or a skim-reading employee) can identify what matters most without reading everything.

There is a broader implication for what the intranet is for in a mediated world. If employees increasingly discover content through AI, the intranet's value shifts from primary discovery channel to trusted reference point; the place people go to verify what an AI summary told them. Worth noting: 17% of employees in our survey go to Google or an external source first when trying to understand an important company update, ahead of the company intranet. Designing the intranet as a credible, findable, well-governed reference resource is the right ambition.

The best AI-resilient content is also the best human-readable content: clear, purposeful, structured with care.



Design lever 3: Govern interpretation, not just publication

98.6%⁹ of professionals know employees are using AI to interpret their content. Only 33% have any formal policies for monitoring it. That gap (near-universal awareness, minimal governance) is the most structurally significant finding in this report. It's also the most actionable. Awareness exists. The translation into practice has not yet followed. Interpretation governance means building visibility into the post-publication journey. Understanding which content types are most at risk, measuring understanding rather than reach, creating signals for employees about what deserves full attention, and building feedback mechanisms that tell you whether the intended message actually landed.

This is new territory. The tools and processes needed to govern interpretation at scale are still being developed. The absence of an established playbook isn't a reason to wait. It's a reason to start now, while the gap between awareness and governance is still closeable.

The organisations that will navigate the AI-mediated communications landscape most confidently aren't the ones that resist it. They're the ones that understand it well enough to design for it.

The future of internal communications isn't about publishing better content. It's about governing how that content is understood.

"Governing how content is understood isn't a new ambition for internal communications, it's the original one. AI has made it urgent again."

A signal worth watching: frontline workers

The surveys in this report were designed primarily for desk-based and hybrid knowledge workers, Fresh's core audience. Survey B captured 92 frontline and deskless workers as natural fallout. The sample is too small for confident claims, and we're not making any. But three patterns are consistent enough to be worth naming.

- Frontline workers report the highest volume overwhelm of any group in our data, 89%² say they receive too much, 45% say far too much.
- AI adoption was higher than expected at 79%¹, with 59% using it regularly.
- Confidence in AI accuracy sits slightly lower than office-based workers but remains high at 90%⁸.

The important caveat: panel-recruited frontline respondents are digitally connected by definition. The nurse on a twelve-hour shift without a corporate device isn't in this data. These are signals from a connected subset, not findings for the full frontline workforce.

The frontline communications challenge is a research question in its own right. These numbers suggest it deserves one.



About Fresh

The research in this report describes a problem we know well. Most organisations facing the challenges it surfaces don't need a new intranet; they need the one they already have to work better.

The Goldilocks Syndrome is a pattern we recognise from working with organisations across the UK, Europe, and North America. The instinct when something isn't working is to add something new. That instinct tends to compound the problem. Most organisations already have SharePoint. Most aren't getting as much from it as they could.

Fresh is a multi-award-winning intranet platform built natively on SharePoint, part of Advania UK. We make SharePoint work as a governed, well-designed, genuinely useful intranet at a cost and IT alignment advantage that standalone SaaS products rarely match.

At the heart of what we do is Fresh Logic: the architecture that defines a clear intranet boundary within SharePoint. Without it, SharePoint sprawls. Content ownership blurs. Search returns results from across an ungoverned environment. Employees stop trusting it as a source of record.

Fresh Logic gives the intranet a defined shape: clear ownership, scalable structure, content that stays current. Search improves. Analytics improve. Governance becomes possible.

The AI challenge this report describes has a structural dimension that sits upstream of communications strategy. The quality of AI-generated summaries isn't just a function of how good the AI is, it's a function of how good the source material is. Stale content, unclear ownership, and blurred intranet boundaries produce unreliable summaries. That's a concrete operational risk: decisions made on misunderstood policy, change programmes that stall because the rationale didn't survive compression. Governance, in other words, isn't just an IT concern. It's where the intent gap begins.

If the findings in this report resonate and you'd like to talk about what they mean in practice for your organisation, we'd be glad to hear from you.

Get in touch with our team here.



Methodology

Survey A — Internal Communications Professionals: 500 respondents who are influencers and decision makers for the creation, management, operation and/or distribution of their organisation's intranet, digital workspace, or internal content. All respondents work in organisations employing 1,000+ people across the UK (N=250) and the United States (N=250). Guaranteed minimum of 50 respondents per sector across Professional Services (excluding legal), Financial Services, and Legal Services. Remaining industry sectors: natural fallout.

Survey B — Intranet & Internal Content Users: 500 employees who are users of their organisation's intranet or internal content. Same organisation size and geography criteria as Survey A. Guaranteed minimum of 50 respondents per sector from the same three industries. Remaining sectors: natural fallout.

Both surveys conducted by Opinion Matters in April 2026. As with all panel-based research, digitally active employees are likely somewhat over-represented relative to the broader workforce population, particularly relevant when reading AI adoption figures. The findings are designed to be directional and indicative: patterns and tensions worth exploring, not precise benchmarks. We believe they're robust enough to act on. We also believe the full picture, when more representative samples become available, is likely to be more striking, not less.

Third-party context: Where referenced, Gallagher Employee Communications Report 2026 data draws on 1,300+ comms and HR professionals globally, surveyed November 2025. All Gallagher findings used with appropriate attribution.

A note on sample composition: Respondents recruited through online research panels are likely to be more digitally active than the broader workforce population. AI adoption figures in particular should be read as indicative rather than as precise measures of universal workforce behaviour. The findings are designed to surface directional patterns and tensions worth exploring, not to establish definitive benchmarks.

