

thrive law

where people matter



Thrive Law Summit 2025: Creating Accessible & Inclusive Futures

Join the conversation: #ThriveSummit2025



Welcome



I am excited to welcome you to the Thrive Law Summit 2025: Creating Accessible & Inclusive Futures. It is a privilege to gather with so many forward-thinking leaders, innovators, and changemakers who share a commitment to building workplaces where everyone can truly thrive. Thank you for joining us for what promises to be a day full of connection, challenge, and inspiration.

This year's programme has been designed with intention. From the moment you arrive for coffee, registration, and networking, we hope you feel part of a community, a space where open conversation and diverse perspectives are valued. Throughout the day, you'll hear from trailblazers at the forefront of inclusion, with TED-style talks addressing gender identity and allyship, the realities of parental transitions at work, and inclusive employment in action through the work of CATCH.

We're also pleased to bring you a comprehensive employment law update from our legal experts, equipping you with the latest insights for 2025–2026. Later, our Accessibility in Focus session and Chair Yoga wellbeing reset offer the chance to pause, reflect, and reconnect with yourself and others. You will also hear from me, alongside Jess Meredith, on how to embed neuroinclusion in practice and empower every mind to flourish at work.

This afternoon's interactive roundtable discussions offer a rare opportunity to explore key themes in depth, from digital innovation in workplace benefits, to inclusive approaches to parenthood, neuroinclusion strategies that work, and navigating the complexities of gender-critical beliefs in the workplace following the recent Supreme Court ruling. We encourage you to participate wholeheartedly; the value of today lies in the ideas and experiences you bring to the table.

At Thrive Law, accessibility is not an afterthought, it is a core principle. Today's event includes a dedicated sensory room and a commitment to ensuring all attendees feel comfortable and able to engage fully. With more than 100 senior decision-makers here, across legal, HR, ED&I, L&D, technology and beyond, this is a powerful opportunity to collaborate, influence, and shape the workplaces of tomorrow.

I would also like to acknowledge our charity partner, CATCH Leeds. Their work to empower young people and strengthen local communities deeply aligns with our values, and we are proud that all proceeds from today's event will support their vital programmes.

As we close the day with time for reflection, goal-setting, and relaxed networking, I hope you leave feeling informed, energised, and ready to initiate meaningful change within your organisation and beyond.

Thank you for being part of the change and have a super day!
Jodie Hill – Founder & Managing Partner, Thrive Law

Agenda

09:20 – 10:00: Welcome Coffee, Registration & Networking

Ease into the day with coffee, conversation, and connection. Meet fellow professionals passionate about inclusion and wellbeing at work.

10:00 – 10:15: Opening Remarks

A warm welcome from the Thrive Law team – find your seats, relax and prepare for a day of insight, inspiration, and action.

10:15 – 10:45: TED-Style Talks: Voices Driving Change

Three powerful, bite-sized talks from trailblazers challenging the status quo: **Oscar Davies:** Gender identity and allyship **Charlotte Speak:** The truth about parental transitions at work **CATCH:** Inclusive employment in action.

10:45 – 11:15: Employment Law Update: What You Need to Know for 2025–2026

Our legal experts **Tom Stenner-Evans**, **Ashmina Raghwani**, share the latest developments and trends shaping the workplace and what employers must do to stay ahead.

11:15 – 11:35: Morning Break

Grab a drink, make new connections, and continue the conversation.

11:35 – 11:45: Accessibility in Focus

Alicia Collinson will deliver a short, impactful and interactive spotlight session on making accessibility and inclusion everyone's business.

11:45 – 12:00: Mindful Movement: Chair Yoga for Busy Professionals

A wellbeing reset – no experience required! Stretch, breathe, and refocus before the next session.

12:00 – 12:30: Neuroinclusion in Practice

Jodie Hill and **Jess Meredith** will explore how to create truly neuroinclusive workplaces that empower every mind to thrive giving you the tools to take action.

12:30 – 01:30: Lunch & Networking

Enjoy a delicious lunch and continue building meaningful connections.

01:30 – 02:55: Interactive Roundtable Discussions

Join a series of focused conversations led by industry experts:

Epassi: Transforming access to workplace benefits through digital innovation.

Charlotte Speak: How to create inclusive workplaces for all routes to parenthood.

Thriiver & Jodie Hill: Real-world neuroinclusion strategies that work.

Oscar Davies: The bathroom test for inclusion.

02:55 – 03:10: Reflection & Closing Remarks

Take a mindful moment to reflect on key takeaways and set your own inclusion and wellbeing goals for 2026.

03:10 – 03:45: Networking & Informal Wrap-Up

End the day with relaxed networking – share insights, ideas, and plans for future collaboration.

Join the conversation: [#ThriveSummit2025](#) | [@Thrive_Law](#)





Jodie Hill
Founder and Managing Partner, Thrive Law

Jodie Hill is a neurodivergent solicitor, ED&I consultant, training provider, author, and campaigner, who is passionate about employment law, mental health and wellbeing, equality, diversity and inclusion (ED&I) and neurodiversity. Jodie qualified as a barrister and was called to the bar in 2010 and later cross-qualified to become a solicitor in 2013. Her mental breakdown in 2017, which she now calls her "mental breakthrough," Jodie founded Thrive Law in 2018, the first UK law firm with wellbeing and mental health at its core.



Today, Thrive Law, based in Leeds with teams in London and the Southwest, offers employment law support, HR services, Training, Commercial Law & Data, Coaching and Strategic Consultancy, both nationally and internationally with an aim to creating neuroinclusive environments where everyone can be their truest selves.

Recognised by the SRA, The Law Society, and ACAS, Jodie has received numerous prestigious awards for contributions to mental health, wellbeing, ED&I and social mobility in addition to the accomplishments of Thrive Law for excellence in employment law. Jodie is a frequent media contributor on platforms like Sky News and BBC, she is also a sought-after speaker at conferences on law, HR, and neurodiversity, known for her engaging style and ability to simplify complex topics.

Jodie is proudly neurodivergent; and she embraces it. She's a big fan of dopamine dressing and is rarely without one of her quirky fidget toys.



Oscar Davies
Barrister, Garden Court Chambers

Oscar Davies (they/them) is Tier 1 'rising star' barrister at Garden Court Chambers and the first publicly recognised non-binary barrister. Oscar has just won the King's College London Distinguished Alumni 'Changemaker of the Year' 2025 award for their advocacy on trans and non-binary rights. In 2024, Oscar was named LGBTQ+ Champion of the Year at the Legal 500 ESG Awards.



Oscar is a sought out speaker and advocate specialising in discrimination, education, employment, and human rights law. Oscar had been a leading voice following the Supreme Court For Women Scotland judgment in their articles and videos that have gone viral. They are a published author on trans rights and legal recognition, and regularly speak on panels, podcasts, and legal trainings about inclusion and justice. Their forthcoming book explores how law can evolve to recognise everyone, not just those who fit into binary categories.





Charlotte Speak
Founder, Power of the Parent

Charlotte Speak is a Parental Support Consultant and Coach, a mum of two, devourer of books, and a theme park enthusiast with a keen eye for the very best rollercoasters.

She founded Power of the Parent® in 2018 after navigating her own less-than-stellar experience of becoming a parent in the workplace – a chapter that not only reshaped her career but also fuelled her determination to make change happen. What began as a personal frustration quickly became a professional mission: to challenge outdated systems, dismantle unhelpful stereotypes, and create workplaces where parents and carers can thrive without compromise.

At the heart of Charlotte's work sit two big beliefs: first, that we don't stop developing if we have a family, and second, that parental support is never about 'special treatment'. It's about fairness, opportunity, and enabling organisations to get the very best from everyone.

Today, Charlotte leads a small but mighty team, each bringing specialist skills and lived experience. Together, they partner with businesses ready to attract, retain, and develop brilliant people who happen to also be parents or carers. With a mix of strategic design, practical workshops, and courageous conversations, Power of the Parent® delivers support that is flexible, impactful, and genuinely transformative.

Because who wouldn't want a workplace where people and business can truly thrive?



CATCH, Leeds
Charity Partner

CATCH is a registered charity in Leeds built through the dedication of an incredible team of volunteers, staff, and partners. Since its founding, CATCH has grown into a vital community hub, providing young people with opportunities in skill-building, volunteering, and education to help tackle challenges such as school exclusions and NEET (Not in Education, Employment, or Training) status.

By fostering partnerships with education providers, local authorities, businesses, and community organisations, CATCH has created a collaborative approach to addressing complex social issues. The team's collective efforts have earned national recognition, including the Queen's Award for Voluntary Service and the 'Best Place for Children and Young People' award by Child Friendly Leeds.

The team have transformed a hotspot for anti-social behaviour and a disused modular building into a thriving centre featuring a community café, gym, training facilities, education provision, and an urban farm. More than 1,500 young people actively engage with CATCH, supported by 150 volunteers contributing over 20,000 hours annually.



Tom Stenner-Evans
Partner, Thrive Law

Tom's job title is 'Dad'. He is an expert in voicing characters from Bluey and Paddington, and he has over 5 years' experience of building dens out of duvets and dining room chairs. He is known in the industry for the quality of his marble runs.

Around those key responsibilities, he finds time to work with clients to help improve their HR offering and People Culture. In particular, he enjoys working with those organisations who are furthering a worthwhile cause and who are committed to establishing an inspiring and inclusive workplace culture. Tom is a vocal advocate of gender equality at work and speaks regularly about the vital role men need to play in lifting women up in the workplace. He doesn't like formal dress codes, 'working lunches' or fake wellbeing initiatives, and would like to see more women in leadership positions.





Ashmina Raghwani
Associate Solicitor, Thrive Law

Ashmina, who is better known as "Ash", is a London-based Solicitor. It was a natural choice for Ash to join Thrive given the firm's values and ethos align with her passion for mental health advocacy and creating inclusive workplaces.

Ash encourages employees to be true to themselves while inspiring employers to adopt forward-thinking approaches for a better workplace culture.

Outside the legal world, Ash can be found hatching or embracing new cultures by jet-setting to new destinations.



Alicia Collinson
Senior Associate, Thrive Law

Alicia Collinson is a Senior Associate at Thrive Law. Alicia also volunteers for the Maternity Action helpline and leads Thrive's partnership with Pregnant Then Screwed in supporting new mothers in their discrimination issues. She delivered Mental Health Adviser Workshops and appeared on stage alongside ACAS at the MAD World Summit 2023. Alicia has also spoken on Psychological Safety for Mindful Employer.

Her training style is personal and relatable, and she very much believes that there is no such thing as a stupid question. As such, Alicia is easy to talk to and explains complicated issues and matters in a straightforward way.

She is currently on maternity leave and we look forward to welcoming her back soon!



Jess Meredith
Founder, Differing Minds

Jess is a leading advocate for neuroinclusion, sought-after facilitator, and social entrepreneur.

Jess's pioneering work with Differing Minds CIC has helped organisations like Accenture and the NHS implement neuroinclusion strategies.

She challenges societal norms, encouraging individuals and organisations to embrace differences as strengths rather than barriers.

Jess is a parent carer and an adult-identified neurodivergent herself, committed to raising a family with a neuroaffirmative approach.





Thank You to our Sponsors

We are grateful to our sponsors who help make this event possible. Their commitment to creating accessible and inclusive futures aligns with the values of the Thrive Law Summit 2025.

Get to know a bit more about each of them here:



Brain in Hand Supporting Sponsor

Supporting neurodivergent employees isn't just good for people – it's good for business. Brain in Hand is the coaching platform that helps your autistic and ADHD staff achieve more at work.

Neurodivergent employees often face hidden workplace challenges that, without proper support, can lead to burnout, increased sick leave, high staff turnover and reduced productivity.

We've transformed traditional coaching by taking it beyond scheduled sessions and into everyday work moments. Employees receive personal coaching from neurodiversity experts, alongside 24/7 support from an app that delivers personalised solutions and human assistance exactly when challenges arise. Backed by research, our approach delivers proven results:

- £4 return for every £1 spent
- 26% improved retention
- 64% better mental health
- 66% increased workplace achievement

We know what works because we live it – over half our team is neurodivergent – and we've spent 12 years co-designing with our users. Commissioned by the DfE and NHS, we're validated by independent clinical research and have empowered over 25,000 people. For proven neurodiversity support that helps your team succeed, partner with Brain in Hand.

[Read their Sponsor Spotlight blog](#)

Bringing neurodiversity coaching into everyday moments

Specialist Coaching

1:1 time with a trained specialist coach who will support you to set up, and maximise use of the app

On-demand Support

Extra human support from a skilled Brain in Hand responder is available 24/7 and just a tap away

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Easy access to simple digital tools for organising your time, managing anxiety and solving problems



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brain in hand

“I like that it’s completely personalised to my needs so I can focus on what matters to me”

Sam, Brain in Hand user



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Aim Forward Supporting Sponsor

Aim Forward help organisations become truly inclusive by supporting neurodivergent employees in the workplace. We provide expertise and practical, tailored solutions, ensuring support is never guesswork.

Our services include consultancy, training, diagnostics (ADHD, dyslexia, etc.), workplace needs assessments, and coaching. We create bespoke, sustainable solutions that remove barriers, improve retention, and transform hidden talent into a powerhouse of productivity.

[Read their Sponsor Spotlight blog co-authored with Staywell and Thrive Law](#)

Join the conversation: [#ThriveSummit2025](https://twitter.com/ThriveSummit2025)





Staywell Contributing Sponsor

Staywell is transforming workplace wellbeing with a bold vision: to deliver smarter, evidence-based occupational health services that empower businesses and protect people. Built on trust, compassion and clinical excellence, we champion inclusivity and innovation – ensuring no one is left behind.

Our agile, service-first approach makes us the go-to partner for UK businesses seeking tailored solutions, digital accessibility and expert guidance. At Staywell, quality isn't just a promise – it's our purpose.

We exist to help organisations thrive by elevating health, resilience and human connection.

[Read their Sponsor Spotlight blog co-authored with Aim Forward and Thrive Law](#)



Your managers know they should care about **neuroinclusion**.
They just don't know what to do.

Awareness without action isn't inclusion. It's just the start.

We built the Awareness-to-Action framework to help you move from "we care" to "we enable." And it's free.



[Download here](#)



Differing Minds Supporting Sponsor

Differing Minds is a neurodiversity consultancy and training provider dedicated to creating workplaces, schools, and communities where everyone can thrive.

Founded by speaker and social entrepreneur Jess Meredith, the organisation delivers interactive workshops, keynote talks, and its flagship NeuroNavigator programme to help organisations build sustainable neuroinclusion strategies.

With a focus on re-framing thinking, simplifying complexity, and celebrating difference, Differing Minds works with leaders, HR teams, educators, and allies to turn awareness into meaningful action. Clients include A&O Shearman, Freshfields, Virgin Media O2, and the NHS, with impact spanning corporate, public, and education sectors.



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We are a specialist recruitment agency offering recruitment services across the FMCG sector connecting specialist talent with leading businesses for a perfect match of skills, innovation & culture.

With over 25 years shaping recruitment excellence, we are renowned for identifying outstanding industry talent, delivering exceptional professionals across every specialism to drive growth, innovation & quality for our clients.



Partner with **The Oval Partnership** to secure talent to drive your business forward.

www.theovalpartnership.co.uk



Oval Partnership Supporting Sponsor

We're delighted to be supporting the Thrive Law Summit 2025: Creating Accessible & Inclusive Futures. At The Oval Partnership, people are at the heart of everything we do. For over 30 years, we've been connecting exceptional talent with leading businesses across a wide range of sectors, helping organisations find the leadership and specialist expertise that drives lasting success.

Our approach is built on genuine partnership, taking the time to understand each client's culture, values and ambitions, and each candidate's motivations and potential. This ensures every appointment feels right for both sides and delivers real impact.

We're passionate about inclusive and accessible recruitment, championing diversity and exploring how innovation and technology can help create fairer, more equitable opportunities for everyone. Supporting Thrive Law aligns perfectly with our belief in meaningful connections, collaboration, and building a world of work where everyone can thrive.

[Read their Sponsor Spotlight blog](#)



Epassi Supporting Sponsor

Epassi UK and Zest have joined forces to transform how organisations support and reward their people. By combining Zest's employee benefits technology with Epassi UK's extensive health and wellbeing network, we provide a complete solution to engage, support, and retain a thriving workforce.

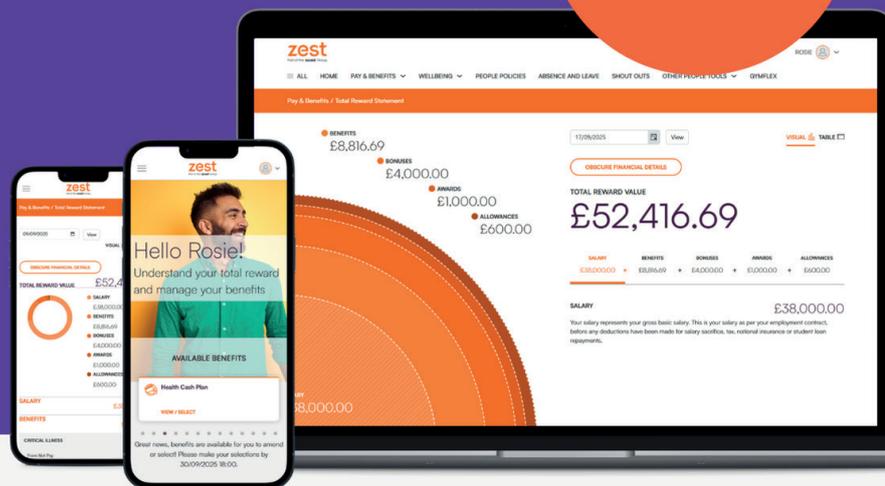
Our award-winning platform makes it easy to design, manage, and communicate personalised benefits, giving employees access to the UK's largest health and fitness network – over 4,000 gyms, 1,600 health assessment locations and lifestyle discounts via self-paid or salary deduction schemes.

Together, we deliver a seamless, all-in-one solution that saves HR time and delivers real value to employees every day.



Powering the
future of
employee
benefits.

Work healthy.
Live happy.
Be valued.



Say hello to the all-in-one employee benefits hub that puts **health, wellbeing and engagement at the heart of your people strategy.**

Get in touch!



With an estimated **1 in 5 people in the UK being neurodivergent**, organisations today have a powerful opportunity, yet many still feel unprepared. In fact, **72% of HR teams report struggling to support neurodiversity** in their people practices. This gap between intention and action is exactly where Thriiver comes in.



What We Do:

We partner with organisations to build workplaces where every employee can perform at their best. We provide support from the very first stages of recruitment through to onboarding, progression, and long-term retention.

We provide the tools, guidance, and expertise needed to create a genuinely inclusive employee experience.

Our Services Include:

- Neurodiversity Audits
- Workplace Needs Assessments
- Workplace Strategy Coaching and Co-Coaching
- Neurodiversity Awareness Training
- Assistive Technology and Training

Our services enable your organisation to unlock the full potential of employees.



We Help Organisations:

- Create environments where employees can thrive
- Equip managers with tools and strategies
- Reduce confusion around adjustments
- Embed inclusive practices
- Enhance belonging and long-term engagement



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 hello@thriiver.co.uk

 www.thriiver.co.uk



Thriiver Supporting Sponsor

Thriiver was founded over 28 years ago by our neurodivergent CEO, Lawrence Howard. We have built a strong reputation for supporting individuals with neurodiversity and disabilities in the workplace.

Recognising that every person and business is unique, we offer tailored support through services such as: Workplace Needs Assessments, Awareness Training, Workplace Strategy Coaching and Co-Coaching, Audits, Assistive Technology, and Assistive Technology Training.

[Read their Sponsor Spotlight blog](#)



WellbeingandErgonomics – Karim Samani
Collaborating Sponsor

Karim Samani is the managing director of the multi-award-winning business, WellbeingandErgonomics. The aim and purpose of the businesses are to improve employees' quality of life in the workplace through 'better ergonomics practices' to reduce absenteeism and keep businesses aligned with the HSE (Health and Safety Executive) DSE (Display Screen Equipment) compliance and law.



Many employees working from home and in the workplace suffer from Musculoskeletal issues due to poor ergonomic practices, resulting in an increase in absenteeism, costs and reduced productivity.

Our biggest concern is the self-diagnosis of critical conditions such as ADHD, Mental Health other medical conditions, which are impacting many workplaces today. This is where WellbeingandErgonomics products and services become important for your business. To protect your businesses, we advise you on how to deal with the situation correctly from day one and what lawful, reasonable adjustments to be made through Occupational Health Assessment for a safe return of employees to work. Protecting the life of your employee and saving your business from lengthy and costly tribunal cases.

WellbeingandErgonomics are the A-Z of office ergonomics, and we do it with passion, kindness and love for what we do to great impact on employees' quality of life.



Good Enough Yoga – Mollie Varley
Collaborating Sponsor

Good Enough Yoga offers accessible, inclusive chair yoga designed to reduce stress, improve posture, and bring moments of calm into the workday. Our guided sessions are suitable for all abilities and can be delivered online or in-person. Let's create a healthier workplace together!

What to expect?

Take a refreshing break with a gentle Chair Yoga session designed for all bodies and abilities. No yoga experience or special clothing is required. During this session, you'll be guided through:

- Gentle movement while seated in a chair to release tension and improve mobility
- Simple stretching to ease stiffness and support posture
- Breathwork and relaxation techniques to calm the mind and restore energy

This session is accessible, rejuvenating, and a perfect way to reset before heading back into the day's activities.



PEMFit – Katie Costantini
Awareness Sponsor

Katie Costantini is a BANT Registered Nutritional Therapist and PEMF (Pulsed Electromagnetic Field) practitioner based in Harrogate, UK.

She founded the Natural Energy Clinic – which also includes her established PEMFiT studio. Katie investigates the root cause of clients' symptoms, restoring their vitality, managing chronic conditions, and helping them feel more like themselves again. All using a holistic, science-based approach.

She offers consultations both in-person at the Harrogate clinic and remotely via Zoom. For those seeking an immersive experience, she also provide bespoke, retreat-style intensives in a peaceful, natural setting to promote deep rest and healing.

If you're interested in exploring how a holistic approach can enhance your health, feel free to connect or visit <https://naturalenergyclinic.com> for more information.





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Why Thrive Law?



The **Impact** We Make

We go above and beyond to help guide the UK's most ambitious and progressive businesses.



The **Change** We Want To See

We're committed to building a fair, equitable and inclusive employment landscape where everyone can thrive.



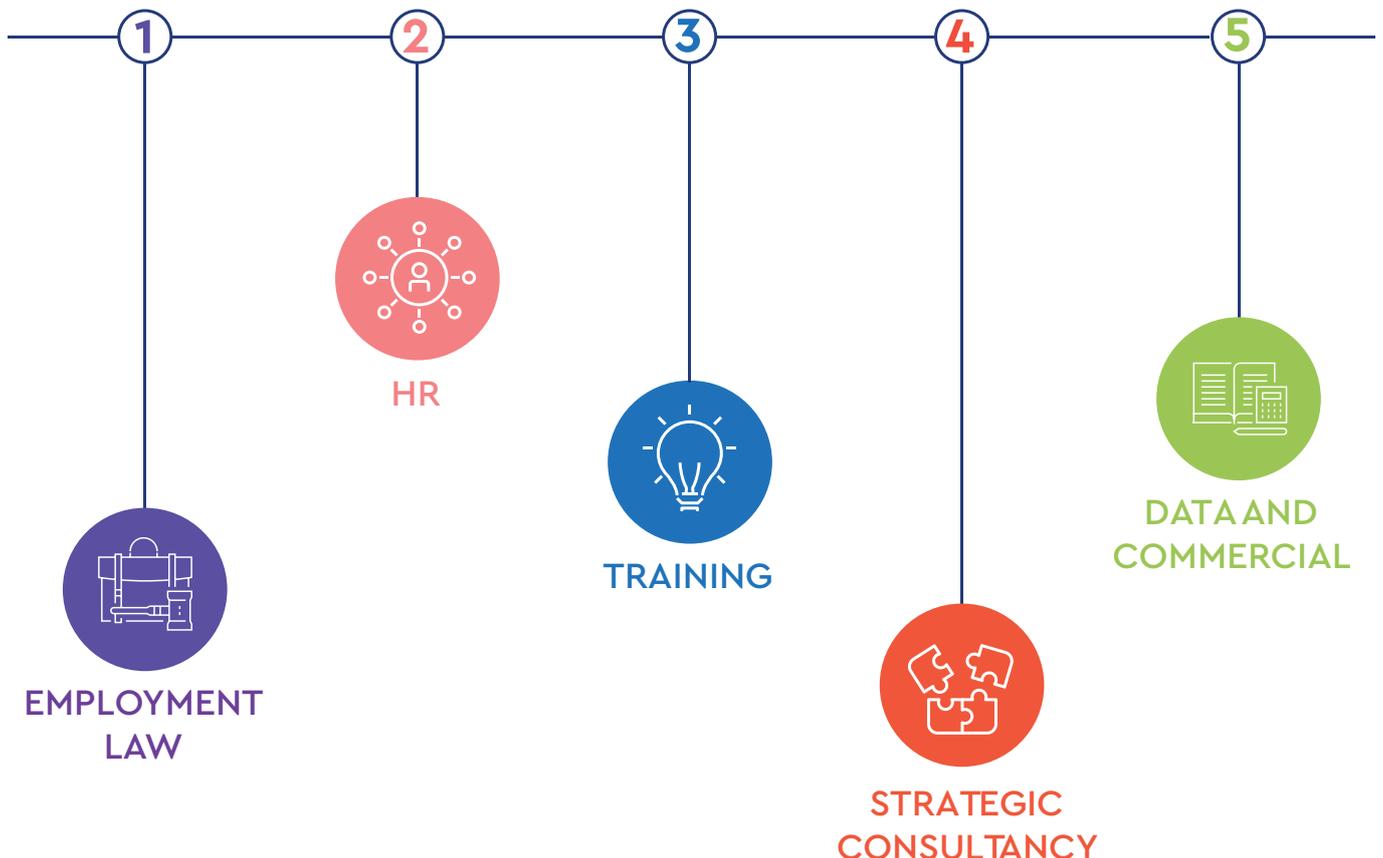
Our **Niche** Superpower

We're uniquely positioned to work with progressive leaders of people centred organisations.

Together, we're building a future where **inclusion** and **fairness** are the foundations of every workplace.



These are the five key areas we can support you with:

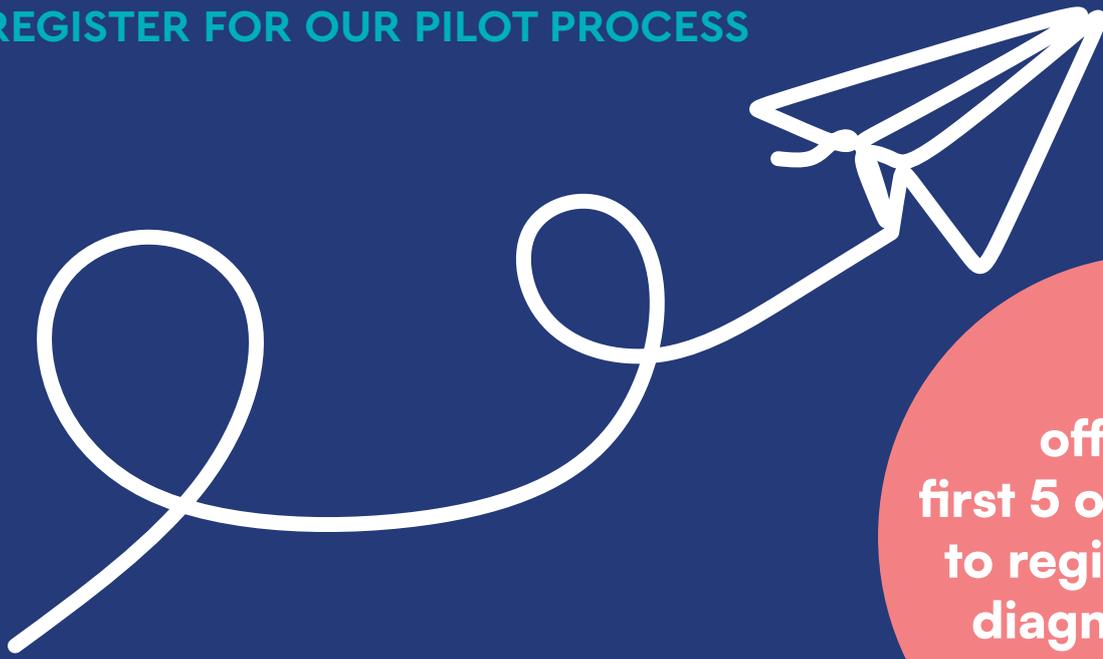


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UK Employment Rights Bill: What's Coming & How to Stay Ahead

Plan ahead for legislative changes, protect your organisation, and support your workforce



Significant changes under the Employment Rights Bill will start to come in around April 2026. You need to act now to ensure your policies, processes and training are updated to remain compliant.

This section provides a visual roadmap of upcoming reforms, a checklist for preparation and guidance on how we at Thrive can help you implement these changes effectively.

Changes expected later this month can be [read in this blog](#). Further changes are expected to follow in late 2026 and 2027. Make sure you [sign up to our newsletter](#) to keep in the know.

Roadmap of Key Reforms expected in April 2026:

Day one paternity & unpaid parental leave

Employees can access leave from day one of employment; review HR policies and payroll processes

SSP payable from day one; lower earnings limit removed; payroll and HR processes need updating

Statutory Sick Pay (SSP) reforms

Fair Work Agency established

New enforcement body; employers must ensure compliance across all new statutory rights

Maximum award increases to 180 days; review redundancy consultation procedures and risk mitigation

Collective redundancy protective award doubles

Whistleblowing protection for sexual harassment

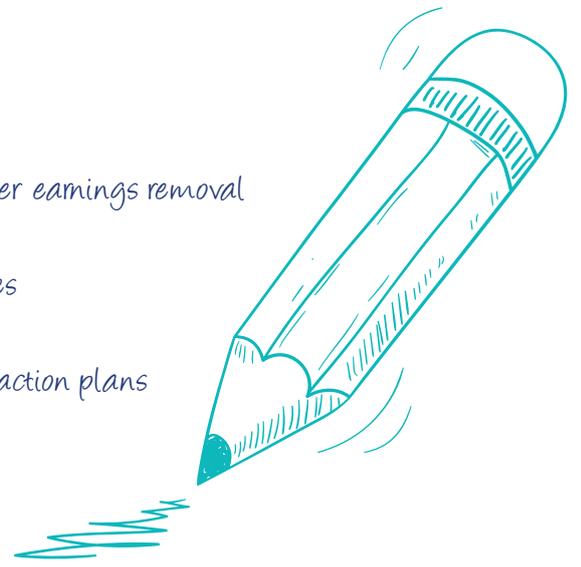
Sexual harassment disclosures qualify as protected whistleblowing; review whistleblowing policies and training

Encourage proactive reporting and planning; opportunity to improve workplace equality and culture

Gender pay gap & menopause action plans (voluntary phase)

Employer Checklist

- Review employee contracts for day-one leave eligibility
- Update payroll and SSP systems for day-one payment and lower earnings removal
- Revise collective redundancy processes
- Audit and update whistleblowing and sexual harassment policies
- Train managers on new compliance obligations
- Draft or implement voluntary gender pay gap and menopause action plans
- Communicate upcoming changes to staff and leadership
- Create internal monitoring for compliance with new reforms



How We Help

As the Employment Rights Bill evolves, having a trusted legal partner is crucial to staying ahead and embedding best practice across your organisation. At Thrive Law, we are here to help you navigate the changes and ensure your policies, contracts, and processes are future-ready.

We work with employers to create tailored compliance roadmaps for April 2026 and beyond, including:

- Policy and contract updates
- Risk assessments and mitigation strategies
- Manager and employee training
- Implementation plans aligned with upcoming legislation

We're here to help you turn legal compliance into a competitive advantage and build workplaces where everyone can thrive.

Contact Us

- Speak directly to your dedicated Thrive employment law adviser to create your personalised roadmap; or
- Email our enquiries inbox: enquiries@thrivelaw.co.uk

What reforms are expected after April 2026

These are based on current information – this may change depending on Bill which is currently at "ping pong" stage:

Reform	Timing & What to Highlight
Further Protections via Non-Disclosure Agreements (NDAs)	The Bill is expected to void non-disclosure clauses (in contracts or settlement agreements) that prevent harassment or discrimination disclosures.
Trade Union Rights – Recognition & Balloting	Although some trade union changes come in April 2026 (recognition, electronic balloting), continued / enhanced union reforms are expected after: simplifying recognition further, strengthening union access, etc.
Fire-and-Rehire / "Automatic Unfair Dismissal"	Expected October 2026: The Bill is likely to make dismissing someone and re-hiring them on worse terms automatically unfair in most cases. Important for employers to plan: contract variation clauses, consultation strategies.
Statutory Duty to Prevent Harassment(Including Third-Party Sexual Harassment)	From October 2026: Employers may be required to take "all reasonable steps" to prevent harassment by third parties (customers, clients). Also, a statutory code is expected to set out the benchmarks (training, risk assessments, reporting).
Unfair Dismissal Day-One Right	Expected in 2027: Protection from unfair dismissal may be extended to employees from their first day, subject to a statutory probation model.
Flexible Working as Default	Also expected in 2027: A default right to request flexible working (from day one) is anticipated, making access to flexible working more automatic in many roles.
Bereavement Leave (including Pregnancy Loss)	Expected in 2027: The Bill may introduce a more general right to statutory bereavement leave, including for pregnancy loss.
Mandatory Gender Pay Gap / Menopause Action Plans	While voluntary action plans begin in April 2026, mandatory duty for larger employers is expected in 2027.
Regulation of Zero-Hours Contracts & Umbrella Companies	Also expected in 2027: The Bill proposes stronger regulation on zero-hours contracts and possibly extending protections to workers via umbrella companies.

The Menopause Mandate: What employers need to know

At Thrive Law, we're passionate about creating truly inclusive workplaces and that includes supporting employees experiencing menopause. The forthcoming Menopause Mandate marks a pivotal shift in workplace equality, retention, and wellbeing.

But employers don't need to wait. The guidance already published by the All-Party Parliamentary Group on Menopause (APPG), the Equality and Human Rights Commission (EHRC), and UK health and safety legislation makes clear that menopause is a current workplace issue and that employers must take proactive steps to support their people.

Understanding the Menopause

The menopause is a natural stage in a woman's life, signalling the end of menstrual cycles, typically between ages 45 and 55. Symptoms can begin years before (perimenopause) and last several years afterwards.

Common symptoms include:

- ✓ Hot flushes and night sweats
- ✓ Sleep disturbances and fatigue
- ✓ Difficulty concentrating ("brain fog")
- ✓ Mood changes, anxiety or depression
- ✓ Reduced confidence and memory issues
- ✓ Physical symptoms such as joint pain or palpitations

These can vary widely in severity and for around 25% of women, symptoms can be debilitating and significantly affect everyday life and work performance.

Why Menopause Matters in the Workplace

Research shows:

- 75% of women experience menopausal symptoms
- 59% of women who experience symptoms say they negatively impact their work

Some consider stepping down from senior roles or leaving the workforce entirely.

Supporting employees through menopause isn't just a wellbeing priority, it's a business imperative. Retaining experienced and skilled staff strengthens culture, boosts performance, supports gender equality, and reduces the risk of discrimination claims.

The Menopause Mandate and Key Guidance for Employers What the APPG and UK Bodies Say

The APPG's 2022 report, *Menopause in the Workplace*, makes it clear that:

- Menopause is a significant workplace issue
- Employers should adopt menopause-aware policies
- Good practice includes risk assessments, training, adjustments and a supportive culture
- Government guidance should be strengthened and widely promoted

While the APPG itself did not set statutory dates for "Menopause Action Plans", more recent commentary notes:

- Voluntary introduction: April 2026
 - Mandatory requirements for employers with 250+ staff: 2027
- These developments reflect a wider move toward structured, proactive menopause support.

The Legal Context: Why Employers Must Act Now Under existing UK law:

Equality Act 2010

Menopause isn't a protected characteristic, but symptoms may fall under:

- Sex discrimination
- Age discrimination
- Disability discrimination (if symptoms have a substantial and long-term adverse effect)

The EHRC has confirmed menopause can meet the disability threshold, triggering the duty to make reasonable adjustments.

Health and Safety Legislation

Under the Health and Safety at Work Act 1974 and Management of Health and Safety at Work Regulations 1999, employers must:

- Protect employee health and safety
- Consider risks for specific groups

This means employers should assess workplace risks relating to menopause, including temperature, ventilation, uniforms, shift patterns and stress.

Menopause Action Plans: What Employers Must Do

A Menopause Action Plan is a structured, proactive framework setting out how an organisation recognises, supports and monitors menopause at work. It typically includes:

- Awareness raising
- Manager and HR training
- Reasonable adjustments
- Policy updates
- Workplace risk assessments
- Monitoring and accountability

It is no longer enough to react to issues; employers must plan ahead.



Timeline

- ✓ **Now:** Assess current policies, carry out menopause risk assessments, consult employees and begin cultural change.
- ✓ **April 2026:** Voluntary adoption of Menopause Action Plans begins.
- ✓ **2027:** Mandatory for employers with 250+ employees.

What Employers Should Do: By Organisation Size Small Employers (<250 employees)

Even without a mandatory deadline yet, smaller organisations should:

- **Raise awareness:** include menopause in wellbeing and ED&I communications, and train managers.
- **Update policies:** ensure sickness, absence and flexible-working policies reference menopause.
- **Enable adjustments:** flexible hours, breaks, workstation changes, uniforms, home working.
- **Conduct menopause risk assessments** as part of standard Health and Safety practices.
- **Signpost support:** internal guidance, NHS resources, menopause specialists.
- **Monitor and review:** collect anonymous data to guide improvements.
- **Start building a simple Menopause Framework** now, to be ready for future requirements.

Larger Employers (250+ employees)

Larger or multi-site organisations should:

- **Develop a formal Menopause Action Plan** with responsibilities, KPIs and review processes.
- **Provide in-depth training** for managers and HR on legal obligations and supportive conversations.
- **Implement a clear reasonable adjustments process** specifically referencing menopause.
- **Integrate menopause risk assessments** into Health and Safety systems and respond to risks promptly.
- **Review policies** on absence, performance, uniforms and job design to prevent disadvantage.
- **Create support networks** and appoint menopause champions.
- **Monitor data at scale:** disclosures, absence patterns, retention, exit feedback.
- **Align with wider ED&I strategy** and consider external accreditation.

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The Thrive Law Approach

At Thrive Law, we believe this isn't about ticking boxes; it's about creating real, sustained change.

We work with organisations to:

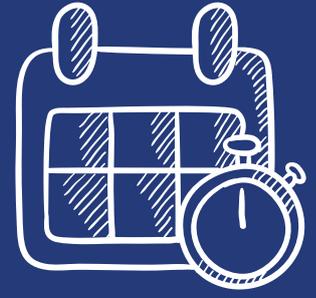
- Review and update menopause-related policies
- Conduct culture and risk assessments
- Design comprehensive Menopause Action Plans
- Train managers, HR teams and leaders
- Embed menopause support within ED&I, wellbeing and people strategies

If you'd like to get ahead of the 2027 mandate, Thrive Law can support you with everything from policy reviews and action plans to full cultural consultancy and legal advice. Email our team on: enquiries@thrivelaw.co.uk

Join the conversation: [#ThriveSummit2025](https://twitter.com/ThriveSummit2025)



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THRIVE LAW ROUNDTABLES

06APR26

An invite-only space designed for open, honest discussion around the people challenges shaping today's workplaces.

06JUL26

Thrive Law is bringing together a select group of progressive leaders for our quarterly, in-person roundtable – an invite-only space designed for open, honest discussion around the people challenges shaping today's workplaces.

01OCT26

This is not a panel. Not a presentation.

Just real conversations with leaders who care about creating truly inclusive, future-focused cultures.

THRIVE FORUM: THE FUTURE OF INCLUSIVE WORKPLACES

06MAR26

CATCH, Leeds

Accessibility, Inclusion & the Role of Tech & AI at Work

The world of work is evolving fast. As AI, automation and new technologies reshape how we work, the biggest question isn't what we can build... but who we include.

The Thrive Forum brings together a curated group of progressive leaders to explore how we can harness tech and AI without leaving people behind – especially disabled, neurodivergent and historically excluded talent.

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